

**COMMITTEE ON FACULTY WELFARE, DIVERSITY, AND ACADEMIC
FREEDOM
ANNUAL REPORT
AY 2014-2015**

To the Merced Division of the Academic Senate:

The Committee on Faculty Welfare, Diversity, and Academic Freedom (FWDAF) held 5 regularly scheduled in-person meetings and conducted some business via email with respect to its duties as outlined in UC Merced's Senate Bylaw [II.III.5](#).

At its first meeting of the academic year, FWDAF identified five areas on which to focus during the year: 1) encouraging diversity in the faculty recruitment process, 2) addressing faculty retention, 3) increasing faculty mentoring, 4) finalizing the faculty salary equity study as required of all campuses by UCOP and 5) addressing space challenges as they affect the welfare and morale of faculty and graduate students. These main issues served as the focal points for all the committee's activities during the AY.

FWDAF conducted the following business:

Consultation with Ombuds

At the beginning of the AY, FWDAF met with campus Ombuds, De Acker. The Ombuds is neutral, independent, and does not have a formal reporting structure. Now in her third year in this position, Ombuds Acker related that the three main issues she hears from faculty members are: workplace treatment, work/life balance, and career progression before and after tenure. Indeed, all of these issues affect retention rates.

The Ombuds informed FWDAF members that the Academic Personnel office has formulated a family leaves policy brochure to provide guidance to faculty members on their rights under the law. This brochure was distributed in hard copy form to all faculty.

At the final meeting of the year, Ombuds Acker provided the following updates to FWDAF members on her AY 14-15 activities: 1) faculty members comprised 20% of her visits, 2) this year she conducted more mediations and facilitated group meetings, and

3) the main issue of concern for faculty members is space and its impact on research and, eventually, tenure. This invariably leads to retention issues as the lack of adequate space is causing faculty to feel less valued and wanted. The second most contentious topic is career progression and the third is the work/life balance.

Workshop Series for Untenured Faculty

FWDAF and the Academic Personnel office (APO) continued offering the professional development workshop series for untenured faculty, first established in the last academic year. Monthly topics included: 1) the work/life balance, 2) publishing advice, 3) starting and managing a lab/students, and 4) writing an effective self-statement. This year, FWDAF and APO were pleased to host an external speaker, Dr. Phillip Clifford, to speak about navigating a successful academic career. The workshop series was well-received by the faculty. For AY 2015-2016, FWDAF hopes to offer a session on implicit bias in the faculty search and hiring process.

FWDAF and APO began the academic year with a faculty world café event whereby faculty members were assigned to tables and FWDAF members facilitated each conversation. Discussion topics included support for faculty who are applying for grants, mentoring of faculty to support professional development, and how the campus can support a better work/life balance.

Faculty Success Program

In an effort to create more mentoring opportunities for untenured faculty, FWDAF worked with the Vice Provost for Faculty (VPF) to earmark funds to enroll a cohort of assistant professors in the National Center for Faculty Development and Diversity's Faculty Success Program. The online program is a 15-week instructional tool to assist faculty members in balancing research, teaching, and service, refine their time management skills, increase research productivity, and develop a network of mentors.

FWDAF drafted a call for proposals that was submitted to all untenured faculty members. The three school deans agreed to conduct the first round of review and submitted their short lists to FWDAF for final selection. Initially, FWDAF was to choose three assistant professors from each school dean's short list, but was pleased that each dean offered matching funds that enabled FWDAF to enroll six applicants into the Faculty Success Program.

FWDAF, in conjunction with APO, held an inaugural luncheon that was attended and facilitated by the six assistant professors enrolled in the program. The topics of discussion included a review of the 15-week program thus far, and event planning for AY 2015-2016.

In an effort to increase faculty mentoring opportunities on campus, the FWDAF chair and vice chair attended a conference at the University of New Mexico Mentoring Institute. They debriefed FWDAF on the faculty mentorship programs on other campuses: some provide faculty members with funds to start their own, small faculty mentoring programs within their schools, some campuses conduct targeted mentoring programs on specific topics such as publishing, and other campuses have established a new faculty cohort program in which all new faculty members complete a sequence of courses. The FWDAF chair spoke with a representative from Virginia Tech whose campus implemented a faculty mentoring program in the form of a logic model.

Proposed Parking Permit Renewal Policy

In fall 2014, the Senate Chair requested that FWDAF draft a proposed procedure for the VPF's review pertaining to the renewal of parking permits. FWDAF's main suggestion was for all permanent employees, including postdoctoral fellows with multiple-year contracts, shall have automatic renewal of their current permit in August, unless the employee opts out by informing TAPS after being notified of the automatic renewal by email. This proposed procedure was adopted by TAPS in spring 2015 and notices were sent to all campus faculty and staff.

Senate Award for Excellence in Faculty Mentorship

Traditionally, the Merced Division issues seven awards to faculty members to recognize distinction in research, teaching, and service. This year, with the financial assistance of the VPF and APO, FWDAF received approval from Division Council to establish a new award for Excellence in Faculty Mentorship. The award recognizes faculty mentorship of post docs, visiting faculty, and junior faculty and/or other faculty or staff. The inaugural winner of this award was announced at the April 2015 Meeting of the Division.

Senate-Administration Faculty Salary Equity Subcommittee

Originally formed in AY 2012-2013 as a result of UCOP's directive, the subcommittee this year once again included two members from FWDAF as well as staff from

Institutional Research & Decision Support (IRDS) and APO. A report was previously submitted by each UC campus in January 2012. In AY 2013-2014, the subcommittee was tasked with drafting a progress report that was submitted to UCOP in November 2013. That report was completed after the subcommittee reviewed the results of both an analysis of compensation and commitments made at time of hire for evidence of gender and ethnic inequity, and a pilot study that adapted widely accepted intra-institutional equity methodology to smaller campuses like UC Merced by using inter-institutional salary data. The final report was submitted by the subcommittee in summer 2014, well before UCOP's deadline of January 2015.

Space and Faculty Moves – SE 1 and SE 2

In spring 2015, several critical issues arose as faculty members moved in and out of Science & Engineering (SE) 1. Many faculty members contacted the FWDAF chair to make the committee aware of the issues. As a result, the FWDAF chair met with the VPF, the deans of the Schools of Natural Sciences and Engineering to try to assist in a rapid and equitable resolution for all faculty impacted. FWDAF recommended various solutions, most notably that the deans and administration consider allowing untenured faculty to stop their tenure clock in light of the “down time” associated with the moves and that all faculty affected be given either course release or a reduced teaching workload so their time can be devoted to organizing their laboratories. FWDAF also recommended a well-defined and adhered-to timeline that specifically outlines the details of the expectations of both the faculty and the administrative units overseeing the management of the proposed moves.

Consultation with the Vice Provost and Dean of Graduate Education (VPDGE)

In spring 2015, FWDAF consulted with VPDGE Marjorie Zatz on space challenges experienced by faculty members and graduate students as well as inadequate financial support for graduate students. The VPDGE shared her plans to increase the number of fellowships and to work with the administration on non-resident tuition and discretionary funds through indirect cost return. The VPDGE is also consulting with graduate groups on their expectations for faculty-to-student ratio which she will use in her projections. Another goal identified by the VPDGE is increased professional development opportunities for graduate students. Taken together, all of these new financial activities will serve to enhance the graduate student population at UC Merced.

Consultation with ECEC Advisory Council Member

In spring 2015, a faculty member of the Early Childhood Education Center (ECEC)'s Advisory Council attended a FWDAF meeting to inform the committee of possible changes to on-campus child care. One possible plan by the campus administration would involve offering privatized child care services to the campus community. The faculty member summarized for FWDAF the data she and others on the Advisory Council collected from other campuses that have experienced privatized child care. Many parents and faculty members are concerned over the potential changes. FWDAF will review the data when it is shared and plans to keep this issue on its agenda for AY 15-16.

Committee Split

In spring 2015, FWDAF requested from Division Council – and received approval – to split into two, standing Senate committees to more efficiently address workload and to ensure appropriate UC Merced representation at systemwide Senate meetings: 1) the Committee on Faculty Welfare and Academic Freedom and 2) the Committee for Diversity and Equity. As this would require a revision of the UC Merced Bylaws, this item was included for discussion on the agenda for the spring Meeting of the Division and presented by the Chair of the Senate Committee on Rules & Elections (CRE). Following the Meeting of the Division, the campus faculty approved the revised Bylaws and the creation of the two new committees via electronic vote. The new committees will convene in AY 15-16.

Provost/EVC's Proposed Six-Year Ladder-Rank Faculty Hiring Plan

The Provost/EVC's Strategic Academic Focusing (SAF) process, begun in the last academic year, resulted in the Provost identifying five strategic areas ("pillars") that would receive resources and faculty FTE lines. In spring 2015, the Provost/EVC issued his six-year ladder-rank faculty hiring plan to the campus. Many faculty members expressed their concern to FWDAF over the future growth of traditional disciplinary ("foundational") areas and questioned their future career trajectories at UC Merced. At the end of the academic year, FWDAF submitted a memo to the Provost/EVC and offered what it hoped was feedback on the six-year hiring plan. FWDAF commented on the following: 1) the plan should include a better defined direction of process and governance 2) the disproportionate percentage of hires going to the strategic areas is

concerning, 3) the plan is rather ambitious in terms of filling FTE lines in a given cycle, 4) consider alternative hires such as targets of opportunity hires and Presidential Postdoctoral Fellows, 5) provisions to help ensure diversity in the cluster hiring process, 6) potential for the disenfranchisement of faculty who feel that their discipline does not align with the chosen strategic areas, 7) potential impact on faculty retention, 8) space considerations, and 9) considerations to teaching efforts.

Endowed Chairs

FWDAF submitted a memo to Division Council pointing out that UC Merced has fourteen endowed chairs and of these, seven are occupied by men. Only one is occupied by a woman – representing a gross gender disparity. Furthermore, there is also little diversity (e.g. gender, racial, ethnic) among the chair holders. The remaining six endowed chairs are vacant; [APM 191](#) indicates that Chairs should not be vacant for prolonged periods. There is thus an opportunity for the campus to fill these vacant chairs and to make an effort to distribute them in a more equitable fashion.

FWDAF recommended that a call for nominations for these vacant chairs be distributed across campus such that Deans can more readily identify candidates. If there are no eligible candidates on campus that would help to create a more equitable pool, these endowed chairs should be used in recruitment efforts.

Consultation with Vice Provost for Faculty (VPF)

FWDAF benefited from updates and input from ex-officio committee member, VPF Gregg Camfield. Topics of discussion included: the successful purchasing of two institutional memberships related to faculty professional development, the use of contributions to diversity in faculty hiring, and/or the development of evaluation criteria of contributions to diversity in recruiting and academic review, strategies for obtaining a more diverse applicant pool, bridge funding, Guidelines for Evaluation of Service in Faculty Performance Review from UC Berkeley, and the balance between shared governance and shared management and the fact that faculty are burdened with much administrative work. The VPF was also instrumental in working with FWDAF on issues surrounding faculty preparedness for tenure and faculty morale and stress factors.

The VPF also coordinated and delivered a workshop session on drafting an effective self-statement for personnel reviews. The session was well-received and faculty conveyed their positive feedback.

Consultation with the Chancellor and Provost/EVC

At the last meeting of the academic year, FWDAF invited the Chancellor and Provost/EVC to hear the committee's updates over the academic year. Most notably, the conversation with the Chancellor and Provost/EVC included discussion on the Provost/EVC's proposed six-year ladder-rank faculty hiring plan and space challenges experienced by faculty and graduate students. The Chancellor and Provost/EVC appreciated the update and expressed their enthusiasm on collaborating with FWDAF on these various issues. The Chancellor welcomed FWDAF's input on space and suggested that a statement of space principles would help aid her future decisions. The Chancellor, Provost/EVC, and VPF will draft a statement and FWDAF will review it in AY 15-16.

Systemwide Review Items

- APM revisions. FWDAF opined on several proposed revisions to various sections of the APM as requested by systemwide and Division Council.
- Systemwide Senate bylaws. FWDAF reviewed two proposed revisions to Senate bylaws, one pertaining to the expanded role of the University Committee on International Education and the other focusing on making the vice chairs of all standing systemwide committees at-large members.
- Proposal for Doctoral Student Support. FWDAF endorsed the proposal but advised the steering committee identified in the proposal to assemble the systemwide expertise that currently exists, i.e. the NIH/NSF program directors, and devise a plan that allows for state money to leverage existing federally-funded programs.
- University Committee on Affirmative Action & Diversity (UCAAD) updates. UCAAD discussed the following major issues this academic year: 1) President's Postdoctoral Fellowship Program (FWDAF's representative, Chair Ortiz, served on a subcommittee that was tasked with drafting guidelines for the hiring of Presidential Postdoctoral Fellows), 2) UC President Napolitano's Advisory Council on LGBT students, faculty, and staff, and 3) micro aggression and sexual

violence issues. UCAAD empaneled three subcommittees this year: 1) faculty review and hiring practices, 2) campus climate, and 3) President's Postdoctoral Fellowship program. Lastly, UCAAD discussed how to distribute the proposed 3% increase in faculty salary.

- University Committee on Academic Freedom (UCAF) updates. UCAF discussed the following major issues this academic year: academic freedom and civility, APM 210-D and contributions to diversity (specifically, there is concern that faculty members will count diversity-related research twice in personnel reviews. While this issue is addressed by campus personnel review committees, UCAF is drafting a statement about this item) and department chairs' ownership of courses rather than the instructor of record.
- University Committee on Faculty Welfare (UCFW) updates. FWDAF was represented at two meetings in fall 2014 by member Shawn Newsam. Due to the frequency of these meetings and associated workload that posed a burden on current FWDAF membership, the FWDAF chair asked the Committee on Committees to select a UCM faculty member to officially represent the campus at UCFW meetings. Professor Sean Malloy, a former FWDAF member, was selected to represent FWDAF for the academic year's remaining meetings. Professors Newsam and Malloy reported to FWDAF the following major UCFW discussion topics this academic year: challenges with child care accessibility and affordability on many campuses, the problems with the new health care plan UC Care, and challenges faced by several campuses with implementing adequate faculty mentoring programs. With regard to UC Care, towards the end of the academic year, a proposal was introduced systemwide to institute a UC Care HMO product but the date of implementation is unknown. UCFW drafted an opposition letter as some on the committee feel that current health plan options should not be replaced without a detailed study on access and affordability issues, the effects on the academic mission of the medical centers, and what would occur should the UC Care HMO fail.

Campus Review Items

- MAPP revisions for campus review. FWDAF reviewed the annual, proposed revisions to the MAPP as requested by the VPF and APO. This year's proposed revisions pertained to the L(P)SOE titles.

- CAPRA space principles. CAPRA drafted a statement of space principles for Senate committee review and campus distribution. FWDAF endorsed the principles and requested that individuals who assist with managing training programs and grants also be considered for allocation of office space.
- Project 2020. FWDAF, with other standing Senate committees, heard updates and provided input on Project 2020 items that affect faculty including assignable square feet for research space.
- PhD Proposals. FWDAF reviewed the following PhD proposals and found no implications for faculty welfare, diversity, or academic freedom: Economics, Public Health, Mechanical Engineering, and Management of Innovation, Sustainability, and Technology.
- Proposal to establish a SSHA major in Global Arts Studies Program. FWDAF reviewed the proposal and found no implications for faculty welfare, diversity, or academic freedom.
- Revised proposal to establish a SSHA minor in Community Research and Service. FWDAF echoed the concerns raised by CAPRA and Undergraduate Council as to faculty teaching workload, student enrollment, and resources needed to deliver the minor. FWDAF will endorse the proposal if these concerns are addressed.
- Campus Climate Action Plan. FWDAF reviewed the plan drafted by the Chancellor's office in response to the March 2014 campus climate survey and made suggestions on timeline and the assessment of retention and attrition numbers.
- UC Merced Diversity Statement. FWDAF reviewed the statement as drafted by the Chancellor's office and offered several suggestions including the importance of faculty and staff demographics reflecting the composition of the student population and UC Merced's status as an Hispanic Serving Institution.
- Provost/EVC's proposed procedures for the establishment of Centers. FWDAF suggested that all center proposals include discussion of "Broader Impacts" and how the proposed center would contribute to diversity in academic disciplines, research topics, and societal considerations.
- Vice Chancellor for Research and Economic Development's (VCORED) ORU Review Policy. The VCORED expanded on the set of comprehensive policies to establish and review research units that were drafted by the Senate Committee

on Research and approved by the Senate in the last academic year. FWDAF suggested that the reviews should take into account the ORU's contribution to diversity and/or broader participation of traditionally underrepresented groups.

- Pilot Program for Undergraduate Chairs in SNS and SSHA. FWDAF supports the pilot program's implementation as it will give faculty recognition for work they are doing as well as allow for a more effective distribution of labor in those units where the AP Chair has been doing the work of an undergraduate program chair. However, the committee suggested that if the data are not sufficiently definitive for evaluative purposes, there should be an option for an additional pilot period that incorporates the necessary changes for continuation.
- Proposal to establish a Public Health Bylaw Unit in SSHA. FWDAF judged that the proposal had no direct impact on faculty welfare, diversity, and academic freedom and therefore had no comments.

Respectfully submitted:

Faculty Welfare, Diversity, and Academic Freedom members:

Rudy Ortiz, Chair (SNS) – UCAAD representative

Tanya Golash-Boza, Vice Chair, (SSHA)

Linda Cameron, Vice Chair (SSHA) – UCAF representative, spring semester

Wei-Chun Chin, (SOE) – UCAF representative, fall semester

Shawn Newsam, (SOE) – UCFW representative October 10 and December 12

Néstor Oviedo, (SNS)

UCFW representative Sean Malloy – spring semester

Ex officio, non-voting members:

Gregg Camfield, Vice Provost for Faculty

Jian-Qiao Sun, Senate Chair

Cristián Ricci, Senate Vice Chair

Staff:

Simrin Takhar