

COMMITTEE ON CAREER ADVISING

Annual Report 2021-22

To: Academic Senate, Santa Cruz Division

INTRODUCTION

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. This year the committee consisted of six members, one from each of the five divisions (two members split the year in one case). A brief overview of the committee's notable work in 2021-22 is provided below, followed by suggestions for the new committee.

I. New Faculty Welcome Day

Associate Vice Provost for Teaching and Learning & Founding Director, Center for Innovations in Teaching and Learning Jody Greene and Academic Senate Vice Chair Patty Gallagher hosted the New Faculty Welcome Day (formerly called New Faculty Orientation) on September 17, 2021 at the Coastal Biology Building Seminar Room. The event opened with an optional tour of the Coastal Science Campus given by Elizabeth Howard, Director, Younger Lagoon Reserve.

Agenda items for the event included: Welcome by Vice Provost for Academic Affairs Herbie Lee, an Introduction to the University, Santa Cruz Faculty Association (SCFA) Presentation, Introduction to Our Students and Their Resources, a Welcome from the Chancellor, Advancing Faculty Diversity, Equity and Inclusion Presentation, and Getting Started with Your Research, and Research Roundtables Discussion. The NFWD was very well attended and the informal feedback received from the attendees was very positive.

II. Faculty Mentorship Program

CCA oversees the Faculty Mentorship Program (FMP), in which new faculty are matched with volunteer faculty mentors. CCA presented information on possible mentors to mentees so that they were able to submit their mentoring preferences to CCA for consideration in the creation of mentoring pairs. Mentees were invited to submit up to three mentor choices, and CCA used them to facilitate the matching process. Most mentees who filled out the form were matched with one of their top two choices. CCA continued the practice, initiated last year, of not assigning a mentor to new faculty that did not express interest in participating in the FMP. Also, mentor/mentee assignments were sent to mentors before they were finalized to allow the mentors to weigh in on decisions. In 2021-22, UCSC had 39 incoming faculty, 21 of which elected to be matched with a mentor. In total, the 2021-22 program had 94 mentors and 168 mentees (new and returning). New mentees were matched with a mentor outside their home department, but within their division or, if outside their division, with closely related research interests and work, based on mentee preference. CCA revised the mentor call survey to include an option for mentors to include their research website or URL in lieu in addition to their CV and refined questions to be more inclusive. CCA informally reached out to some mentors letting them know if mentees are looking for a certain kind of mentorship (e.g., Diversity, Equity, and Inclusion related issues in addition to

general career & campus advice), and strongly suggests making this a part of the official process for next year. During the matching process and throughout the year, CCA received increasing requests for mentors with a specific experience or background which proved challenging to accommodate. In particular, finding female mentors in STEM fields was difficult for CCA during 2021-22. Additionally, mentees that requested a mentor after fall quarter were often left with fewer mentor options.

CCA communicated with mentors and mentees at least once each quarter offering support. In the fall CCA contacted mentors and mentees about their initial meeting. The committee endeavored to make the relationship and expectations clear for both parties. Mentors and mentees were encouraged to meet once per quarter to discuss research, teaching, and service.

The Faculty Mentorship Program Online Meet & Greet was held virtually via Zoom on November 23, 2021 with 22 attendees (primarily new faculty but also mentors and some returning mentees). The event consisted of an introduction to CCA, the FMP and the CCA Slack Platform. Participants went into smaller breakout rooms to get to know one another and discuss what makes a good mentor, what CCA events are most helpful, and hopes for the FMP this year. After which the group came back together for a fruitful discussion on the same topics. Mentees expressed a desire to get reassurance from their mentors that they are on the right path to achieve their goals. Questions came up about planning a research sabbatical. Experienced mentors advised that it is helpful to keep mentorship “mentee driven” but also be direct in providing information that your mentee. Peer mentoring was recommended. A list of resources was requested. Work/life balance came up as well.

In the winter quarter, CCA provided some ¹[topics](https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-mentorship-program/potential-discussion-topics.html) for FMP participants to discuss along with the ²[Faculty Career Resources](https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-career-resources/index.html) which also provides important information for new faculty. CCA encouraged participation in the open response period for the Proposed Policy for Systemwide Review: Abusive Conduct/Bullying in the Workplace which was also mentioned in the Chancellor’s Campus Update email on November 23rd.

In the spring, CCA communication focused on upcoming events for mentees and mentors. CCA provided resources to mentors from The National Center for Faculty Development and Diversity (NCFDD, a professional development service to which the university subscribes) and widely read education and management publications (*Inside Higher Ed* and *Harvard Business Review*). Collectively, the resources focused on aspects of mentoring for which mentors and mentees had requested assistance, such as support for book-length projects (Book Proposal Boot Camp: How to Craft a Winning Book Proposal in 4 Weeks), developing robust mentoring networks, and supporting minoritized faculty. CCA elected not to send a survey to mentees and mentors inquiring about their experience with the program this year, in an effort to reduce faculty burnout. CCA recommends a well-designed experience survey be considered by next year’s committee.

¹<https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-mentorship-program/potential-discussion-topics.html>

² <https://senate.ucsc.edu/committees/cca-committee-on-career-advising/faculty-career-resources/index.html>

III. Social Event

On May 12th an in-person spring social was held at the University Center Rotunda and Levin Lanai. While the event was poorly attended, mentors and mentees that did attend made meaningful connections across divisions. CCA noted that attendance was likely impacted by Covid concerns.

IV. Quarterly Workshops

CCA co-hosted the *Fall Research Workshop* with the Office of Research Thursday, December 9th 2021. The purpose of the event was to invite new faculty and their CCA Faculty Mentor Program (FMP) mentors to learn more about research development at UCSC. Presenters from the Office of Research include: John B. MacMillan, Interim Vice Chancellor for Research; Heather Bell, Director Research Development; Laverne Estanol, Director of Research Compliance Administration; Lisa Coscarelli, Director of Research Integrity and Export Control; and Deirdre Beach, Director, Sponsored Projects.

Topics covered included: grant submission processes, new research development support, SEED funding initiatives, tools for finding grant opportunities, cross-disciplinary research, timelines and tools for submitting and managing funding requests, and information about grant management. The workshop was intended to be driven by participant needs, and, to facilitate this, CCA shared a google form survey for submitting questions in advance. This was particularly successful as it allowed presenters to shape their presentations and engage prior to the event. CCA also invited a Faculty Panel consisting of Jason Nielsen, Professor / SCIPP Director, Physics; Xavier Livermon, Associate Professor, Critical Race and Ethnic Studies; and Steve McKay, Associate Professor, Sociology Department to discuss research within their respective divisions. CCA appreciates their participation. Also present for the Q&A were divisional research support staff: Hannah Jasper, Research Development Analyst for the Arts Research Institute and Ashlee Tews, Director of Research Development for Social Sciences. Their inclusion was greatly appreciated. Slides and a recording of the workshop were posted for those unable to attend to view asynchronously. Questions from attendees included:

- I'm a teaching professor whose lab is only undergraduates (no grad students). Are there any grants that are an especially good fit for a smaller, undergraduate-only lab?
- How should we handle planning a budget? What resources are available to help with budgeting?
- How do course releases interact with merit increases?
- Who should we ask to help us budget for internal funding requests?
- Curious about "smaller" funding opportunities for teaching professors to support small undergraduate research projects or education research.

CCA partnered with CITL to host a *Path to Tenure Workshop* on Thursday, March 3, 9:00-10:30am. After a brief introduction and welcome, AVPTL Jody Greene gave an overview of the tenure process and who reviews personnel files. CAP Chair Stefano Profumo explained the process used by CAP, and provided recommendations on effectively presenting research and service work in personal statements. Senior Analyst Ibukun Bloom from the Academic Personnel Office (APO) reviewed the role of the APO in the tenure review process. Faculty panelists from each division discussed their experience with the tenure process and gave advice. The panelists who graciously volunteered their time were: Ingrid Parker, Professor, Ecology & Evolutionary Biology; Bryan

Donaldson, Associate Professor, French Applied Linguistics, Chair of Languages and Applied Linguistics; and Elisabeth Cameron, Professor, History of Art and Visual Culture. Questions from attendees:

- Especially mindful of the interdisciplinary nature of many UCSC departments, how can pre-tenure faculty ensure that the external scholars invited to submit tenure letters are indeed appropriate/in the appropriate subfield?
- I belong to a subfield that is not represented in my department or on campus, with very different norms around publishing and grants. External funding matters much more in my subfield, but it does not matter in my department. How can I balance these differences as I work toward tenure?
- If we want to delay the tenure review on account of having a child or covid-19 impact (and have confirmation from the dean's office a few years back), when does the choice to actually use these need to be made?
- How will the effects of the COVID-19 pandemic be taken into account for tenure evaluations?

CCA and CITL co-hosted the *Preparing for your first personnel review Workshop* Tuesday, May 10th 12:30 - 2:00. As with all workshops this year, it was conducted virtually via Zoom. Moderator CCA Member Melissa Gwyn provided a brief introduction & welcome. Associate Vice Provost for Teaching and Learning (AVPTL) Jody Greene Director of Center for Innovations in Teaching and Learning (CITL) introduced the stages of the personnel process, how to use the personal statement to represent relevant activities, and strategies for documenting teaching. AVPTL Greene also provided a useful demo of updating the biobibliography a faculty repository for information on scholarly/creative work. Committee on Academic Personnel (CAP) Chair Stefano Profumo weighed in on what is expected in the first review in multiple disciplines. There was an extensive Q&A. Senior Analyst Academic Personnel Office Ibukun Bloom was also available to answer questions. The discussion was interactive and there were many questions; this was the only workshop for which CCA did not receive advanced questions from attendees likely due to the busy time of year.

V. CCA partnership with Academic Mothers Group

CCA and the Academic Mothers Group co-hosted an informal discussion: *Being a mother in academia and related leave policies* on Friday, June 10th from 1:30-2:30pm. The discussion was held on zoom. CCA accepted questions in advance. The purpose of this discussion was to create a space where faculty could talk with each other about their experiences with UCSC's child-related leave policy and their careers. A small group of attendees had a brief but productive conversation. New faculty expressed interest in a more formal follow-up event at which APO could provide a general overview of policies, as the process and options are not transparent to new incoming faculty. Attendees stated that the availability of information regarding child-related leave seems to vary depending on the department.

VI. CCA Outreach to Department Chairs and Managers

CCA reached out to department chairs and managers to advise them that CCA would be releasing a call for mentors for the 2022-23 academic year in Spring. CCA is hopeful that department chairs and managers will encourage tenured faculty and lecturers with security of employment to

participate and to share the Faculty Career Resources page, which provides additional support related to various areas of faculty career development and advancement.

VII. Faculty Workplace Experience and Negative Acts Survey

A research-supported Faculty Workplace Experience and Negative Acts Survey, which aimed to identify, evaluate, and suggest ways to mitigate bullying and other kinds of abuses that lead to departments (and other units) becoming less functional, was developed by the previous CCA (2020-21). This year's CCA inherited the task of finalizing the details of the survey and overseeing its execution.

This year's CCA worked with IRAPS in the fall quarter to refine the survey questions and to consider details of the survey rollout. However, external events substantively changed the environment, and CCA eventually chose not to go forward with the survey. Specifically, although all members of this year's CCA support efforts to root out bullying, concerns were raised about the intended audience of the survey (only Senate faculty, not all faculty) and the timing of the survey: new system-wide bullying policies were already being proposed early this year, so a UCSC-only survey would be too narrow and too late to give meaningful feedback on the new policies, and contract negotiations were underway with Unit 18 Lecturers. In an effort to distribute the revised survey to *all* faculty, CCA consulted extensively with Senate Leadership, Campus Leaders, IRAPS, and the campus lead Labor Relations Analyst. CCA ultimately determined that a survey like this should be reconsidered a few years from now, after the new system-wide policies have taken effect and there is more clarity about how to distribute the survey more broadly.

VIII. Innovative Mentorship Program

In response to pandemic related travel restrictions, many Innovative Mentorship Program (IMP) awardees requested the opportunity to use their funds in other ways. CCA determined that this was in the best interest of the awardees and advised the relaxing restrictions on their use, e.g., to purchase equipment, as well as an extension of the deadline to use funds to Spring 2022. CCA has asked recipients to report how the funds were used, and a survey to this effect was sent in late Spring 2022. CCA laments that this program was not fully tested as Covid travel limitations greatly impacted the use of these funds and CCA recommends it be attempted in future should funds become available again because CCA would not prioritize this over other mentoring options.

IX. CCA Slack Channel

CCA members hosted a Slack channel (a messaging application) as an informal option for new faculty and mentors to connect. This channel saw very little activity during the year, suggesting that such an option on its own does not foster additional connections. However, it may be worth re-examining if CCA explores having FMP “at large” with expertise in particular subjects who advise multiple FMP participants.

X. Website Updates

In consultation with the Committee on Academic Personnel (CAP), CCA revised their guidance to mentors in regards to documenting mentorship for their personnel files. In previous practice mentors were to request a formal letter from CCA which required input from mentees. Letters were infrequently requested, and CCA members were concerned that this important service work was

not sufficiently acknowledged. CCA now recommends that mentors include information about their FMP service in two places in merit review materials: in the biobibliography and in the personal statement.

Additionally, although many senior faculty may not need them, service letters can be solicited for personnel files. If mentors would like CCA to provide a formal service letter, they are welcome to contact the CCA analyst.

XI. Senate Reviews (Non-Routine Work)

(Systemwide Senate Review) Draft Presidential Policy -- Abusive Conduct/Bullying in the Workplace; January 10,2022

XII. Overall Lessons From 2021-22

- Soliciting questions from participants in advance of each event helped to tailor the agenda, make speakers and panelists aware of the needs of the audience, and encouraged participants to come to the event with their goals more carefully considered. The solicitation also sends a message that CCA exists to support faculty. In addition, brief post-event surveys should be the norm.
- The value of online and in-person events needs constant attention as conditions evolve. Attendance at zoom workshops was as good or better than pre-pandemic in-person workshops.
- The perspectives of teaching professors should be considered for every event and CCA function.
- Engagement always needs attention.
- Drafting sections of the final report soon after each event makes the end-of-year report writing less of a challenge.
- Each CCA event was hosted by a different CCA member, which helped to bring the full breadth of experience and style into CCA functions. In addition, the rotation helped with committee engagement and sense of co-ownership, and it also enabled the participants to interact with each of the committee members over the year.

XIII. Proposed CCA Priorities for 2022-23

- As the diversity of the faculty continues to improve with new hires, there is outsized demand for mentors from groups currently underrepresented on our campus. This places an unfair burden on their time. Options for course release or other compensation should be considered.
- There were no in-person meetings (informal or otherwise) during the 2020-21 academic year. These were a CCA tradition that was sorely missed. We hope CCA will be able to find a way to bring them back as allowed by the changing Covid -related circumstances.
- UCSC has been hiring tenured faculty, particularly from minoritized groups, at a higher rate over the past few years, and this seems to be a continuing trend. The current Faculty Mentorship Program is primarily geared towards early-career untenured faculty. Newly hired tenured faculty have expressed interest in developing strategies for including them in the mentorship / onboarding process, which CCA intends to follow up on.
- It might be useful to develop a small handbook for the FMP process for future years.

- If the “First personnel review” workshop will continue to be offered in the spring quarter, mentors should be informed about it early on so that they can encourage their mentees to attend. The mentors should probably consider attending the workshop themselves so that they can better help mentees with their personal statement.
- CCA advocated for a more explicit inclusion of teaching professors in personnel workshops, and we encourage a continued focus on this moving forward.
- CCA should look into ways of introducing mentors to mentees before the mentor-mentee assignment process begins, for example, CCA could invite mentors to a portion of the new faculty orientation so that they can meet their potential mentees. Alternatively, the fall workshop on Research could be shortened and immediately followed by a social event to which both mentors and mentees could be strongly encouraged to attend.
- Finally, CCA suggests introducing an explicit option in the FMP process for returning mentees to consider reselecting their mentors after 1 year, as different mentors could provide additional benefits, both in terms of alternative perspectives and in terms of an expanded social network on campus.
- Connect FMP mentees with³ Faculty Community Networking Program.

CCA wishes to thank AVPTL Jody Greene, CAP Chair Stefano Profumo, and APO Senior Analyst Ibukun Bloom for contributing to multiple workshops to support new faculty.

Respectfully submitted,

COMMITTEE ON CAREER ADVISING

Owen Arden, Computer Science and Engineering

Melissa Gwyn, Art, (*W*, *S*)

Heather Shearer, Writing Program

Karolina Karlic, Art, (*F*)

Fernando Leiva, Latin American & Latino Studies

Steven Ritz, Chair, Physics, Chair

Morgan Gardea, Senate Analyst

August 31, 2022

³ <https://academicaffairs.ucsc.edu/faculty-community-networking-program/index.html>

Appendix I.

CCA Fall Research Workshop Agenda

Location: Zoom

DATE: Thursday, December 9th

TIME: 1:30 - 3:00 PM

PURPOSE:

The Committee on Career Advising and the Office of Research invite new faculty and their CCA Faculty Mentor Program (FMP) mentors to attend this informative event to learn more about research resources. Learn, and give feedback, about the grant submission process at UCSC, with a focus on common pitfalls, new research development support, SEED funding initiatives, tools for finding grant opportunities, timelines and tools for submitting and managing funding requests, information about grant management and grant regulations. This will also be an opportunity to discuss interdisciplinary research interests.

FYI: Attendees will receive a Google form to submit questions in advance

2 minutes	Welcome <i>Invite OR to begin their presentation.</i>	CCA Chair Steve Ritz
10+5 minutes	Overview of Research at UCSC + briefly talk about industry alliance + ORUs	John B. MacMillan, Interim Vice Chancellor for Research
5+5 minutes	Research Development	Heather Bell, Director
10+5 minutes	Research Compliance	Laverne Estanol, Director of Research Compliance Administration and Lisa Coscarelli, Director of Research Integrity and Export Control
5+5 minutes	Office of Sponsored Projects	Deirdre Beach, Director
1 minute	<i>Steve transition to Faculty Panel. Invite the panel to introduce themselves and answer pick 2 questions.</i>	CCA Chair Steve Ritz
15+5 minutes	Faculty Panel and Q&A <i>Panelists will each start with a brief introduction, then pick two of these:</i> <ul style="list-style-type: none">• The most useful research advice you've received• The most surprising thing you learned about doing research at UCSC• The thing you wished you had been told as a new researcher at UCSC	Faculty Panel: <ul style="list-style-type: none">• Jason Nielsen, Professor / SCIPP Director, Physics• Xavier Livermon, Associate Professor, Critical Race and Ethnic Studies• Steve McKay, Associate Professor, Sociology Department

	<p><i>Steve Invite divisional research staff to introduce themselves and advise they may be able to answer questions for Q&A.</i></p> <p>Questions from google</p>	<p>Divisional Research Support:</p> <ul style="list-style-type: none">• Hannah Jasper, Research Development Analyst for the Arts Research Institute• Holly E. Unruh, Executive Director, Arts Research Institute• Ashlee Tews, Director of Research Development for Social Sciences
5 minutes	<p>Closing</p> <p><i>Steve thanks all for attending</i></p>	CCA Chair Steve Ritz

*To be recorded unless attendees object

Appendix II.

CCA Workshop: Path to Tenure

Thursday, March 3, 9:00 – 10:30am

Conducted virtually via Zoom

Event Description:

Representatives from the Center for Innovations in Teaching and Learning, the Committee on Academic Personnel, and the Academic Personnel Office, as well as faculty will share their insights and advice on the path to tenure and the review process. Submit questions in advance here. Presentations will address questions and issues from the perspective of TP's.

Advance questions from the audience can be found here.

Duration	Presenter	Notes	Target start time
2 minutes	CCA Moderator Fernando Leiva	Brief introduction & Welcome Ask if ok to record for those unable to attend?	9:00
15+5 minutes	AVPTL Jody Greene of Center for Innovations in Teaching and Learning (CITL)	Overview of the tenure process and who reviews personnel files. Discuss ways in which faculty can provide evidence of excellence in teaching in their personnel files and share advice for planning a successful path to tenure.	9:02
10+5 minutes	CAP Chair Stefano Profumo	Recommendations on effectively presenting your work in personal statements. <ul style="list-style-type: none">• Teaching Professors process• Research and Service in path to tenure	9:22
3 minutes	Senior Analyst Ibukun Bloom from the Academic Personnel Office (APO)	The role of the Academic Personnel Office (APO) in the tenure review process.	9:37
15 minutes (5 minutes each)	Faculty Panel <ul style="list-style-type: none">• (PBSci) Ingrid Parker, Professor, Ecology & Evolutionary Biology Department• (HUM) Bryan Donaldson, Associate Professor, French Applied Linguistics, Chair of Languages and Applied Linguistics• (ARTS) Elisabeth Cameron, Professor, History of Art and Visual Culture	Panelists will introduce themselves and share their response to the following questions: <ul style="list-style-type: none">• <i>What was something you learned in your path to tenure you considered essential to the process that wasn't particularly obvious?</i>• <i>Is there any advice you would give regarding reaching tenure specific to your division?</i>• <i>Top two things to consider</i>	9:40

5?	CCA Moderator check in		9:55
30 minutes	Open Q&A session for attendees	Moderated by CCA Member. Questions can be directed to any presenter or faculty panelist. Mention post-event evaluation form MG to share link in chat. (10:25)	10:00

Appendix III.

CCA and CITL Workshop: Preparing for your first personnel review

Agenda

Tuesday, May 10th 12:30 - 2:00 Conducted virtually via Zoom

Join Zoom Meeting

Workshop Event Description:

	Duration	Presenter	Notes
12:30	2 minutes	CCA Member - Melissa Gwyn, Art	Brief introduction & Welcome <ul style="list-style-type: none"> ○ Brief look at the questions asked in advance
12:35	30 minutes	AVPTL Jody Greene of Center for Innovations in Teaching and Learning (CITL)	<ul style="list-style-type: none"> ○ introduction to the stages of the personnel process and why it takes 9 or more months to get an answer back ○ how to use your personal statement to represent your activities ○ documenting your teaching for the academic personnel process ○ how to present research progress.
1:05	55 minutes	Extensive Q&A and Open Conversation	<ul style="list-style-type: none"> ○ Allow participants to ask detailed, specific questions ○ Senior Analyst Academic Personnel Office Ibukun Bloom and CAP Chair Stefano Profumo can additional insights ○ Post event survey
1:59	1 minute	CCA Member - Melissa Gwyn, Art	Thank presenters and attendees. Reminder of the Spring Social - Thursday @ 2:00 pm. There will be appetizers and beverages. Location is the University Center