Section 13.1
AAC SITE VISIT REPORT

ACTIVITIES

The AAC is designed to provide balanced perspectives on issues that affect women in STEM disciplines. It brings together a group from different fields with unique points of view to create suggestions for correcting the obstacles the institution faces in advancing women. Dr. Valerie Hardcastle was the original chair of the AAC. She identified four individuals to serve on the committee who represented various STEM disciplines and career-stages and could offer a balanced perspective on issues affecting women and women of color in the STEM disciplines. Initial members of the AAC included Steve Strakowski, M.D. (Chair of Psychiatry and Behavioral Neuroscience); Matia Solomon, PhD. (Assistant Professor of Psychology and Psychiatry and Behavioral Neuroscience); Margaret Hanson, Ph.D. (Professor, Physics and Associate Dean of the Graduate School); Chip Montrose, Ph.D. (Chair of Pharmacology and Cell Biology); and Fred Beyette, Ph.D. (Professor, Electrical Engineering and Computer Science).

The AAC meets quarterly to review LEAF documents and policies such as the climate data, the revised evaluation plan, the indicator tables, the logic models, the interim reports to the NSF, and other reports and data, and to recommend actions to the LEAF leadership.

At its initial meeting, the AAC discussed the key LEAF initiatives and identified increasing recruitment outlets, looking at funding incentives, and creating departmental support as keys to the success of the logic models. Based on feedback from LEAF leadership, training attendees, and other sources, the AAC advocated for a blended model with new programming from the Provost’s office paired with LEAF training materials on best practices in STEM hiring. The AAC also advised that sponsorship of the Ready, Set, Go! workshop series be removed from the Center for the Enhancement of Teaching and Learning and continue as a collaboration between the Research Division and LEAF. The Chair of the AAC later met with the Vice-President of Research to secure his support and cooperation.

Early meetings of the AAC focused on how best to promote LEAF and its activities to UC constituents. AAC suggestions focused on developing a stronger profile for UC LEAF and ideas for a public relations campaign. These meetings also discussed how best to develop the AAC as a mediation source for women STEM faculty. The AAC also met with Catherine Morrison during her UC visit to discuss conflict management and negotiation, which should be helpful in fulfilling their roles in promoting collaboration between administrative leadership and faculty and in helping faculty mediate their problems.

Over the past two years, the AAC membership has changed. When Valerie Hardcastle accepted the position as Executive Director of UC LEAF, she asked Emeritus Professor Karen Faaborg, J.D., to serve as chair. Faaborg held administrative positions at UC including Vice Provost for Academic Personnel, Executive Vice-President, and Director of Human Resources. Steven Strakowski became the Senior Vice President for Strategic Planning for the UC Health system and Chip Montrose became the Graduate Dean, and they have rotated off the committee. New committee members are Arnold Miller, Ph.D. (Professor and former Chair of Geology and former Associate Dean for Research and Graduate Studies in A&S); Erin Haynes, Ph.D. (Associate Professor of Environmental Health and Director of WIMS); and
Melanie Cushion, Ph.D. (former Director of LEAF and now Senior Associate Dean for Research in the College of Medicine).

The AAC has identified and appointed 38 senior faculty across the colleges of Arts and Sciences, Engineering, and Medicine who have the necessary experience and sensibilities to serve as allies for junior women in STEM disciplines. The allies have been trained by independent communications professional Dr. Deborah Pearce on the competencies needed to help those who come to them with problems become their own best problem solvers. Allies in each of the STEM colleges are reaching out to and meeting with pre-tenure faculty to hear their concerns and offer their assistance. The AAC will stay in close contact with the allies to monitor progress and identify patterns of problems that need to be addressed by leadership. A secure Dropbox site has been developed for the use of the allies in keeping a record of the issues that are brought to them.

The AAC reviewed the newly developed hiring manual for faculty and staff and found it much improved, but recommended that clearer language be inserted in the section on implicit bias in the search process and will work with HR leaders on getting this done. The AAC will also recommend the addition of information on targeted hires and dual-career hires. The AAC plans to join the LEAF leadership effort to push for all departmental RPT and workload documents to be clear about the need for family-friendly provisions and will work with the Provost as needed on this. The AAC is particularly concerned that any faculty who take family leave be held to the same standards as those who have not taken leave and that this is well communicated to all internal and external reviewers.

The AAC is helping LEAF leadership evaluate data collected on diversity and climate and offering advice and recommendations for improvement. In addition, AAC members in the College of Medicine are working with departments engaged in hiring to assist with diversity efforts.

The AAC has identified a program at the University of Maine that uses male faculty as advocates for women in all departmental matters where implicit bias may be a factor such as recruitment, promotion and tenure, and service on committees and will work with Rachel Kallen to help institute a training program designed to put a similar program in place at UC.

The AAC met with Christine Grant during her November visit to UC and will meet with the Executive Director on December 5 to review budget data and to understand better expenditures and funding allocations.

**OUTCOMES**

The AAC is in a position to reconcile any differences in the top-down and bottom-up approaches to implementing the changes that are critical to the long-term success of LEAF efforts. It has brought several issues to the attention of the upper administration, including concerns regarding perceived glass ceilings for women, lack of women in leadership positions, and the failure to retain women in Arts and Sciences.
The AAC has extended its reach beyond STEM disciplines by letting all faculty know about the allies program and its willingness to be available to all who need assistance with inequities in space, facilities, funding, and collaborations. The AAC is positioned to reach well beyond STEM disciplines to be a voice for women and URM faculty across campus.

The AAC has identified a problem with joint appointments at UC that has had a negative impact on the ability of those with such appointments to thrive and will recommend the adoption of a policy by the Provost that clarifies lines of authority and responsibility and ensures the well-being of faculty who hold such appointments. In addition, the AAC is concerned about potential under-investments by the University in hiring faculty in STEM disciplines and is planning to work with the budget committee of the Faculty Senate to advocate improvements.

The AAC has expressed alarm to LEAF leaders, who are already very concerned, that the kinds of training that are necessary to sustain change for women faculty are not occurring. Department Head training that was supposed to partner with LEAF is being handled solely by the office of the Provost.

IMPACT

AAC recommendations have driven many of the UC LEAF Leadership Team’s activities.

Senior faculty allies have begun to have a significant impact on the climate for pre-tenure women in STEM departments. Department heads and other senior faculty are well aware of the allies’ efforts and have been supportive.

The AAC model is designed to remain in place long term as a resource for university initiatives on behalf of women faculty. It is a model that could be useful in other large and complex institutions in need of a diverse group to serve as advocates and accountability monitors. The senior faculty allies model is also designed to remain in place long-term to assure the sustainability of UC’s ability to reconcile top-down and bottom-up efforts on behalf of women in STEM disciplines.
Senior Faculty Allies for Junior Faculty

A&S:
- Biology: Brian Kinkle
- Chemistry: Anna Gudmundstottir
- Geography: Wendy Eisner
- Math: Steve Pelikan
- Physics: Kay Kinoshita
- Psychology: Paula Shear
- Geology: Arnie Miller
- Associate Deans: Joanna Mitro, Tara Smith
- Associate Dean Grad School: Margaret Hanson

Business:
- Economics: Julia Heath
- Business Analytics: Yan Yu

Engineering:
- Civil and Environmental: Stephen Buchberger
- Aerospace Systems: Paul Orkwis
- Dynamic Systems: Urmila Ghia
- Electrical Eng & Computer Systems: Karen Davis, Fred Beyette
- Environmental Eng: Margaret Kupferle
- Chemical & Environmental: Chia-Chi Ho
- Associate Deans: Frank Gerner, Allen Arthur

Medicine:
- Cardiovascular Research: Christy Holland
- Pharmacology: Evangelia (Litsa) Kranias
- Molecular & Cell Physiology: Judith Heiny
- Emergency Med Research: Mary Beth Privatera
- Cancer & Cell Biology: Carolyn Price, Susan Waltz
- Environmental Health: Susan Pinney, Tiina Reponen, Erin Haynes, Susan Kasper
- Internal Medicine: Florence Rothenberg, Judith Feinberg
- Molecular Genetics: Anil Menon, Andrew Herr
- Associate Deans: Melanie Cushion, Mia Mallory
I AM AN ALLY.

UC LEAF
Leadership, Empowerment and Advancement for Women Faculty