ADVANCE Program at UC Davis

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Philip Kass
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TOPICS

- Who We Are
- What We’ve Done
- What We’ve Learned
- Next Steps
WHO WE ARE
The University

- 32,500 Students
- 1500 Tenure and Tenure Track Faculty
- 1500 Clinical and Teaching Faculty
- 21,000 Staff (including researchers)
- 750M annual Research Funds
- The Largest Physical plant in the UC and among the largest in the US
OFFICES OF THE CHANCELLOR AND PROVOST

WHAT WE’VE DONE
UC SYSTEMWIDE POLICIES

Dual career program (1990s)
Work Life Policies for Faculty (2000)
Academic Employees (2006)
Work Life Policies for TAs (began 2008)
FACULTY ADVISORS FOR WORK LIFE

- Initiated with our Sloan/ACE Award in 2006
  GOAL: to develop a cadre of peers available to discuss WL options with interested faculty

- Child care centers/services
  Three on-site, info for other centers/resources in town available

- Breast feeding support program

- Elder care info/resources

- Workplace flexibility assistance
  Alternate work schedules/arrangements
ADDITIONAL UC DAVIS RESOURCES

- **UC Wide** – Back-up, Emergency Childcare, available to all employees.
- **Child care centers/services** – three on-site, info for other centers/resources in town available
- **Breast feeding support program**
- **Elder care info/resources**
- **Workplace flexibility assistance (alternate work schedules/arrangements)**
- **Brown bag series on health/self care**
WHAT WE’VE LEARNED
Communicate:

- Integrate the information into as many existing campus programs as possible
  
  *Meetings/workshops with chairs/faculty; information on web and in campus publications*

- Don’t assume that everyone knows program details
Climate does change, albeit slowly:

- Male use of program reduces “stigma”
- Leadership support facilitates program acceptance (Chancellor, Provost, Deans, Chairs)
- Faculty peer interactions helpful (WL advisors; faculty stories highlighted on WL web page)
- Will continue to assess the data to consider what works & what doesn’t
NEXT STEPS: What the numbers tells us
## Tenure Track (Ladder) Gender Distribution

<table>
<thead>
<tr>
<th>Academic Rank</th>
<th>Total</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asst Prof</strong></td>
<td>209</td>
<td>87 (41.6%)</td>
<td>122 (58.4%)</td>
</tr>
<tr>
<td><strong>Assoc Prof</strong></td>
<td>207</td>
<td>71 (34.3%)</td>
<td>136 (65.7%)</td>
</tr>
<tr>
<td><strong>Prof</strong></td>
<td>964</td>
<td>189 (19.6%)</td>
<td>775 (80.4%)</td>
</tr>
<tr>
<td><strong>All Ranks</strong></td>
<td>1,380</td>
<td>347 (25.1%)</td>
<td>1033 (74.9%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Academic Rank</th>
<th>Total</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asst Prof</strong></td>
<td>301</td>
<td>132 (43.9%)</td>
<td>169 (56.1%)</td>
</tr>
<tr>
<td><strong>Assoc Prof</strong></td>
<td>319</td>
<td>154 (48.3%)</td>
<td>165 (51.7%)</td>
</tr>
<tr>
<td><strong>Prof</strong></td>
<td>925</td>
<td>283 (30.6%)</td>
<td>642 (69.4%)</td>
</tr>
<tr>
<td><strong>All Ranks</strong></td>
<td>1545</td>
<td>569 (36.8%)</td>
<td>976 (63.2%)</td>
</tr>
</tbody>
</table>
Continue efforts to improve campus climate

- Review results of Campus Climate Survey, and COACHE Faculty Survey
- More women in leadership roles
- New mentoring models
- Exit surveys to assess reasons for separation
- Increase awareness of unconscious bias – training, role playing, information sharing, …
- Broaden number/scope of peer advisors
- Increase flexibility in School of Medicine (NIH grant)
New Initiatives to Enhance Diversity in STEM at UC Davis
At the Solvay Conference in Brussels on Physics in 1927, the only woman in attendance was Marie Curie (bottom row, third from left).
90 years later, UC Davis is a campus under transformation
UC Davis Principles of Community

“We affirm the dignity inherent in all of us, and we strive to maintain a climate of equity and justice demonstrated by respect for one another.”
Strength Through Equity and Diversity Committee

VISION

The STEAD Committee is a faculty committee of volunteers formed to teach members of search committees about proper recruitment practices and implicit bias, remains fully funded after the end of the UC Davis ADVANCE grant, and is institutionalized in Academic Affairs.
UC Davis has earned a 2017 World at Work Seal of Distinction — marking the fifth year in a row the University has been honored for its “total rewards” portfolio, including benefits and work-life initiatives that go beyond salary to create a positive work environment.
### Central Oversight of Faculty Hiring

#### Diversity benchmark (availability) data

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Male</th>
<th>Female</th>
<th>African American</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Minority Total*</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus: Biochemistry</td>
<td>53.1%</td>
<td>46.9%</td>
<td>4.1%</td>
<td>5.8%</td>
<td>12.9%</td>
<td>0.9%</td>
<td>23.7%</td>
<td>74.4%</td>
</tr>
<tr>
<td>Campus: Environmental toxicology, toxicology</td>
<td>42.1%</td>
<td>57.9%</td>
<td>7.6%</td>
<td>6.0%</td>
<td>7.8%</td>
<td>1.3%</td>
<td>22.7%</td>
<td>76.0%</td>
</tr>
<tr>
<td>Campus: Bioinformatics</td>
<td>71.3%</td>
<td>28.7%</td>
<td>2.9%</td>
<td>4.3%</td>
<td>24.7%</td>
<td>0.5%</td>
<td>32.3%</td>
<td>65.6%</td>
</tr>
<tr>
<td>Campus: Computational biology</td>
<td>76.0%</td>
<td>24.0%</td>
<td>1.5%</td>
<td>2.5%</td>
<td>22.5%</td>
<td>0.5%</td>
<td>27.0%</td>
<td>71.5%</td>
</tr>
<tr>
<td>Campus: Molecular biology</td>
<td>44.2%</td>
<td>55.8%</td>
<td>4.9%</td>
<td>7.1%</td>
<td>14.2%</td>
<td>0.9%</td>
<td>27.1%</td>
<td>70.2%</td>
</tr>
<tr>
<td>Average**</td>
<td>50.9%</td>
<td>49.1%</td>
<td>4.5%</td>
<td>6.1%</td>
<td>14.2%</td>
<td>0.9%</td>
<td>25.6%</td>
<td>72.2%</td>
</tr>
</tbody>
</table>

*The availability percentage for Minority Total includes multiple-race/ethnicity responses. The overall total may also contain additional small groups that do not have their own categories.

**The average takes into account the number of individuals in each specialty, so a specialty with many individuals will have a bigger impact on the overall average than a specialty with fewer individuals.
## Central Oversight of Faculty Hiring

### Pool composition

#### Total applicant pool by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
<th>Decline to State</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>33</td>
<td>17</td>
<td>2</td>
<td>1</td>
<td>53</td>
</tr>
<tr>
<td>%</td>
<td>66.0%</td>
<td>34.0%</td>
<td>n/a</td>
<td>n/a</td>
<td>% of respondents (50)</td>
</tr>
<tr>
<td>%</td>
<td>62.3%</td>
<td>32.1%</td>
<td>3.8%</td>
<td>1.9%</td>
<td>% of total pool</td>
</tr>
</tbody>
</table>

#### Total applicant pool by race/ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>African American</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Minority Total</th>
<th>White</th>
<th>Decline to State</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3</td>
<td>2</td>
<td>16</td>
<td>1</td>
<td>22</td>
<td>24</td>
<td>6</td>
<td>1</td>
<td>53</td>
</tr>
<tr>
<td>%</td>
<td>6.5%</td>
<td>4.3%</td>
<td>34.8%</td>
<td>2.2%</td>
<td>47.8%</td>
<td>52.2%</td>
<td>n/a</td>
<td>n/a</td>
<td>% of respondents (46)</td>
</tr>
<tr>
<td>%</td>
<td>5.7%</td>
<td>3.8%</td>
<td>30.2%</td>
<td>1.9%</td>
<td>41.5%</td>
<td>45.3%</td>
<td>11.3%</td>
<td>1.9%</td>
<td>% of total pool</td>
</tr>
</tbody>
</table>
Central Oversight of Faculty Hiring

### Seriously considered composition

#### Seriously considered by gender

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
<th>Decline to State</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>33.3%</td>
<td>66.7%</td>
<td>n/a</td>
<td>n/a</td>
<td>% of respondents (6)</td>
</tr>
</tbody>
</table>

#### Seriously considered by race/ethnicity

<table>
<thead>
<tr>
<th>African American</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Minority Total</th>
<th>White</th>
<th>Decline to State</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>0.0%</td>
<td>20.0%</td>
<td>20.0%</td>
<td>0.0%</td>
<td>40.0%</td>
<td>60.0%</td>
<td>n/a</td>
<td>n/a</td>
<td>% of respondents (5)</td>
</tr>
<tr>
<td>0.0%</td>
<td>16.7%</td>
<td>16.7%</td>
<td>0.0%</td>
<td>33.3%</td>
<td>50.0%</td>
<td>16.7%</td>
<td>0.0%</td>
<td>% of total seriously considered</td>
</tr>
</tbody>
</table>
### Central Oversight of Faculty Hiring

#### Short list composition

##### Short list by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
<th>Decline to State</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Female</td>
<td>33.3%</td>
<td>66.7%</td>
<td>n/a</td>
<td>n/a</td>
<td>% of respondents (6)</td>
</tr>
<tr>
<td>Female</td>
<td>33.3%</td>
<td>66.7%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>% of total seriously considered</td>
</tr>
</tbody>
</table>

##### Short list by race/ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>African American</th>
<th>Hispanic</th>
<th>Asian</th>
<th>Native American</th>
<th>Minority Total</th>
<th>White</th>
<th>Decline to State</th>
<th>Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0.0%</td>
<td>20.0%</td>
<td>20.0%</td>
<td>0.0%</td>
<td>40.0%</td>
<td>60.0%</td>
<td>n/a</td>
<td>n/a</td>
<td>% of respondents (5)</td>
</tr>
<tr>
<td>Asian</td>
<td>0.0%</td>
<td>16.7%</td>
<td>16.7%</td>
<td>0.0%</td>
<td>33.3%</td>
<td>50.0%</td>
<td>16.7%</td>
<td>0.0%</td>
<td>% of total seriously considered</td>
</tr>
</tbody>
</table>
Hiring and Advancement: Contributions to Diversity Matter

- Contributions to diversity are required of all applicants for faculty positions.
- Contributions to diversity are expected in all merit and promotion review actions.
- Superior contributions to diversity are recognized and rewarded in review actions.
A Multi-Year Centrally Funded Salary Equity Program
A Multi-Year Centrally Funded Salary Equity Program
Hiring Changes in Demographic Groups Over Time
CAMPOS
Center for the Advancement of Multicultural Perspectives on Science
Center for the Advancement of Multicultural Perspectives on Science

**Mission**
- To support discovery through faculty diversity
- Emphasis on Diverse candidates, especially women in Science,
- Starting with Latina STEM scientists
- African Americans
- Through inclusive environment that is diversity driven, mentorship grounded, and career success focused

**CAMPOS Scholars**
- CAMPOS Faculty Scholars are exceptional scientists in a STEM discipline. They are selected for their transformative thinking, unique perspectives, interdisciplinary approaches, and leadership potential to impact their STEM discipline in profound and enduring ways. Their discoveries, innovations, and technological breakthroughs will contribute to the public good, locally, nationally, and globally. A CAMPOS Faculty Scholar is a role model for future scientists and scholars who share their vision of diversity and inclusion, as key components of the Academy in the 21st Century.

  **Context:** Campus Commitment to equitable hiring
CAMPOS Review Process

1. Candidate meets Department Search Committee Criteria
2. Department nomination to CAMPOS initiative
3. Review nominee criteria by CAMPOS Committee with recommendation to Vice Provost for Academic Affairs
4. Final Review by Vice Provost and CAMPOS founding Director for CAMPOS recommendation to Provost
Best Practices
to Sustain Institutional Transformation

- Climate
- Mentors
- University Executive Support
- Policies and Practices
- Capital Resource Network
- Social Science Research Initiative

CAMPOS
Best Practices

- Regular meetings with Chancellor and top administrative leadership
- Engaged CAMPOS Committee for candidate vetting, strategic planning, and evaluation
- Engagement of CAMPOS faculty scholars in CAMPOS
- Opportunity to meet with candidates during interview process

Establishing Values & Traditions
- Welcome Ceremony
- Leadership Institute
- Dedicated Office Space
- Cafecitos
- Luncheons & Dinners
- Launch Committees
- POP program
- Summer Research Assistants
Leadership Institute

• Establishing a cohesive cohort
• Learning
  • To Lead teams
  • To Lead Scientific Innovation
  • To Communicate Science with State and Federal Representatives
Thank you