

**COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY**  
**Annual Report 2013-14**

To: Academic Senate, Santa Cruz Division

The Committee on Affirmative Action and Diversity (CAAD) is pleased to report on a productive year. CAAD undertakes studies of policies and practices of affirmative action and diversity, makes recommendations to appropriate campus bodies, and regularly confers with other administrative units and Senate committees about a broad range of issues related to diversity. This year, CAAD directly addressed campus climate, diversity, and inclusion through its review of the proposed UCSC faculty mentoring program and UCSC report of the UC Climate Study, issued statements on diversity implications of proposed policies and programs, and participated in general local and systemwide senate business. A brief overview is provided below.

Addressing Campus Climate, Diversity, and Inclusion

**Faculty Mentoring**

CAAD continued to be involved in campus conversations about the need for a formalized faculty mentoring program at UCSC. Drawing on the research indicating that mentoring is critical to the success and advancement of faculty, and particularly underrepresented faculty, CAAD members supported and helped develop a proposal for the establishment of an institutionalized mentoring program on campus.

CAAD's consultation with Vice Provost for Academic Affairs (VPAA) Lee during 2012-13 sparked the formal development of such a program in 2013-14. CAAD consulted extensively with VPAA Lee and Assistant Campus Diversity Officer (ACDO) Marlowe as they developed a draft proposal for a formalized faculty mentoring program, based in part on a similar program at UCSF. CAAD also reviewed and responded to drafts of the proposal before it was circulated for senate comment.

Overall, CAAD is pleased to see the faculty mentoring program taking shape, and the proposal addresses many of the issues CAAD raised in consultation with VPAA Lee and ACDO Marlowe; at the same time, CAAD has cautioned that the success of any mentoring program depends on intensive faculty involvement. CAAD has further recommended that the workshop and speaker series that is part of the mentoring program be developed with the involvement of the Senate Committee on Career Advising (CCA). The topics addressed in these workshops should be directed at mentors as well as mentees and should include subjects that are compelling and of interest to both. CAAD also commented that the award component of the mentoring program should be genuinely meaningful for faculty and that service as a faculty mentor be recognized as significant service in the personnel process; such recognition will be important in attracting quality mentors. CAAD looks forward to the implementation of the faculty mentoring program in 2014-15 and to continued collaboration with the VPAA, the Office of Diversity, Excellence, and Inclusion (ODEI), and the Committee on Career Advising (CCA) as the program grows and develops.

### **UC Campus Climate Study 2014**

CAAD spent several meetings reviewing the UCSC Campus Climate Study and Report, released in March 2014 as part of the broader UC Campus Climate Assessment Project conducted by Rankin and Associates Consulting for the University of California. CAAD recognizes the efforts that have gone into the study, as well as UCSC's plans to take measurable actions in response, as a positive step and as a part of the University's investment in supporting excellence through diversity and building a positive climate for students, staff, and faculty on campus. The study reported high levels of comfort with the climate at UCSC, and positive attitudes about work-life issues, while also reporting that "some members of the community experienced exclusionary conduct," including a higher number for racial and ethnic minorities. In addition, the report noted that "several constituent groups indicated that they were less comfortable with the overall campus climate, workplace climate, and classroom climate."<sup>1</sup> CAAD members expressed concerns about these findings, and an examination of the report led CAAD to conclude that there was insufficient examination and exploration within the report of these key differences by demographic and constituent profiles, and no elaboration beyond reporting the findings. This led to a final report, CAAD concluded, that was framed in overly positive terms, effectively obscuring key differences in respondents' experiences of campus climate across constituent categories.

While there was extensive deliberation about the report, the following summarizes the committee's major points of discussion: 1) CAAD expressed concern about the lack of data disaggregation in key areas of the report, and would like to see data disaggregated by faculty rank, race/ethnicity, and academic division. In general, CAAD agreed that they would like to see questions pertaining to campus climate disaggregated, and specific data on perceptions of bias and promotion separated out by rank and senate vs. non-senate faculty status, academic division, race/ethnicity, and gender; 2) CAAD raised a concern that the survey itself may not adequately capture respondents' perceptions and experiences of campus climate; 3), the data was presented in a way that prevented "drilling down" in order to identify more nuanced descriptions of sub-group experiences (for example, by highlighting a cluster of graphs that examined the experiences of underrepresented minority faculty across a series of survey questions); 4) the report offered no elaboration on the important finding that "other people of color and underrepresented minority respondents were less likely to believe the workplace was welcoming based on race,"<sup>2</sup> and the committee expressed strong interest in finding out *why* these groups found the workplace less welcoming; 5) CAAD would like to see data on faculty, staff, and student experiences of microaggressions specifically addressed; and 6) the committee would like to see qualitative data collection on campus climate as a follow-up to the study. Specifically, qualitative data would follow up on questions/topics among faculty (and possibly staff) survey participants, include faculty (and possibly staff) who did not participate in the survey, and ask questions about campus climate that were not addressed by the survey instrument.

The faculty subcommittee of the Advisory Council on Campus Climate, Culture, and Inclusion (ACCCI), chaired by VPAA Lee, is responding to the faculty portion of the survey, and has been charged with developing an action plan to address key survey findings. Chair Lau sits on the faculty sub-group of the ACCCI. VPAA Lee invited CAAD's response to the report, and offered

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<sup>1</sup> See "Executive Summary" in UCSC Campus Climate Project Final Report, Rankin & Associates Consulting, March 2014.

<sup>2</sup> Pp. 118-19 in UCSC Campus Climate Project Final Report, Rankin & Associates Consulting, March 2014.

to consult with CAAD to further discuss the report and answer any questions. CAAD consulted with VPAA Lee on May 19, 2014. During this consultation, VPAA Lee shared CAAD's concern about the lack of data disaggregation in the report but, unfortunately, informed the committee that the campus, due to budgetary limitations, would not undertake further collection of qualitative data. However, VPAA Lee offered to assist CAAD in 1) advocating for funding on CAAD's behalf should the committee decide that it can oversee further qualitative data collection and 2) assist CAAD in requesting additional UC Campus Climate Study data from the Office of the President. Based on this consultation and ongoing conversation, CAAD outlined a formal request for additional data from the UCSC Climate Study that VPAA Lee will forward to the UC Office of the President (UCOP).

CAAD anticipates that the committee will review any additional data from UCOP, and that this data will assist CAAD in further assessing how to best support and build on campus efforts to address faculty climate. CAAD has discussed the feasibility of developing a proposal for further qualitative data collection. This summer, current Chair Lau and incoming Chair Parker began developing a proposal for funding such a study. The goal of further data collection would be to produce a recommendations report, as CAAD has determined that it is critically important to develop best practices, from the ground up, to ensure that the campus develops a meaningful action plan for improving campus climate. CAAD members agreed that a healthy campus climate is integral to, and supports, UCSC's broader commitment to excellence through diversity, and is encouraged by UCSC's interest in building a positive climate for students, staff, and faculty on campus. CAAD looks forward to continued discussions to move that commitment forward, both in committee and in collaboration with VPAA Lee, in 2014-15.

### **Target of Excellence (TOE) and Spousal/Domestic Partner Waiver of Open Recruitment Reviews**

CAAD reviewed four Target of Excellence Waiver of Open Recruitment Requests (November 2013, February 2014, May 2014) and two Spousal/Domestic Partner Waiver of Open Recruitment Requests (May 2014). Review of these proposals prompted the committee to revisit an ongoing concern about the ways in which the TOE program, especially, can also serve to circumvent fair hiring practices. The committee is still not clear about the degree to which (if at all) CAAD's responses are taken into account in these deliberations. For example, TOE proposals have not always made clear how candidates contribute to diversity (if they do at all), but that fact does not seem to prevent the approval of TOE requests. The committee will invite EVC Galloway for a consultation next academic year to discuss how the committee's feedback is used in waiver of open recruitment requests.

### **Diversity Fund Program**

Funding for the Diversity Program, which offered academic units and programs up to \$2,000 for proposals for projects that advance campus diversity goals, was suspended in 2009-10. This program was a crucial means for supporting and advancing diversity-related projects on campus and further affirmed the importance of diversity and inclusion as a central campus principle. CAAD recommends that this program be reinstated and will pursue the possibility of making a formal request to reinstate the Diversity Fund Program to CP/EVC Galloway in 2014-15.

### Statements on Diversity Implications of Proposed Policies and Programs

#### **Self-Supporting Graduate Professional Degree Programs (SSGPDP) Policy**

CAAD reviewed two versions of the proposed revised Self-Supporting Graduate Professional Degree Programs policy (December 2013; June 2014), which provides guidelines for programs that generate revenue from student charges to support all costs of the programs and costs incurred by departments/schools and campuses on behalf of the programs. CAAD expressed concerns about the financial accessibility of these programs, pointing out that the policy was inherently contradictory, requiring that all SSGPDPs have a financial accessibility goal for their student population as well as a plan for achieving that goal based on student-generated revenue. In its first review of the revised proposal, CAAD requested more information about how these goals fit together. In addition, CAAD also noted that it would like to see an example of a program fee structure with return to aid, and whether this would allow a program to remain accessible to a wide range of students. Finally, CAAD raised a third issue related to financial accessibility and suggested that SSGPDPs take into consideration professional degree seeking students that intend to work with underserved populations when developing program accessibility plans, as the incomes of these students would be substantially lower. In reviewing the second revised SSGPDP policy proposal (June 2014), CAAD concluded that the issues of financial accessibility raised by the committee had not been addressed, and reiterated its hope that further revisions to the policy address these concerns.

#### **Proposal for Support of International Growth and Campus Globalization**

CAAD reviewed Vice Provost and Dean of Undergraduate Education (VPDUE) Hughey's proposal for Support of International Growth and Campus Globalization, which included a funding formula, a proposed new Associate Vice Provost (AVP) position, and a broad range of other initiatives (January/February 2014). CAAD members sought to interpret diversity in the broadest sense possible while also trying to balance different diversity-related considerations and concerns relevant to international and domestic student populations.

CAAD raised a number of structural concerns in its response to the proposal, including 1) that the AVP position, in light of campus priorities, warrants a higher level, professional staff leadership position outside of the Division of Undergraduate Education and should be filled by an expert with professional training and experience in international education; 2) responsibilities for EAP should be separate from the AVP and the campus should retain an EAP Director; 3) CAAD would like to see centralized staff support dedicated to managing the bureaucracy of international students (undergraduate, graduate), faculty, staff, and visitors.

CAAD also emphasized the importance of extensive, quality cultural training (which avoids essentializing and overgeneralizing) as part of supporting faculty, instructors, TAs, and student services staff as we internationalize our campus. Overall, CAAD embraced the idea that increased international enrollments could enhance diversity and the quality of undergraduate education for all students through additional instructional support. Increasing cultural diversity should strengthen the overall campus community when accompanied by increased emphasis on cultural sensitivity--provided the campus invests in the necessary infrastructure. At the same time, CAAD reiterated the need for a complex understanding of diversity. In its response to the proposal, CAAD sought to raise awareness of how our increasingly globalized campus must become sensitized to the needs of students whose cultural and scholarly backgrounds, languages, and world views may

be very distinct from California students and the diversity within that domestic student body. In particular, the committee wants to be sure that within the scope of attending to diversity, and pursuing opportunities for educational and cultural enrichment, UCSC is not neglecting its commitment to educational equity. Given this opportunity to shape the foundations for future campus growth, CAAD agreed that it is critical to build in programmatic components that help express and reproduce our university's commitments. For example, the new program could commit a certain percentage of international admissions slots to students from under-represented countries, and could use a portion of the fees generated from the program to help offset costs for outstanding students from those countries.

CAAD praised the potential implicit in the Proposal but also expressed severe reservations about continuing to increase international student enrollments (at the undergraduate and graduate levels) without having the necessary academic and student services infrastructure in place to support these students. The committee found the proposal to be, paradoxically, both too broad and too limited in scope to demonstrate a successful path to a fully internationalized UCSC. As UCSC's internationalization develops, CAAD will be active in defining what diversity means in this context.

#### Ongoing Local and Systemwide Senate Business

##### **CAAD Representation**

Chair Lau served as the campus representative on the systemwide University Committee on Affirmative Action and Diversity (UCAAD) and on the Divisional Senate Executive Committee (SEC). Chair Lau represented CAAD on the Chancellor's Advisory Council on Campus Climate, Culture, and Inclusion, and the Martin Luther King Jr. Convocation organizing committee. Chair Lau also served on the campus committee working on the gender and pay equity plan and on the Faculty Initiated Group Hire committee.

Member Steve McKay represented CAAD on the 2014 Chancellor's Achievement Awards for Diversity selection committee.

Member Ingrid Parker represented CAAD at a UC ADVANCE PAID roundtable meeting at UC Davis titled "Workplace climate: Assessments and interventions to improve diversity among STEM faculty."

##### **Correspondence and Consultation**

CAAD discussed and responded to several campus and systemwide issues, including the following:

###### **LOCAL**

- Draft Proposal for a Masters Incentive Program (October 2013)
- Revised Strategic Academic Plan for Silicon Valley (November 2013)
- Proposed New CAPM 101.000: Waivers of Open Recruitment for Senate Faculty Positions (December 2013)
- Proposal for Support of International Student Growth and Campus Globalization (January 2014)
- Draft WASC Accreditation Institutional Report (May 2014)

- Four Target of Excellence Waiver of Open Recruitment Requests (November 2013, February 2014, May 2014)
- Two Spousal/Domestic Partner Waiver of Open Recruitment Requests (May 2014)

#### SYSTEMWIDE

- Proposed Revisions to Professional Degree Supplemental Tuition (PDST) Policy (January 2014)
- Proposal for Self-Supporting Graduate Professional Degree Programs (SSGPDP) Policy (December 2013)
- Revised Proposal for Self-Supporting Graduate Professional Degree Programs (SSGPDP) Policy (June 2014)
- Proposed Revised APM 133, 210, 220, 760: Proposed changes to four separate APM sections evaluating contributions to diversity and revisions to language extending the eight year limitation on service (June 2014)

#### CONSULTATIONS

- VPAA Lee and ACDO Marlowe: VPAA/ODEI Proposal for UCSC Faculty Mentoring Program (October 2013)
- VPAA Lee and ACDO Marlowe: Revised Proposal for UCSC Faculty Mentoring Program (January 2014)
- AC Sahni: Annual Update from the Office for Diversity, Equity, and Inclusion (February 2014)
- VPAA Lee: UCSC Campus Climate Study 2014 (May 2014)

#### **Continuing Issues for CAAD in 2014-15**

##### *UCSC Climate Study*

CAAD will continue to work with the VPAA's office and the ACCCCI to monitor the status and implementation of an action plan to address the UCSC Campus Climate Study and Report findings. The committee will also continue to assess how to best support and build on campus efforts to address faculty climate.

##### *Faculty Salary Equity Study*

CAAD will continue to monitor the status of the Faculty Salary Equity Study. Outgoing Chair Lau is continuing to serve on the UCSC committee working on the gender equity plan follow-up, and a report from that committee is expected in early 2015. Professor Ingrid Parker will serve as CAAD Chair beginning in 2014-15.

Respectfully submitted;

COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY

Steve McKay

Dejan Milutinovic (S)

Ingrid Parker

Micah Perks

Nader Pourmand

Elizabeth Stevens (F, W)

Kimberly Lau, Chair

Juan Pablo Lopez, SUA (F, W)

Leslie Lopez, NSTF

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