

COMMITTEE ON CAREER ADVISING

Annual Report, 2018-19

To: Academic Senate, Santa Cruz Division

The Committee on Career Advising (CCA) met every other week throughout the academic year to conduct business regarding their charge to develop, implement, and evaluate mentoring activities that enhance the likelihood of faculty promotion and retention. The committee consisted of five members, one from each academic division and one from the School of Engineering. At the beginning of the year, CCA invited Vice Provost for Academic Affairs (VPAA) Herbie Lee to sit with the committee for the last 30 minutes of most meetings. This year, the committee initiated new programs, revamped previous offerings, procedures and the website, renegotiated CCA's budget, and addressed important policy issues. A brief overview of the committee's notable work in 2018-19 is provided below.

I. New Faculty Orientation

In July 2018, Chair Scott met with Associate Vice Provost for Teaching and Learning (AVPTL) and Center for Innovations in Teaching and Learning (CITL) Director Jody Greene to develop the New Faculty Orientation (NFO) for 2018-19, taking feedback from the previous NFO into account. In previous years, the afternoon was planned by CCA and included information on both teaching and research, with a series of presentations. At the 2018-19 NFO, CITL took charge of the information about teaching, and CCA was responsible for the last half of the afternoon dealing with research resources and planning. Since it was such a short amount of time at the end of the day, CCA asked the Office of Research Development (ORD), the Office of Research Compliance Administration (ORCA), the Office of Research (OR), the Industry Alliances and Technology Commercialization Office (IATC), Export Control, Corporate and Foundation Relations and the Office of Sponsored Projects (OSP) to create a brief overview of their units (25 minutes total), with the promise to provide a longer workshop on Research Resources and Planning in the winter term. CCA then broke into small group discussions led by the RD resource personnel from each division. Although feedback for the event was limited, respondents enjoyed the welcoming attitude, meeting others, the presentation by Dr. Covarrubias on first generation students, and having a folder of material for reference. Suggestions for improvement included scheduling so it doesn't conflict with divisional orientations, fewer presentations and more time for questions and break-out groups, and paying more attention to those coming here with tenure and LSOE positions. Overall, the event was positively received.

II. Faculty Mentorship Program

Mentor Matching Process

The CCA oversees the Faculty Mentorship Program (FMP) in which all new faculty are matched with volunteer faculty mentors. This year, CCA implemented the suggestion by previous CCA Chair Evangelatou to present information on possible mentors to mentees so that they can submit their mentoring preferences for CCA for consideration in the creation of mentoring pairs. Mentees were invited to submit up to five mentor choices, and we were able to use this process to facilitate the matching process. All mentees who filled out the form were matched with one of their five choices. Others who didn't submit preferences were matched with the best available mentors from outside their departments. This year, some mentors were concerned about the disproportionate distribution of mentees to different mentors. As a result, in the coming year, mentor/mentee assignments will be sent to mentors first to allow them to weigh in on decisions, before matches are made final for both mentors and mentees.

The incoming faculty numbered 34. Mentees who have not yet received tenure were invited to continue in the FMP. In 2018-19, we had 57 mentors volunteering and 121 mentees for a total of 178 participants in the program. We also included LSOEs in the process this year. In the letters to mentors and mentees, we strove to make the relationship and expectations clear for both parties.

Meet and Greet / Socials at Provost Houses

The committee decided to advance a stronger sense of community through CCA this year. To this end, we created several social events to provide an opportunity for mentors and mentees of the FMP to connect, network with other faculty, and hear about upcoming CCA workshops and activities throughout the year.

In addition to the CCA annual Meet & Greet event at the University Center, we joined the college provosts in hosting four additional social events. This year, CCA collaborated with Provost Alan Christy at Cowell College (fall), Elizabeth Abrams at Merrill College (early winter), Provost Sean Keilen at Porter College (late winter), and Provost Manel Camps at Crown College (spring). The Crown College event was combined with a Crown Fellows dinner, and Provost Camps indicated interest in repeating the event next year. Overall, the socials were well attended by both junior and established faculty from all divisions. In addition to providing networking opportunities, these events helped introduce new faculty to UCSC's college system and allowed them to interact with several provosts. Based on the success of these events, the committee plans on continuing the program next year.

Quarterly Workshops

As in previous years, we held three workshops on important topics of interest to faculty that might enhance the likelihood of faculty promotion and retention. This year, we asked for suggestions for topics of interest at the NFO. The three workshop topics this year were: Research Resources for Faculty, Path to Tenure, and Mentoring Graduate Students. On February 25, 2019, at the

Research Resources for Faculty workshop, OR introduced resources and services intended to support faculty research funding opportunities, focusing on faculty research sponsorships and partnerships with industry, building intellectual property portfolios, and collaborating to strengthen competitive grant proposals. Although there was low attendance, those who were there thought it was a valuable session.

The Path to Tenure workshop on March 15, 2019 had excellent attendance. Chair Lynn Westerkamp of the Committee on Academic Personnel (CAP) shared CAP's recommendations on effectively presenting research contributions in personnel files, AVPTL Greene of CITL discussed ways in which faculty can provide evidence of excellence in teaching in their personnel files and shared advice for planning a successful path to tenure, and a panel of recently tenured and senior faculty from across all five divisions shared their insights and advice on the path to tenure and the review process. AVP Grace McClintock and Ibukun Bloom from the Academic Personnel Office (APO) were also present to answer questions. The Q&A extended past the time allotted, and participants were highly engaged and receptive to the information provided.

The Mentoring Graduate Students workshop on May 8, 2019 also suffered from poor attendance. Although over 35 pre-registered for the workshop, less than 10 participants showed up. AVPTL Greene and CITL Associate Director for Graduate Programs Kendra Dority presented this workshop addressing key aspects of mentorship including effective communication, aligning expectations, developing a mentor philosophy, and equity and inclusion. The information and activity were considered valuable by those who attended.

III. Non-Routine Business

Reviewing the Strategic Academic Plan (SAP)

The committee provided comments on the Rewrite of the SAP and Implementation Playbook sent by VPAA Herbie Lee, with the goal of advocating for junior faculty mentoring and career support, as well as promoting practices that engage and support a diverse body of faculty and staff, including postdoctoral scholars. A number of specific clarifications and policy recommendations were suggested in the first letter to Senate Chair Lau. In the final draft of the SAP, CCA appreciated the specific inclusion of staff and faculty in the third design principle, "Engage and support a diverse faculty, staff and student body," as well as the funding of a new initiative for a faculty community networking pilot program. However, the committee felt that our neglected suggestion for a new initiative to provide pilot funding for interdisciplinary teams that include untenured faculty members, which fell under the first design principle to "Drive research and creative work that transforms our world" would have a substantial positive impact on the career development of junior faculty. CCA communicated its continued commitment to this initiative in a follow-up letter to Senate Chair Lau in response to the final draft of the SAP.

Proposal for Supporting Untenured Scholars with Prestigious Awards

In winter 2019, Chair Scott received information regarding a current divisional practice that has had inadvertently negative impacts on campus efforts to retain and support our body of talented, untenured faculty members. In some divisions, when untenured faculty receive prestigious awards recognizing their outstanding work and potential, sufficient funding is not necessarily provided by the division to allow the faculty awardees to accept the award without significant financial and professional consequences. This was discussed in CCA meetings, with VPAA Lee, and with Senate Chair Kim Lau. Senate Chair Lau invited Chair Scott to write a memo and to speak to the Senate Executive Committee (SEC) about this issue. As a result of these actions, Chair Lau drafted a letter in May 2019 to Executive Vice Chancellor (EVC) Marlene Tromp outlining Senate concerns regarding augmentation and support for faculty research fellowships and awards. CCA plans to work with the SEC and the EVC to develop effective strategies for supporting faculty research and advancing UCSC's reputation for research excellence in the coming year. The committee is dedicated to fostering the retention of our new faculty, and feels that the current practice undermines campus efforts to retain high caliber scholars, particularly highly talented scholars of color.

Annual CCA Budget

When the Faculty Mentorship Program was launched in 2015, CCA was given a small budget for its programming. This year, the initial budget allocation ran out, and we proposed an additional allocation for three years. The request for the basic operating budget (\$13,350 for three years, starting with \$4000 in Year 1) was approved by Associate Chancellor (AC) Ashish Sahni and provides funding for the fall Meet and Greet event, a spring Celebration event, three topical workshops, and three social events. In addition, we received funding for a \$6,000 one year pilot program for Mutual Mentoring, described further below.

Proposal for Mutual Mentoring Pilot Program

This year CCA was committed to advocating for and enabling mutual mentoring as part of the UCSC faculty culture, particularly in order to better support and retain diverse faculty. As the campus is committed to pioneering progressive practices in faculty well-being and retention, and since we are located outside a diverse metropolitan area, we proposed the adoption of a mutual mentoring approach, which would bring opportunities for new faculty to extend their professional networks outside of UCSC. In this model, untenured faculty seek and find forms of mentoring from multiple others (e.g., peers, near-peers, tenured faculty on- and off-campus) who can all help advance their careers in various, and different ways. CCA is already responsible for overseeing the Faculty Mentorship Program, so the inclusion of a Mutual Mentoring Pilot Program is a suitable expansion of the committee's commitment to supporting faculty advancement and success.

CCA proposed and received \$6,000 in funds to support a one year pilot program, starting in 2019-2020. The committee will adjudicate, review, and evaluate these proposals for funding based on criteria related to mutual mentoring models and best practices. Grants will range from \$250-\$2,000 and the application will be modelled on the “Seed Grant” applications from the Institute of Social Transformation in the Social Science division.

Survey of Departmental Mentoring and Personnel Practices

In 2016, CCA surveyed the campus on their mentoring and personnel practices. This year, to refresh the information, the committee reviewed the existing survey and updated it for current needs and information. Current needs were identified based on frequent internal discussions as well as review with administrators, and members of the divisions represented in the Personnel Practices Survey.

Input from divisions indicated that the previous survey was perceived as long, even though it required only a few minutes. To eschew that perception, we broke the survey into more discrete sections with more bullet points and less discussion. Additionally, in order to increase the completion percentage (reduce the number of survey beginners who fail to complete the survey), we added answers such as “I don’t know” and “not applicable in my department” throughout. We were informed that many who did not complete the survey stopped because they felt “stuck” or they did not know how to answer a question. This was particularly important as we included questions about LSOE personnel practices in this version.

The committee also divided the survey into sections which we feel more accurately reflect the perceived areas of interest to the respondents. This included topic areas as well as separating out long text answer from multiple choice and radio box answers.

Preliminary results indicate that twenty of the twenty-three departments/programs responding (87%) said that they mentored untenured faculty through either formal (1) or informal activities (2), or a combination of both (17). Sixteen departments (80%) offer formal pairing of untenured faculty with a senior faculty mentor; eleven departments (55%) provide more than one course release to untenured faculty in their first year. While nine department chairs (45%) were unsure whether mentoring practices have been influential in the hiring, retention, and academic success of untenured faculty, eleven others (55%) indicated a positive influence. Only one department indicated that professors of a lower rank were not invited to personnel review discussions for those of a higher rank. The results of the survey need further analysis and exploration by CCA. This valuable data will be analyzed within a report to be provided to academic leadership during the 2019-20 academic year.

Information for Divisional Chairs

The previous CCA created a comprehensive 5-page document to use in discussions with divisional chairs. We condensed and re-organized the document and will be using the new version in future discussions with divisional chairs.

Faculty Mentorship Program Feedback Survey

As it is important to obtain feedback on the efficacy of our program, we created a feedback survey, which was sent to all mentors and mentees in summer 2019. Through this mechanism, we hope to fine tune the resources offered by CCA to facilitate faculty success. We felt this might be particularly useful in assessing the needs of underrepresented minority faculty. In addition, it provides an opportunity for faculty participants to provide:

- suggestions for improvements or removal of program components that participants felt were least valuable
- an assessment of the new matching process
- reasonable expectations for time commitment in the program
- feedback on how the program aligns with CCA's charge

It also provides a place to request service letters for the mentor personnel reviews, as CCA felt this might create more accountability on the part of mentors, and an incentive to become more active mentors. This survey also needs further analysis in 2019-20.

Updates to Online Resources

This year, the committee updated the CCA website by creating new pages and updating existing ones. The existing links were a few years old and needed to be tested and refreshed in order to be brought up to date. In addition, the committee decided that the website would be more inviting, hence more effective, if the links within the resources pages were presented in a more structured way, and introduced by a contextualizing description. During spring 2019, the committee created a new page on Career Development, and updated pages on Teaching, Graduate Student Advising, Developing Constructive Mentoring Relationships, Research and Grant Writing, Personnel Reviews, Work-Life Balance, and Academic Parents.

Additional Activities

Chair Scott participated on a panel for a workshop facilitated by APO for department chairs, presenting some of the CCA recommendations for chairs to attendees.

CCA members reviewed the proposal to extend the EVC Fellows Academy for a second year. CCA members strongly endorsed the proposal, offering their enthusiastic support to continue

the program into a second year, and look forward to a stronger assessment of the efficacy of the program in the future.

Recommendations for 2019-20 CCA

New Faculty Orientation Packet

We would like to facilitate the creation of a new faculty orientation packet that provides a single location where new faculty can look (on-line and on paper) to find information that will help them as they navigate their new position.

Creating a New Faculty Academy

The low turnout for two-thirds of the CCA workshops and discussions with AVPTL Greene in spring 2019 provided the impetus for revising the way we provide central information through workshops to new faculty. We recommend that CCA work with CITL to present a New Faculty Academy next year. This will incorporate the New Faculty Orientation (NFO), CCA workshops and CITL trainings into a continuous yearlong academy. New faculty will be expected to attend all events and they will be scheduled during finals week when there are fewer conflicts with classes and divisional/department meetings. Instead of 1.5 hour workshops, they will be held as half-day sessions that provide more opportunities for interaction. It will be important to advise departmental chairs and managers of this recommendation that new faculty, particularly those without tenure, attend this academy.

The CITL Teaching Academy will be followed by the NFO to be held on September 20, 2019. There will be a social BBQ with families at the end of the day.

Plan for Mutual Mentoring Pilot Program

One key task for the coming year, in addition to ongoing programs, will be the implementation of the Mutual Mentoring Pilot Program. We will need to develop the structure of the program including: setting up a call for proposals, deciding how to adjudicate the funds, advertising the pilot project, developing a way to release the funding to the awardees and creating a reporting system for the use of the funds. We're excited by this project and grateful for the opportunity to run and evaluate this pilot.

Consultation Letter on Research Fellowship Augmentations

CCA plans to work with SEC and the EVC to develop effective strategies for supporting faculty research and advancing UCSC's reputation for research excellence in the coming year. We are dedicated to fostering the retention of our new faculty, and feel that the current practice and lack of research fellowship augmentation undermines campus efforts to retain high caliber scholars, particularly highly talented scholars of color.

Further Analysis of CCA Surveys

As mentioned above both the departmental mentoring and personnel practices survey, and the FMP feedback survey, need further analysis. When the reports are complete, Chair Scott will share the content with leadership, SEC, and other units as appropriate.

Meetings with Department Chairs

When the departmental mentoring and personnel practices survey report is complete, Chair Scott will schedule meetings with the Arts and Baskin School of Engineering (BSOE) divisional deans to attend divisional chair meetings to present the survey results and discuss CCA recommendations. These meetings were not held in 2018-19 due to the desire to update information, timing issues, and administration fluctuation within these divisions.

Mentoring for Silicon Valley Campus Faculty

This year, there was one person hired at the Silicon Valley (SV) campus who spent little time on the main campus. At the fall Meet and Greet event, this came up as a concern. There should be several additional faculty at the SV next year and CCA will consider incorporating a mentoring plan for SV faculty additions.

Respectfully submitted,

COMMITTEE ON CAREER ADVISING

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August 29, 2019