

Annual Report: Academic Year 2008-09 Davis Division: Academic Senate

Committee on Affirmative Action & Diversity (includes Academic Senate Mentoring Task Force)

Total Meetings: 9 (AA&D: 8, Mentoring Task Force: 1)	Meeting frequency: as needed; approximately once per month	Average hours of committee work each week: 2 Average hours of Chair work each week: 3
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Total policy/procedure/misc. items reviewed: 22	Total of reviewed policy/procedure/misc. items deferred from the previous year: 0	Total policy/procedure/misc. items deferred to the coming academic year: 0
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Listing of bylaw changes proposed: None.

Listing of committee policies established or revised: None.

Issues considered by the committee: See narrative below.

Recommended procedural or policy changes, and carry-over items for the coming year:

Implemented recommendations from 2008-09 to 2009-10:

- In 2007-08, UCAAD encouraged all individual campus AA&D committees to invite administrators to attend AA&D meetings, and AA&D members agreed to the benefits of dialoging with Deans/Vice Chancellors in upcoming years. In 2008-09, AA&D met with Interim Provost Barbara Horwitz to solicit her thoughts and direction, and then began meeting with the Deans to discuss diversity statistics/approaches and best practices, all while encouraging individual interest and accountability in diversity matters. In 2009-10, AA&D would like to continue meeting with the remaining Deans.
- In 2007-08, via the AEVC of Campus Community Relations, AA&D considered asking a representative to report to AA&D in the future on President Dynes' "Status of Women Advisory Committee" (membership includes staff, Senate, Federation, students, etc. – each campus has a faculty and staff representative). In 2008-09, it was found that this committee has ample representatives and concluded that an AA&D representative was not needed at this time.
- In 2007-08, it was recommended that AA&D participate in the Academic Senate's effort to expand communication between Department Chairs and the Senate Committees during reoccurring meetings. In 2008-09, AA&D Chair Jon Rossini attended meetings and reported back to the Committee.

Continuing recommendations/business items for 2009-10 (see narrative from 08-09 below for further detail):

- **Internal Process:** *In an effort to streamline committee work and research/resolved situations that arise during the year, AA&D would like to continue to delegate work to individuals or small team assignments to Committee members in order to investigate specific items, gather information, and recommend action for the committee.*

- **Deans Meetings** AA&D would like to continue meeting with the remaining Deans, and make an effort to pair up a few Deans together (such as the Law and HARCS Deans, the Social Sciences and Education Deans, and the Engineering Dean) to discuss diversity matters, share best practices, and help maintain accountability. It was recommended by AS Davis Division Chair Bob Powell that AA&D make an effort to meet with the Deans every five years. For new Deans coming on board, it was recommended that a meeting occur around the latter portion of their first year.
- **CAP Chair and Sample Department Chair Letters:** AA&D plans to continue working on the sample statements/letters alongside the CAP Chair and Vice Provost's Office in 2009-10. AA&D would like to continue to invite the Committee on Academic Personnel Chair (as an annual tradition) to discuss application and implementation of the APM for diversity service as well.
- **Mentoring Task Force (MTF):** AA&D agreed to continue to help improve communication for mentoring information and resources available across campus, as well as encourage additional faculty training, etc.
- **Discussion with Binnie Singh:** AA&D made several recommendations regarding additions and changes to faculty training, resources, mentoring, information available (work/life balance, brown bags, etc), and plans to follow up with Binnie in 2009-10 to assist with implementation. AA&D may also work with the AS Faculty Welfare Committee regarding faculty development.
- **NSF ADVANCE Program:** AA&D plans to follow-up on the ADVANCE proposal status in 2009-10. In addition, AA&D may look into NSF as a possible funding source for outreach opportunities on campus alongside the Committee on Research.
- **Budget Cuts:** AA&D will continue to monitor that budget cuts made on campus do not disproportionately affect URM groups.
- **Disability Resources:** AA&D will continue to consider the disability resources on available on campus, especially for faculty members.
- **Admissions Updates:** AA&D would like to continue meeting with Admissions as an annual tradition to review and discuss admissions and diversity. It was noted that the Director Pamela Burnett retired in 2009 and that the Registrars and Admissions Offices plan to merge.
- **Faculty Exit Survey:** AA&D will follow-up with the questions used and status of the exit survey.
- **Police Perception:** AA&D will review the results in the Fall 2009 from the SARI UCUES to see if additional action is necessary.

Committee's Narrative:

This Committee considers matters involving diversity according to Davis Division Bylaw 52 (http://academicsenate.ucdavis.edu/cerj/manual/dd_bylaws.htm#VI52). The AA&D Chair, Jon Rossini, served in four additional roles: 1) AA&D's representative to Representative Assembly, 2) a member on Executive Council, 3) a member of the Provost/Academic Senate Chairs quarterly meeting group, and 4) a member on the Council on the Community & Diversity. Member Ann Orel served in two additional roles: 1) the Davis campus Senate representative to the UC Systemwide Affirmative Action & Diversity Committee (UCAAD), and 2) AA&D's representative to the Transfer Student Task Force. For a more detailed account of the Committee's documents, discussions, and actions, please request information from the Academic Senate analyst, and/or locate the information on the Academic Senate Information System (ASIS).

AA&D met with the following guests during 2008-09:

- Interim Provost Barbara Horwitz
- A&ES Deans Van Alfen and MacDonald, 1/26/09
- SOM Deans Pomeroy, Callahan, and Joad, 2/23/09
- MPS Dean Ko, 2/23/09
- CBS Dean Ken Burtis, 4/8/09
- VM Dean John Pascoe, 5/6/09
- Bill Casey, Chair of the Committee on Academic Personnel
- Pam Burnett, Director of Admissions
- Kimberlee Shauman, NSF ADVANCE Program Discussion and Professor
- Binnie Singh, Director of Faculty Relations, Academic Personnel

The following policies/procedures were reviewed as requested from Davis Division Academic Senate Chair and/or Systemwide Academic Senate:

- Reviewed the "Proposed Furlough and Salary Cut Policy"; no comments were received or submitted.
- Reviewed "Non-resident Enrollment Guidelines Proposed by BOARS"; no clear consensus was obtained and therefore no formal comments were submitted.

In addition to the reviews listed above, the Affirmative Action & Diversity Committee also considered the following key items during the 2008-09 academic year:

- **Deans Meetings:** AA&D met with Interim Provost Barbara Horwitz to discuss administrative best practices for attaining diversity in searches, to obtain recommendations how AA&D can be a helpful body for accountability of diverse faculty, and to better understand how diversity is approached from the Academic Personnel Office and then communicated to the Deans and Chairs. Barbara supported AA&D talking with the Deans as a helpful, educational, and interesting exercise. AA&D then met with Deans to discuss thoughts, successes, strategies, suggestions and issues with recruitment and faculty diversity. AA&D obtained ideas/suggestions across disciplines and colleges, and reviewed the memo from CA&ES Executive Committee Chair Richard Grotjahn to Dean Van Alfen dated March 12, 2009, titled "Diversity-related recommendations (FEA and 'Diversity Access' committee)". The committee received other experiences and recommendations for AA&D's future involvement and best practices as well. A summary of the key points of the discussions are noted in Appendix A.
AA&D would like to continue meeting with the remaining Deans, and make an effort to pair up a few Deans together (such as the Law and HARCS Deans, the Social Sciences and Education Deans, and the Engineering Dean) to discuss diversity matters, share best practices, and help maintain accountability. It was recommended by AS Davis Division Chair Bob Powell that AA&D make an effort to meet with the Deans every five years. For new Deans coming on board, it was recommended that a meeting occur around the latter portion of their first year.
- **CAP Chair and Sample Department Chair Letters:** In 2007-08, AA&D met with the Committee on Academic Personnel Chair and discussed CAP's view and involvement in the value of diversity. AA&D reviewed how diversity is weighed in light of APM 210d, and commended CAP for highlighting diversity/service opportunities in their letters. In 2008-09, AA&D reviewed APM updates to the Appointment and Promotion section (including 210, 220-18, 240, 245A), and discussed the integration of these guidelines with the Committee on Academic Personnel Chair William Casey. AA&D endeavored to better understand CAP's viewpoint, role, and advice regarding the language and service needed to warrant merit in the Department Chairs' letters. AA&D reviewed the sample Department Chair's letters and wrote sample statements of diversity service that would be significant enough to result in a merit. The Committee also discussed the letters with Binnie Singh, who agreed to provide AA&D with the list of sample letters that the Vice Provost Office's has previously provided to the departments and Deans offices listing items that would qualify under APM 210.

AA&D plans to continue working on the sample statements/letters alongside the CAP Chair and Vice Provost's Office in 2009-10. AA&D would like to continue to invite the Committee on Academic Personnel Chair (as an annual tradition) to discuss application and implementation of the APM for diversity service as well.

- **Mentoring Task Force (MTF):** The MTF worked towards recommending a centralized campus mentoring resource for underrepresented minority students (URMs) via the Senate Mentoring Task Force. Background: Executive Council approved the task force for a one-year term in 2007-08, which was extended to 2008-09. The MTF membership consisted of faculty, students, and administrative members. Monica Vazirani served as Chair to the task force which met several times; the majority of the work was completed by a group of Davis Honors Challenge students, supervised by Chair Vazirani. Supporting data from various sources was gathered, non-Senate funding sources were explored, a presentation of the DHC students' proposal was heard by AA&D, and the drafted report with recommendations and information was distributed to AA&D (no comments were received). The website information has been gathered and given to the Academic Senate programmer for CMS publication (Math Department Chair is agree to house the website if other resources if other commitments were not secured). MTF is waiting for the website to be completed. The MTF's work was concluded in 2008-09, and AA&D decided to not seek an extension of the group since AA&D can follow-up on the implementation and updates to the website via a subgroup of members. As requested, a "faculty field of interest" was added to the database in order to help identify/track faculty service.

AA&D agreed to continue to help improve communication for mentoring information and resources available across campus, as well as encourage additional faculty training, etc.

- **Discussion with Binnie Singh:** AA&D invited Binnie Singh to attend a meeting and discuss the following main topics: 1) Sample Department Chairs, 2) Women/child care issues (AA&D considered proposing a Wiki for "Graduate Students with Kids", networking together for child care services, and other notes from member Sharon Strauss' informal survey of graduate student parents.), and 3) Accommodations for disabled persons.

AA&D made several recommendations regarding additions and changes to faculty training, resources, mentoring, information available (work/life balance, brown bags, etc), and plans to follow up with Binnie in 2009-10 to assist with implementation. AA&D may also work with the AS Faculty Welfare Committee regarding faculty development.

- **NSF ADVANCE Program:** Reviewed and supported the NSF ADVANCE proposal presented by Professor Kimberlee Shauman and supported by Vice Provost Horwitz. More information on the ADVANCE program can be found at http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5383. AA&D orally provided their support for the NSF ADVANCE proposal/program and implementation if the grant is received. This item was also brought forward to Executive Council on their June agenda as an informational item. (also see information under "Graduate Student Diversity and NSF "outreach" requirements" below)

AA&D plans to follow-up on the ADVANCE proposal status in 2009-10. In addition, AA&D may look into NSF as a possible funding source for outreach opportunities on campus alongside the Committee on Research.

- **Budget Cuts:** AA&D researched the budget crisis' possible affect on URM groups. Data regarding URM and gender information from a poll SARI completed will be shared with AA&D, when available. It was noted that the university must provide disability resources per laws and therefore are protected from budget cuts. It was found that the impact of fee increases & Cal Grant cancelation is a concern for URMs and that the Consortium Research for Women, which is funded through Office of Research. It was highlighted that although historical reference shows that URMs generally suffer during budget cuts, that has not necessarily been the case at UCD.

AA&D will continue to monitor that budget cuts made on campus do not disproportionately affect URM groups.

- **Disability Resources:** AA&D researched current services for disabled students, faculty, and staff; AA&D recommended that members encourage all faculty to list the Disability Resources Center as a resource for all students on their syllabus, as well as include the information in the New Faculty Orientation.

AA&D will continue to consider the disability resources on available on campus, especially for faculty members.

- **Admissions Updates:** AA&D met with Admissions Director Pamela Burnett as an annual tradition to review and discuss admissions and diversity. The number of URMs on campus was noted as the highest number since 1993; however, it is still not representative of California's population. Numerous documents and statistics were reviewed, and highlighted that UCD's focus will shift to increasing transfer students in the future, which could be a barrier for URMs. Pam Burnett suggested the following ideas how AA&D could assist:
 - Spread awareness of transferring to UCD as an option (since is difficult to get into as freshman)
 - Provide support through tutoring, learning skills, etc. for UCD students
 - Promote alumni transfer students returning back to their community colleges in order to represent the UCD transfer option
 - Inform students that transfer students do not have to go through a comprehensive review at UCD unless needed

AA&D would like to continue meeting with Admissions as an annual tradition to review and discuss admissions and diversity. It was noted that the Director Pamela Burnett retired in 2009 and that the Registrars and Admissions Offices plan to merge.

- **Faculty Exit Survey:** AA&D followed up with AEVC Rahim Reed regarding the Faculty Exit Survey Status that has been on AA&D's task list since 2006-07. Background: A set of questions previously formulated for faculty who separated from the campus was going to be used by Rahim Reed in Fall 2008 (he planned on personally calling the separated faculty members); however, Human Resources began researching an exit interview system for all campus employees leaving the campus in order to better understand climate issues (through vendor Health Stream Research). Rahim provided the questions specifically meant for faculty to the vendor and encouraged two different questioning segments for faculty and staff. The vendor agreed to a three year contract, implementing the two segments and interviewing via phone within 30 days of an employee leaving campus. Inventory is currently being developed; Rahim hoped to present the interview questions for AA&D to review in 2008-09; however, the questions were not received by AA&D until August 2009.

AA&D will follow-up with the questions used and status of the exit survey.

- **Police Perception:** AA&D followed up on a letter sent the previous year to the UCD and City of Davis Police. Marjorie M. Dickinson, Assistant Vice Chancellor in Government and Community Relations, was contacted, and reported that UCD Chief Spicuzza and AEVC Reed have provided able leadership on this issue in the past, including facilitating dialogue among UC Davis students, faculty and staff and City of Davis police leadership. No additional stories or reports regarding issues with the police have been heard by AA&D; however, *AA&D will review the results in the Fall 2009 from the SARI UCUES to see if additional action is necessary.*
- **Recruitment and selection of positions:** AA&D discussed and wrote a letter to the Chancellor's Selection Advisory Committee via Academic Senate Chair Robert Powell. The letter included reminders regarding the UC commitment to considering the broadest pool of diverse candidates, the UC Diversity Statement, and the importance on potential candidates demonstrating a record of personally valuing diversity. The statement also encouraged members of the committee to consider candidates who reflect the broad diversity of the state of California when selecting a new UCD Chancellor. In addition, AA&D reviewed and broadly distributed the announcements and considerations for the open positions of Dean of GSM and Dean of Social Sciences.
- **Graduate Student Diversity and NSF "outreach" requirements:** AA&D reviewed and supported a letter from the Graduate Council Academic Planning & Development Committee (APD) regarding the need to improve graduate student diversity graduate student diversity, which was distributed to all Graduate Chairs. AA&D also reviewed the NSF "outreach" requirements and campus wide coordination alongside APD Committee. It was discovered that many new NSF grants to have an outreach component to help

deal with pipeline issues, and that UCD could take advantage of that funding if an effective infrastructure to sustain it was created and supported. (Also see information under "NSF ADVANCE")

- **Utilization data and Career Equity Review results:** AA&D reviewed diversity comparison data, online statistics, and utilization data (NORC) with consultant Everett Wilson. AA&D found the information helpful and encouraged the inclusion of "offer made" category in the pool/recruitment information. AA&D also reviewed the Career Equity Review (CER) results, various metrics used, the last five years of faculty hires, the URM numbers for faculty merits/promotions, and academic retirements and separations. AA&D would like to see more encouragement/mentorship from department chairs to their faculty for negotiations and the personnel process.
- **President's Post Doctoral Fellow Program:** AA&D researched the President's Post Doctoral Fellow Program, specifically information about campus practices/increased awareness of utility. It was found that the program is advertised very well on Office of President's website (the incentives are even clearer in the "Minority Post Doctoral Summit of 2004" document) and briefly covered in the Chair training. Noted that the cost-saving incentive of 5 years of provided funding. AA&D recommended that his be added to the search plans.
- **Diversity Accountability Framework document/President's Accountability Report::** Reviewed the Diversity Accountability Framework document; AA&D suggested that departmental and dean reviews should highlight diversity/APM matters in order to keep the diversity discussion on the table. Chair Jon Rossini individually stressed the importance of asserting specific points that must be addressed by the policies and practices rather than merely asking for a list of policies and practices.
- **UCUES Reports:** Reviewed the UCUES reports from SARI, which included three reports focusing on campus climate based on religious orientation, political orientation, and race & ethnicity available at <http://www.sariweb.ucdavis.edu/>. Members did not provide any comments or feedback regarding the survey results.
- **UC Davis Campus Security Report:** Reviewed the UC Davis Campus Security Report, which includes information about UC Davis safety and security policies implemented to protect the welfare of the campus community, as well as crime statistics for the campus and UC Davis Medical Center. The report is available at <http://police.ucdavis.edu/clery.htm>.
- **Diversity for Senate Committees:** Chair Rossini wrote a letter to the Academic Senate Committee on Committees Chair reminding the Committee on Committees of the importance of diverse committee membership and chairs, especially in regards to gender, across the Senate. AA&D offered to assist with helping facilitate diverse committee membership.
- **LGBTI students:** Discussed issues unique to LGBTI students; noted that the federal law does not currently protect LGBTI groups. It was noted that the Status of Women at Davis Administrative Advisory Committee is considering staff/faculty LGBTI issues.
- **Effects of Gender Mix at UC Davis:** Reviewed the article regarding Sexx Shift, the increasing proportion of women at university. See the news release at: http://www.news.ucdavis.edu/search/news_detail.lasso?id=8906. Noted that the Status of Women Advisory Committee has discussed the item, and also noted that Admissions Office may be considering the item.

Respectfully Submitted,

Jon Rossini, Chair of Affirmative Action & Diversity Committee
Elizabeth Miller, Ann Orel, Susan Rivera, Sharon Strauss, Eddy U, Monica Vazirani, Carissa Adams (Academic Federation Representative), Barbara Hegenbart (Academic Federation Representative), Nona Richardson (Academic Federation Representative), Amir Kalani (ASUCD Representative), Rahim Reed (ex-officio), Sabrina Sewell (consultant), and Everett Wilson (consultant)

AA&D 2008-09 Annual Report, Appendix A

Affirmative Action & Diversity Meetings with Deans: Summary of 2008-09 Conversations

In 2007-08, the Academic Senate Systemwide Affirmative Action & Diversity committee (UCAAD) encouraged all individual campus AA&D committees to invite administrators to attend AA&D meetings. AA&D members agreed to the benefits of dialoging with Deans/Vice Chancellors in upcoming years. In 2008-09, AA&D met with Interim Provost Barbara Horwitz to solicit her thoughts and recommendations regarding how AA&D can be a helpful body for accountability of diverse faculty. Provost Horwitz supported AA&D's broad commitment to diversity as well as AA&D's desire to dialog with the Deans. She suggested meeting with a few Deans at a time to discuss problems in recruiting, the school's major issues, and how AA&D can assist.

After receiving Provost Horwitz's support, AA&D began meeting with the Deans to discuss diversity statistics/approaches and best practices, all while encouraging individual interest and accountability in diversity matters. In 2009-10, AA&D would like to continue meeting with the remaining Deans, and make an effort to pair up a few Deans together (such as the Law and HARCS Deans, the Social Sciences and Education Deans, and the Engineering Dean) to discuss diversity matters, share best practices, and help maintain accountability. It was recommended by AS Davis Division Chair Bob Powell that AA&D make an effort to meet with the Deans every five years. For new Deans coming on board, it was recommended that a meeting occur around the latter portion of their first year.

AA&D met with the following guests during 2008-09:

- Interim Provost Barbara Horwitz, 12/8/08
- A&ES Deans Van Alfen and MacDonald, 1/26/09
- SOM Deans Pomeroy, Callahan, and Joad, 2/23/09
- MPS Dean Ko, 2/23/09
- CBS Dean Ken Burtis, 4/8/09
- VM Dean John Pascoe, 5/6/09

Below are summaries of the conversations with the individual Deans. The purpose of each meeting was communicated as an avenue to discuss thoughts, successes, strategies, suggestions and issues regarding recruitment and faculty diversity. AA&D reiterated their desire to obtain ideas/suggestions across disciplines and colleges, and receive experiences and recommendations for AA&D's involvement.

For more detailed notes, please review the action items from individual meetings (documents are available on the Academic Senate Information System, or via the Academic Senate Office analyst).

Diversity Discussion with Agriculture & Environmental Science Deans Van Alfen and MacDonald

Dean Van Alfen recognized that women are underrepresented in Agriculture and was serving as a member of a national committee working on the issue. He highlighted that the pipeline was reasonable; however, CA&ES needed to improve the environment for recruitment and retention (environment was cited as a main concern). He explained that CA&ES's high ranking permitted little turnover, but that he wanted the faculty to thrive. Susan Kaiser recommended an advisory committee regarding all diversity issues, which prompted Dean Van Alfen to ask the CA&ES Executive Committee to implement training of faculty by faculty. AA&D reviewed a copy of the memo from CA&ES Executive Committee Chair Richard Grotjahn to Dean Van Alfen dated March 12, 2009 titled "Diversity-related recommendations (FEA and 'Diversity Access' committee)". AA&D questioned how to ensure participation by faculty members, but no answer was provided. AA&D emphasized the importance of communicating diversity as a top priority of senior leadership.

Executive Associate Dean Jim MacDonald highlighted that the search committees are treated as a proactive process, and viewed networking and engagement with personal contacts as important. He explained his close involvement in searches and Chairs, and how he has checked on searches early-to-mid-process to review the applications being considered, in order to be able to extend, stop, or recruit further if a more diverse pool is needed. He viewed this process as fairly successful over the last few years. He stated that getting top candidates to consider/come to UCD is not a problem; roughly 95% of candidates come to campus. He recommended Kevin Johnson, Law Dean, as having an innovative process. He cited "academic arrogance" as an issue (based on the use of the word "excellence" as a definition of faculty qualification).

Dean Van Alfen stated that AA&D could assist A&ES by helping to improve the environment, faculty mentoring, and the diversity statements used in the department template letters. AA&D suggested using template resources for letters and broadening the definition of excellence in CA&ES. AA&D's questioned the university's faculty training and CA&ES's diversity statistics, recommended that CA&ES Deans show more engagement and/or be more involved in specific issues and suggested inviting the Dean and a Department Chair to meetings for further accountability.

Diversity Discussion with School of Medicine Deans Pomeroy, Callahan, and Joad

Dean Claire Pomeroy stated that the Five Guiding Principles at SOM has started changing the culture of SOM, and believed that leadership must inspire the diversity principles and goals in order for the culture to change. Several areas that were making great strides in diversity were the Center for Health Disparities, as well as the newly established SOM Office of Diversity (Dr. Joad's position). The SOM Office of Diversity was clearly supported by SOM and UC leadership to review faculty development opportunities, meet with every hiring chair to review diversity issues and needs, and create/support events for URMs. Dr. Callahan (Academic Personnel) explained that SOM is recovering from the changes in 1990s and has come a long way, but still has a long way to go. SOM is currently teaching students that very encounter with the patient is a cross-cultural experience, is reviewing reports of unfair treatment, and working towards a more positive and safe environment.

Diversity Discussion with Math & Physical Sciences Dean Ko

Dean Ko provided handouts indicating an imbalance of faculty gender. He stated that they were working to improve the numbers. Pipeline issues were discussed, and the Partner Opportunity Program was cited as a very useful tool for MPS. Dean Ko stated that more than half of female scientists are married to a scientist, so use of UCD Davis' family-friendly policies were beneficial. He discussed ethnic diversity and cited that Hispanic/Latino/a searches were more successful than searches for African American candidates (he was working with Campus Community Relations on this issue). Efforts were said to have improved the graduate student pipeline (especially in the area of gender), but noted that the undergraduate pipeline less easy to control. He noted that MPS is utilizing MURPS to help attract URMs. AA&D suggested that, if funds are available for the sciences from NSF, then units need to have a centralized office on campus that can help organize funds for outreach.

Diversity Discussion with College of Biological Sciences Dean Ken Burtis

Dean Burtis supported the continuation of this dialog between AA&D and Deans. He cited multiple external variables out of the CBS's control that impact their diversity success, such as campus and community environments and Davis' lacks a vibrant community/urban social scene desired by some faculty. AA&D highlighted the opportunity to become more flexible and offer alternative commute options from the bay area to help meet such needs. Dean Burtis stated that more statistics on faculty hire offers that were not accepted, as well as failed retentions, would help him understand more about the problem, view trends, etc. AA&D agreed with the need for more data, and added that data should be gathered for all offers and short-listed recruitments. Dean Burtis mentioned Professor Kimberlee Shauman's gender diversity research, as it points to larger societal roles, norms, and factors influencing the pipeline. Dean Burtis noted diversity improvement in the last few years, and attributed the success to more external influences. He stated that some departments in CBS do not agree to the diversity need as excellence. AA&D encouraged the further use of the Partner Opportunity Program and the President's Doctoral Fellow Program, and discussed potential long-term issues. Challenges related to meeting specific scientific fields/specialties in order to attract candidates prompted AA&D to suggest a "student swap" with other UC campuses as a possible solution, and Dean Burtis agreed to consider the idea. AA&D questioned how work/life balance was working in CBS, and Dean Burtis commented that most junior faculty do not balance work and outside life well in that they work too much. The Dean and AA&D discussed the disappearing trend of doctoral women as well as the impacts of graduate students having families earlier in life. Generally, AA&D was concerned that the lack of diversity was displaced largely on society as a whole and questioned how much UCD is targeting specific groups, which would increase UCD's visibility.

Diversity Discussion with Veterinary Medicine Dean John Pascoe

Dean Pascoe discussed the challenges of student diversity and subsequent pipeline issues for URM faculty as there is a high number of female veterinary students (about 80%) and high number of Caucasian students (about 90%). He reviewed the lack of underrepresented minority (URMs) groups across almost all SVM in the nation. He discussed the toll of the financial differential in recruitment and retention; and cited recruitment for Specialists as extremely challenging since Specialists make up 3% of the entire pool. Dean Pascoe discussed the "Association of American Veterinary Medical Colleges (AAVMC) DVM: Diversity Matters National Initiative" to help recruit URM students. He explained that women faculty members in VM are the "most vocal against AA&D matters". He noted that faculty and hiring committees are aware of the diversity targets and issues. AA&D has several ideas how to improve the pipeline for VM:

- expanding outreach
- discussing available resources
- identifying and overcoming issues like education misperceptions, cultural differences, and financial barriers,
- increasing UCD's own URM students in Vet Med since Vet Med hires from within their own UCD graduate pool
- implementing mentoring, incentive programs, and financial assistance from the ground up

AA&D discussed how UCD could be the premier group to help improve the pipeline via scholarships, programs, freshmen seminars, and promoting the suggestions noted above.