

**COMMITTEE ON FACULTY WELFARE, DIVERSITY, AND ACADEMIC FREEDOM**  
**ANNUAL REPORT**  
**AY 2013-2014**

To the Merced Division of the Academic Senate:

Academic Year (AY) 2013-2014 was the inaugural year of the Committee on Faculty Welfare, Diversity, and Academic Freedom (FWDAF). The committee is an amalgamation of the extant Faculty Welfare and Academic Freedom committees with the addition of a focus on diversity. The committee held 6 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](#). Due to the increased complexity and volume of issues faced by UCM faculty, the Academic Senate deemed it appropriate to add the Diversity and Academic Freedom functions to the committee. As the Merced Division grows, the three functions will likely be divided into two or three standing Senate committees as is currently done on other UC campuses.

At its first meeting of the AY, FWDAF identified three over-arching issues to focus on during the year: **(1)** to convey the importance of increasing diversity among the faculty, **(2)** to ensure the inclusion of diversity as a consideration in faculty recruitment, and **(3)** to make recommendations on increasing faculty retention. 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, to formalize a preliminary list of issues facing the faculty with the goal of assessing how FWDAF can coordinate efforts with the Ombuds during the AY. At the final meeting of the year, Ombuds Acker provided updates on the main issues she addressed with faculty that included: **(1)** the need for consistency on policies for family leave and active service/modified duty, **(2)** the campus climate survey results (there were several responses from faculty indicating they felt intimidated or bullied), and **(3)** the need for a faculty mentoring program.

*Workshop Series for Untenured Faculty*

As the first step towards the establishment of a future, comprehensive faculty mentoring program, FWDAF and the Academic Personnel office (APO) collaborated to create a professional development workshop series for untenured faculty. Monthly topics included: **(1)** the work/life balance, **(2)** publishing advice, **(3)** starting and managing a lab/students, and **(4)** advice on promotion to tenure. The workshop series was well-received by the faculty, prompting the FWDAF and APO to continue the series for AY 14-15. For the AY, FWDAF requested a workshop to be held on the topic of hiring a successful candidate, as junior faculty on search committees could benefit from guidance on this issue. In the future, it is hoped that the faculty mentoring program will include a dedicated budget to cover travel between UC campuses by UCM faculty members and their external mentors.

FWDAF recommended to Division Council at the end of the AY that a new Senate award be created to recognize excellence in faculty mentoring.

*Vice Provost for Faculty candidate interviews*

FWDAF members participated in interviews with candidates for the position of Vice Provost for Faculty. As of July 2014, the position was not yet filled.

*Diversity Recommendations to Division Council*

In the fall semester, Chair Ortiz, Committee on Research Chair Ruth Mostern, and Senate Chair Ignacio López-Calvo met with the Provost/EVC to discuss how Senate committees can help the Provost/EVC enhance diversity at UCM. The Provost/EVC was supportive but requested data for guidance on moving forward and framing the issues. Senate Chair López-Calvo then issued a memo to all Senate standing committee chairs requesting them to opine on a set of general questions on diversity at UCM. FWDAF chose to issue an abbreviated diversity survey to all Senate faculty to assess the faculty's perception of diversity issues on campus and used the data in its response to the Senate Chair's memo.

FWDAF made the following recommendations to Division Council: **(1)** UCM could enhance ethnic and gender diversity among the faculty and graduate students on our campus by heavier recruitment of President's Postdoctoral Fellows (Chair Ortiz intends to invite Sheila O'Rourke, the former Director of the President's Postdoctoral

Fellowship program, to campus next year), (2) encouragement of cluster hires and target hires of opportunity, and the importance of educating colleagues on diversity, (3) administrative leadership should partner with the Academic Senate to commit to increasing diversity by earmarking funds and resources, and (4) UCM should attract and retain diverse faculty and graduate students by expending more resources toward this effort and nurturing and supporting current faculty by providing them with the necessary infrastructure to succeed.

In spring 2014, the faculty learned that a very limited number of new faculty FTE lines would be allocated for the next AY. FWDAF submitted a memo to Division Council advocating taking this limitation as an opportunity to promote excellence and diversity at UC Merced. FWDAF suggested that the Deans and the Provost work together to translate these three to five lines into target of opportunity hires. Division Council asked other standing Senate committees to opine on FWDAF's proposal. The consensus was that it was too late in the AY for the Provost's office and APO to conduct any meaningful allocation process.

### *Beyond Diversity*

While FWDAF responded to Division Council's directive to provide recommendations on enhancing faculty diversity, the committee proactively tasked itself with delving more fully into this timely and important issue that impacts the University of California system, and not just UC Merced. In providing its recommendations to Division Council, the FWDAF examined the following reports: (1) the campus climate survey of 2011, (2) FWDAF's abbreviated survey on faculty's perceptions of diversity, (3) the Moreno Report, and (4) the October 2011 report of the President's Advisory Council on Campus Climate, Culture, and Inclusion - Faculty Diversity Working Group.

The campus climate survey findings from 2011 reflected a lack of individuals from underrepresented groups (allowing for some issues with the appropriate categorization/definition of individuals) and a score of slightly above average for support for diversity. FWDAF's own brief survey of faculty revealed that the majority of these respondents were supportive of diversity and suggested that the University should put more resources into hiring more diverse faculty. However, the survey also reflected that some respondents believed diversity was at odds with excellence. In response, FWDAF submitted a separate memo to Division Council to point out the

major flaws in the argument that diversity and excellence (or “quality”) are potentially opposing goals. Excellence in the context of a university setting is the by-product of smart, motivated scholars who are given the tools, resources, and an environment that allow them to effectively apply their talents. Understanding excellence as the combined by-product of the individual and their environment also has important consequences for how we treat faculty once they are hired. The Moreno Report, while wholly unfortunate, proved timely for FWDAF and provided further evidence for UC as an institution to re-evaluate and/or implement more robust measures to ensure a secure and collegial workplace environment for all employees. The report from the Faculty Diversity Working Group contained eleven best practices and recommendations to assess measures of progress and accountability for ensuring faculty diversity. Each campus was asked to opine on the report and a previous FW committee at UC Merced endorsed it. This year’s FWDAF affirmed its continued support and endorsement of these practices and related this to Division Council.

*Collaboration with Chancellor Leland on Diversity*

This year, Chancellor Leland tasked the School of Natural Sciences dean, Juan Meza, with framing over-arching questions related to faculty and staff retention. Dean Meza attended the last FWDAF meeting in fall semester and asked for input on framing the questions. FWDAF suggested the following: **(1)** efforts should be made to speak to the founding faculty and assess their comfort with their current positions to determine if there are measures to be taken to secure their employment, **(2)** extremely successful (grant funding, publications, creative works, teaching/training excellence, etc.) faculty need to be identified (either by groups or deans) and their retention secured via incentives, merit promotions, bridge funding etc., **(3)** UC Merced could do more to promote a climate of mentoring by offering programs for junior faculty and incentives for senior faculty to organize mentoring initiatives, **(4)** aside from the buyout policy, the administration needs to provide incentives to promote faculty successes, **(5)** a robust intramural granting mechanism is needed along with more efficient bridge-funding processes, **(6)** prioritize finding space for Castle faculty on campus, **(7)** provide adequate and appropriate laboratory or other research facilities for all faculty, but especially for untenured faculty that are working to establish new research programs, **(8)** offer course releases for faculty who become Chairs and Directors of Undergraduate and Graduate Studies within their units, and **(9)** provide support for spousal employment.

*Collaboration with Provost/EVC and School Deans on Diversity*

FWDAF Chair Ortiz met with the Provost/EVC and School Deans on diversity in faculty searches where he encouraged the Provost/EVC to initiate a process now so that the campus can establish best practices in faculty hiring in the future.

At the final meeting of the AY, FWDAF provided a summary of the committee's activities for the Provost/EVC, specifically, in the areas of faculty diversity and retention. Diversity must be a joint faculty and administrative issue and that increased diversity must be based on an incentive system, not a punishment system. Opportunity or thematic hires could be viable options to achieve this end. It is important to be proactive by implementing measures to address retention of faculty now before it becomes a potential problem. Furthermore, FWDAF recognizes that untenured faculty in particular are harmed when their senior colleagues separate from the university. Lastly, diversity and excellence are not orthogonal.

*Moreno Report*

In response to incidences of racial discrimination experienced by faculty at UCLA, former California Supreme Court Justice Carlos Moreno co-authored a compelling report with attorney Connie Rice, former UC Davis professor, Maga Jackson-Triche, UCLA professor emeritus, Gary Nash, and Bob Suzuki, former president of Cal Poly Pomona. UC President Janet Napolitano responded by requesting Academic Council to establish a joint Senate-Administration Working Group to work with the ten campuses on their policies and procedures regarding discrimination.

UCM's Division Council issued a directive to standing Senate committees to review this report and identified FWDAF as the lead reviewer. FWDAF members agreed on the need for UC Merced to clarify the procedures in place to deal with an incident of discrimination or bias, and stated the need for a campus discrimination officer. Other recommendations from FWDAF was to couple the implications of the Moreno Report to the faculty professional development workshop series; a future seminar topic can relate to mentoring and how senior faculty can learn to engage junior faculty and inform them of their rights if they ever experience discrimination or bias. Senior faculty could be trained to help guide junior faculty through the appropriate channels to seek redress. While the short-term goal is to nurture the individual, the long-term goal is to prevent the University as an institution from perpetuating inequality and racism.

### *Senate-Administration Faculty Salary Equity Subcommittee*

Originally formed in AY 2012-2013 as a result of UCOP's directive, the subcommittee this year 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. Another report was submitted by the subcommittee in summer 2014, well before UCOP's deadline of January 2015.

### *Family-Friendly Policies*

FWDAF addressed the need for administration and Schools to share and to distribute consistent and clear information on faculty members' rights to family leave and Active Service Modified Duty. This year, a dedicated staff position was created in APO for the purpose of serving the needs of the faculty in this area.

### *Campus Visit of UC President Janet Napolitano*

In fall 2013, FWDAF representatives attended the invited session of Senate members and President Napolitano to share insight on topical issues facing UC Merced.

### *Campus Visit of Systemwide Vice Provost for Academic Affairs, Susan Carlson*

VP Carlson visited UC Merced in February 2014 and held a separate meeting with FWDAF members. The major topics that were discussed were faculty mentoring, promotion of and best practices for diversity in faculty hiring, strategies for UC Merced in the absence of a diversity officer, cluster hires and targets of opportunity hires, and strategies for faculty retention.

### *Indirect Cost Return*

Vice Chancellor for Research (VCR) Sam Traina attended a FWDAF meeting in spring 2014 to discuss indirect cost return modeling. FWDAF's position was that any allocation formula will have an impact on faculty retention and expressed an interest in assisting

the VCR and the Provost/EVC. VCR Traina suggested that the committee should consider some basic principles around allocation, either directly to PIs or through the School Deans as the future allocation structure should benefit both groups.

#### *Chancellor's Campus Climate and Diversity Working Group*

In spring 2014, Chancellor Leland attended a joint meeting of FWDAF and Division Council to discuss the results from the latest campus climate survey. At her request, a member of FWDAF was selected to serve on the Chancellor's campus climate and diversity working group to review the survey data and help identify three or four key areas on which to create an action plan. In addition, the working group will be asked to provide recommendations on whether additional queries are needed to understand the data. In June 2014, the Chancellor and the working group held a retreat attended by Professor Tanya Golash-Boza, FWDAF's representative on the working group. This issue will extend into the next academic year.

#### *Recommendation for New Senate Award for Mentoring*

In spring 2014, FWDAF submitted a proposal to Division Council requesting funding for a new faculty Senate award in recognition of excellence in faculty mentorship of post-docs, visiting faculty, and junior faculty and/or other faculty or staff. As of the end of the AY, this proposal was still being discussed in Division Council and will be carried over for consideration in AY 2014-2015.

#### *Systemwide Review Items*

- APM revisions. FWDAF opined on several proposed revisions to various sections of the APM as requested by systemwide and Division Council.
- Online Cross-Campus Course Offerings. Last year's Faculty Welfare (and UCFW) committee raised many concerns about the copyright issues associated with UCOE. While the current document under review deals more with the intricacies of the copyright agreement, FWDAF was adamant that the articulation of online courses must remain in the hands of the Academic Senate and more particularly in the hands of faculty in the relevant disciplines/majors. FWDAF was also concerned that the current document did not include any procedure to assess the long-term impacts of online courses.

- UC Care. This academic year witnessed the discontinuing of certain health care plans available to UC faculty and staff and consequently, approximately 30% of UC employees were required to change plans. UC Care, underwritten by the UC system, was intended to replace Blue Cross PPO as the new PPO health plan option. The implementation of UC Care was controversial as it was initially unclear how many area physicians would be part of the health plan's network. During the AY, UCOP representatives held town hall meetings on the Merced campus and launched a dedicated UC Care informational website. FWDAF monitored the developments throughout the AY as more issues and complaints were filed.
- 2010 CITRIS Report. It was discovered by Academic Council that standing Senate committees were never invited to opine on the academic review of CITRIS and so this year's Division Council issued the directive for standing committees to review the report. FWDAF expressed support of the report's recommendations to form an external advisory board committee and its inclusion of diversity considerations. The committee urged that the advisory board not only be constituted by diverse disciplines, but that the board include gender, race and ethnic diversity.
- Senate Bylaw 55 Proposed Revisions. This item, which was reviewed twice by the UC campuses, proposed the extension of voting rights to further series. FWDAF had reservations about the possible precedence the proposed amendment may set for the future in terms of the expansion of voting rights to further series, however, the safeguards that are built into the proposed revisions - voting franchise extension is voluntary and must be subject to approval by tenured faculty in individual schools, departments, and Division Council - provide an acceptable set of checks-and-balances to preserve the integrity of the institution.
- University Committee on Affirmative Action & Diversity (UCAAD) updates. UCAAD discussed the following major issues this academic year: **(1)** Hispanic Serving Institution Initiative, **(2)** APM 210 C and D (diversity in hiring), **(3)** faculty salary equity studies, **(4)** Moreno Report, **(5)** graduate student funding, the need for more multi-year guaranteed GSR appointments, summer bridge funding for graduate students, and **(6)** the President's Postdoctoral Fellowship Program.



- University Committee on Academic Freedom (UCAF) updates. UCAF discussed the following major issues this academic year: **(1)** proposed revisions to Senate Bylaw 55 and **(2)** proposed revised language for the leave policy in APM 210. This revision was intended to allow for an expanded use of tenure clock stoppage to allow for child-bearing and adoption in addition to other major life events that might prevent the faculty member from making good progress toward tenure.
- University Committee on Faculty Welfare (UCFW) updates. UCFW discussed the following major issues this academic year: **(1)** UC Care health plan and **(2)** the unfunded liability issues surrounding the UC Retirement Program.

#### *Campus Review Items*

- Course Buyout Policy. FWDAF opined on the Provost/EVC's draft course buyout policy and stated that the proposal did not justify the 17% (1/6<sup>th</sup> of 9-month salary + benefits) cost to buy out a course. The cost of the buyout should be the actual cost to cover the lecturer's salary and benefits regardless of the salary and rank of the professor requesting the buyout. Moreover, the proposed policy does not provide exceptions, which are important as many federal grants require more than one course per semester with such release time for the life of the grant (which can be up to five years). The current proposed policy also fails to provide some proviso for these state funds being released to the awardee as a potential incentive for having obtained an extramural grant that provides for the buyout.
- MAPP revisions. As per procedures, in the spring semester, APO, in conjunction with the Provost/EVC, submitted a set of proposed revisions to the MAPP. Regarding Section 2012 E (selection process) the committee agreed that the Deans should retain authority over the short list, but took issue with the language that the Deans can postpone, extend, or cancel a search based on inadequate diversity. FWDAF members stated that this is a punishment-based system and we should instead encourage an incentive-based system. APO will take all campus comments under consideration and will circulate a revised draft.
- SACAP revised charge. FWDAF judged that the revised charge held no implications for faculty welfare, diversity, or academic freedom.

- WASC Core Competency Expectations. FWDAF had no comments on the specific provisions of the document; however, the committee conveyed its grave concerns over the larger issue of WASC's impact on faculty control of the curriculum. A major concern of the FWDAF is that the measures have also resulted in a large drain on faculty time and resources.
- Proposed Medical Education Task Force. A task force was previously formed on campus to plan the future trajectory of the medical education initiative. Professor Paul Brown from SSHA debriefed Division Council on the task force's findings and Division Council subsequently drafted a charge for a future medical education task force. FWDAF agreed that this is a prudent approach to assess the feasibility of whether to continue to pursue medical education at UC Merced at this time. FWDAF requested a thorough SWOT analysis of developing a medical education program at UC Merced at this time as opposed to in the future. The committee also stated that the UC Merced SJV PRIME should be represented on the task force.
- Moreno Report. FWDAF was identified as the lead reviewer of the report and provided the aforementioned input and recommendations.
- Senate-Administration Library Working Group report. The final report from this working group, which was submitted to the Senate Chair and Provost/EVC, suggested that the library's budget grow commensurate with student and faculty growth and that the Merced division should create a standing committee on library and scholarly communication issues, similar to other UC campuses. FWDAF endorsed the Working Group's report.
- Committee on Research's (COR) proposed research unit policies. COR drafted a comprehensive set of policies on the establishment and review of research unit policies. While FWDAF generally approved of the proposed policies, the committee suggested that the policies should state how the research units would contribute to the training of students, the management plan should mention leadership, conflict resolution and intellectual property, the five year reviews should explicitly mention the terms "evaluation" and "year-to-date impacts" beyond accomplishments and should include a comprehensive SWOT analysis, and the frequency of the review may need to be every three years depending on the unit and/or budget.

- PhD Program Proposals. FWDAF opined on the following proposals and found that they were sound in the areas of faculty welfare, diversity, and academic freedom: **(1)** Molecular Cell Biology, **(2)** Electrical Engineering and Computer Science, **(3)** Mechanical Engineering, **(4)** Physics, and **(5)** Sociology.
- Public Health major. FWDAF opined on this proposed major in SSHA and found that it was sound in the areas of faculty welfare, diversity, and academic freedom.
- Community Research and Service minor. FWDAF opined on this proposed minor in SSHA and found that it was sound in the areas of faculty welfare, diversity, and academic freedom.

Respectfully submitted:

*Faculty Welfare, Diversity, and Academic Freedom members:*

Rudy Ortiz, Chair (SNS) – UCAAD representative

Linda Cameron, Vice Chair (SSHA) – UCFW representative

Sean Malloy, (SSHA) – UCAF representative

Asmeret Asefaw Berhe, (SNS)

Shawn Newsam, (SoE)

Tanya Golash-Boza, (SSHA)

*Ex officio, non-voting members:*

David Ojcius, Vice Provost of Academic Personnel

Ignacio López-Calvo, Senate Chair

Jian-Qiao Sun, Senate Vice Chair

*Staff:*

Simrin Takhar