



Committee on Equal Opportunity

Annual Report 2004-2005

Francis Lu, MD
Chair

During the 2004-05 academic year, the Committee on Equal Opportunity (EQOP) met on nine occasions and augmented its work through the use of email communications..

Issues reviewed and acted on by the Committee include:

- Provided continued oversight, support and guidance for the UCSF Faculty Search Ambassador Program, including reviewing and providing input into their annual progress report. (<http://www.ucsf.edu/senate/2004-2005/g-EOP-11-29-04-AmbassadorRp.pdf>) This Program seeks to provide resources to search committees to expand the pool of diverse candidates considered for UCSF faculty openings.
- Finalized revisions to and publication of the 2005 expanded and comprehensive edition of *Faculty Handbook for Success- Advancement and Promotion at UCSF*.
- Reviewed applications, and made recommendations for the 2005-06 Faculty Development Awards, administered by the Executive Vice Chancellor.
- Reviewed and commented on proposed revisions to Academic Personnel Manual, Sections 210, 240, and 245.
- Communication to the Executive Vice Chancellor in Support of Implementation of revisions to Academic Personnel Manual, Sections 210, 240, and 245.
- Communication to Executive Vice Chancellor in Support for the Faculty Search Ambassador Program.
- Discussion of the reports: “*Strategies for Improving the Diversity of the Health Professions*,” published by the California Endowment in collaboration with the UCSF Center for the Health Professions, 2004 Institute of Medicine’s “*In the Nation’s Compelling Interest: Diversity in the Healthcare Workforce*,” and 2004 Sullivan Commission Report “*Missing in Action: Minorities in Healthcare*.”
- Communicated to Division Chair/Chancellor requesting liaison relationship with Chancellor’s Diversity Committee to improve coordination

Systemwide Issues

Francis Lu MD, served as the University Committee on Affirmative Action and Diversity (UCAAD) representative and reported to EQOP on matters considered by UCAAD during 2004-05.

- **University Definition of Diversity.** UCAAD initiated an effort to formulate a University Definition of Diversity. The University of California is currently engaged in a renewed discussion about issues of diversity, equal opportunity and excellence. Berkeley Chancellor Birgeneau recently delivered a public call to action in support of multiculturalism, minority inclusion in education, and reversing the devastating consequences of Proposition 209. His statements underscored a growing concern among UC faculty, students and the general public that UC is not living up to its mission as a public university to create a diverse institution that encompasses the population of California. UCAAD believes that it is in interest of the Academic Senate to shape this discussion by issuing a statement that makes it clear that diversity is integral to the excellence of the university—particularly for public universities—and inherent in the very definition of “university”. EQOP discussed this at length both at meetings and over email. Chair Lu forwarded the Committee’s recommendations on to UCAAD ([Appendix 1](#))
- **Final review and approval of APMs 210, 240, and 245,** which raise diversity as a criterion for faculty advancement and promotion. EQOP made minor suggestions, which were forwarded to UCAAD. ([Appendix 2](#)) The modifications were approved and the changes became effective July 1, 2005. EQOP sent a communication to Chair Zegans endorsing the passage of these changes, requesting their immediate implementation, and offering any assistance with implementation. ([Appendix 3](#))
- **Review of the Family Friendly APMs 760, 133-17, 210-1 and 220 Related to Work and Family.** A special UCSF Task Force was formed with representatives from Faculty Welfare, CAP, EQOP and each of the four School Faculty Councils to review and consider the proposed changes to these sections of the APM. The Task Force submitted their recommendations to Academic Council. ([Appendix 4](#)) At the May 18, 2005 meeting, members of the Academic Council reviewed the proposed changes to the above listed APM policies related to work and family and agreed that the changes proposed were long overdue and a step in the right direction toward improving the quality of family life for UC faculty. ([Appendix 5](#))
- **Report on Graduate and Professional School Admissions.** In 2003, the Academic Senate endorsed the Report of the Task Force on Graduate and Professional School Admissions, but noted that the report indicated that outreach to traditionally under-represented students was one area in which UC could improve. Since the Task Force report did not address the issue of diversity, the Academic Council (in December 2003) requested that UCAAD look into this issue and report its findings and recommendations back to the Council. UCAAD completed its report and submitted an addendum to the report. ([Appendix 6](#))

Campuswide Issues

UCSF Faculty Search Ambassador Program

EQOP successfully launched the new Faculty Search Ambassador Program with the recruitment of Dr. Harvey Brody, Clinical Professor Emeritus, School of Dentistry, as the Faculty Search Ambassador. EQOP worked with Dr. Brody to formulate a process to evaluate the program. Chair Lu, Vice-Chair Stewart and Dr. Brody were instrumental in drafting the two surveys – one for the Chairs of the Search Committees and one for other people involved with the search. The surveys were administered through the Academic Senate Office. ([Appendix 7](#))

Dr. Brody gave the Committee two progress reports. ([Appendices 8 & 9](#)) Some of the major conclusions and recommendations included:

- While the AP has developed a potentially effective process of communicating directly with search chairs, the response rate to this outreach remains insufficient.
- Communication between the AP and the search chairs appears to have a meaningful and positive impact on the diversity of searches and faculty appointments.
 - **Recommendations:**
 - The AP director must enhance efforts to meet with every search chair, and must continue to develop effective ways to encourage search chairs to respond to these efforts.
- The deans, department chairs, and search chairs at UCSF must be held accountable for their actions in relation to diversity.
- The newly appointed Associate Vice Chancellor for Academic Affairs will have a critical role to play in accountability.
- Faculty members need direction and information in order to be effective advocates for diversity in the search committee environment.
- Training for faculty participating in search committees is essential.
 - **Recommendations:**
 - Provide mandatory workshops for deans, department chairs and search chairs. These workshops should address diversity, equity and the sometimes unconscious barriers built into our systems that prevent full participation of women and persons of color in our academic community.
 - Provide Web based material for faculty on the search process and on Proposition 209.
 - Develop a Diversity Kit for faculty members of search committees.
 - Develop polices to establish accountability.
 - Implement APM 210, APM 230, and APM 245 to establish consistency between UCSF's statements, policies, and practices on diversity.
 - The search chairs were incorrect to conclude there were no applicants from under represented groups.

- Modify position descriptions to encourage a wide group of applicants and promote consideration of Diversity.
- Continue and expand on current efforts to create a more favorable climate.
- We exclude minority faculty because of a rigid and narrow definition of a qualified candidate.
 - **Recommendations:**
 - Modify position descriptions to encourage a wide group of applicants and promote consideration of Diversity.
 - Continue and expand on current efforts to create a more favorable climate.
 - The involvement of the director of the Ambassador Program in the entire search process was more effective than a single meeting at the start of the search.
 - Procedures must be in place to promptly notify applicants when they have been rejected and to update candidates still possibly under consideration but who have not been contacted for a long time.
 - We exclude minority faculty because of a rigid and narrow definition of a qualified candidate.
 - These school-based Task Forces on Diversity should interact in an intentional and efficient manner in order to transform their separate missions into an integrated campus wide initiative. The AP director is convening a meeting of the chairs of these groups to see how we might collaborate on goals, process and future planning.
- The Ambassador Program plays an important integrative role for the various groups working on Diversity
 - **Recommendations:**
 - Establish a campus wide strategy and action plan on Diversity.
 - Develop organizational system to integrate the efforts of committees on diversity.
 - Establish annual goals, objectives, and timelines for Diversity committees in support of the campus strategy.
 - Continue the Ambassador Program.
- There are qualified woman and URM faculty in the pipeline. They do not become a part of the applicant pool at UCSF for several reasons: the climate at UCSF is not welcoming to URM faculty, woman, and other underrepresented groups; current search methods are narrow and often exclude potential applicants from diverse backgrounds.
 - Recommendations:
 - Fund the Faculty Ambassador Search Team (F.A.S.T.) program to identify and encourage the application of woman, URM faculty and other under-represented individuals.
- The current data collection system for gender, race and ethnicity of applicants and appointed faculty is limited.

Upon Dr. Brody's last progress report on June 6th, 2005, the Committee voted unanimously in support of the program and forwarded to the Executive Vice Chancellor a communication conveying that sentiment. ([Appendix 10](#))

Faculty Handbook for Success – Advancement and Promotion at UCSF – 2005 Edition

EQOP has completed its revisions to the Faculty Handbook. The handbook was successfully published and distributed in spring 2005. The 2005 edition incorporates extensive changes to the handbook's format and includes many new sections as requested by the Office of the Chancellor and other University units.

Changes include –

- Expanded section on faculty appointments with detailed information on series, rank, step, and the importance of careful negotiation during the appointment process
- Expanded section on the review process for merit increases, promotion, and changes in series
- Section on taking leaves and stopping the tenure clock
- Section on childcare services provided at UCSF
- Section on principles of citizenship at UCSF, including the Faculty Code of Conduct, Guidelines on Conflict of Interest, sexual harassment prevention, problem mediation, domestic partnership, HIPAA, and UC policy on sexual relations with students
- Section on the University's Health Sciences Compensation Plan
- Expanded section on developing an excellent research program
- Section on international students and scholars
- Section on emeritus and recall faculty
- Section with online campus resources organized into five broad areas: University governance; benefits and employee resources; diversity, equal opportunity, and affirmative action resources; resources supporting a faculty member's individual academic career; and resources for parents and families

The handbook has been published for the first time as both a print and an Web-based version. The Web-based version can be found on the UCSF Academic Senate home page at <http://www.ucsf.edu/senate/facultyhandbook/index.html>. The print version will primarily serve as a recruitment and information tool for existing, prospective and new faculty. The Web-based version will allow for up-to-date edits and changes without the cost of re-printing and will be available to faculty and anyone else with Web access to refer to or download as needed. EQOP will oversee all edits, changes or updates to the Web-based version of the Faculty Handbook

Faculty Development Awards

Each year, the Committee participates in the review and selection of recipients of Faculty Development Awards, administered by the Executive Vice Chancellor to support junior faculty who have encountered unusual obstacles in developing their research. Originally, these awards targeted women and underrepresented minority faculty on the tenure-track, but now the awards are open to faculty in any series who have faced unusual obstacles in advancement (junior faculty still receive primary consideration).

The Committee on Equal Opportunity considered thirty (30) applicants for the 2005-06 Faculty Development Awards. After careful discussion, committee members agreed to recommend to Associate Vice Chancellor Marshall that the following faculty receive awards (listed in alphabetical order):

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|----|-----------------------|--|
| 1. | Patricia Gordon | Physiological Nursing (N) |
| 2. | John Huang | Orofacial Sciences (D) |
| 3. | Umo Isong | Preventative & Restorative Dental Sciences (D) |
| 4. | Michele Mietus-Snyder | Physiological Nursing & Pediatric Medicine (N) |
| 5. | Elaine Pettengill | Physiological Nursing (N) |

6. Arpana R. Vidyarthi Medicine (M)
7. Candance Wong Physiological Nursing (N)

Discussion of Various Reports Regarding Diversity in the Health Professions.

The reports were: “*Strategies for Improving the Diversity of the Health Professions*,” published by the California Endowment in collaboration with the UCSF Center for the Health Professions, 2004 IOM “*In the Nation’s Compelling Interest: Diversity in the Healthcare Workforce*,” and 2004 Sullivan Commission Report “*Missing in Action: Minorities in Healthcare*.” After extensive discussion, EQOP formed a list of priorities related to diversity:

1. *Continue administration of the Ambassador Program.*
2. *Pursue the idea of the School-level Ambassador Program.*
3. *Creation of a Task Force to the Standing Committees.*
4. *Encourage advocacy from chancellors and deans regarding importance of diversity.*
5. *Website.*
6. *Accountability.*
7. *Identifying specific goals and developing a roadmap.*
8. *What data do we need and how do we get it?*
9. *Bridge programs with the Community College system.*
10. *Mentorship.*
11. *Building relationships with traditionally black universities.*
12. *Dispelling myths regarding the value of diversity while focusing on health care disparities.*
13. *Formation of a Coordinating Committee consisting of the Chancellor and the Deans of the four schools. Further:*
 - a. *The standing committee at each school report to dean of their schools;*
 - b. *EQOP should recommend a way to coordinate the various committees;*
 - c. *Ask for a high level of commitment from these committees.*

Issues for the 2005-06 Academic Year

Matters continuing and new topics for next year include:

- Continue to advocate for a Diversity website similar to the one at UCLA (<http://faculty.diversity.ucla.edu/>) where statistics and important information is readily available;
- Identification and training of faculty to serve as Search Ambassadors in each School in order to reinforce and expand the use of the program.
- Continue to foster relations with other diversity groups on campus and participate on Chancellor’s Diversity Committee in liaison capacity so as to avoid overlap of work;
- Development of diversity portfolios for faculty at UCSF;
- Continued advocacy for implementation of APMs 210, 240, and 245 Concerning Diversity and Equal Opportunity.

Respectfully submitted,

Committee on Equal Opportunity

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Appendices

- [Appendix 1:](#) UCAAD University Definition of Diversity
- [Appendix 2:](#) UCAAD Review of APMs 210, 240, and 245
- [Appendix 3:](#) Communication to Division Chair Regarding Implementation of APMs 210, 240, and 245
- [Appendix 4:](#) Communication from UCSF Task Force on APMs Related to Work and Family Life, May 5, 2005
- [Appendix 5:](#) Academic Council Letter Regarding APMs Related to Work on Family Life, June 1, 2005
- [Appendix 6:](#) UCAAD Report on Graduate and Professional School Admissions
- [Appendix 7:](#) Faculty Search Ambassador Program Evaluation Surveys
- [Appendix 8:](#) Faculty Search Ambassador Program Progress Report, November 15, 2004
- [Appendix 9:](#) Faculty Search Ambassador Program Progress Report, June 6, 2004
- [Appendix 10:](#) Communication to AVC Marshall in Support of Faculty Search Ambassador Program