



Date: February 6, 2019

To: Dr. Pradeep Khosla, Chancellor
Dr. Becky Pettit, Vice Chancellor-Equity, Diversity, and Inclusion

From: Dr. Amber Vlasnik, Staff Co-Chair (2017-2019)
Chancellor's Advisory Committee on the Status of Women (CSW)

RE: CSW 2017-2018 End of Year Report

Summary of Accomplishments

2017-2018 was a year characterized by the (re)defining and clarifying of the structure, purpose, and work of the CSW. The year began with the seating of new voting members, followed by the staff and faculty co-chairs separately resigning (September 2017 and October 2017, respectively) due to increased duties in their home departments. The new staff co-chair functioned as the sole chair until joined by an interim faculty co-chair in January 2018. Throughout the year, there was significant energy and action among the CSW around the following: 1) re/defining CSW internal processes; 2) actively engaging with the VC-EDI Office and its initiatives; and 3) discussion and action on the annual priorities, which were developed by the VC-EDI Office and the former co-chairs in Summer 2017. These areas inform the structure of this end of year report, which is being filed retroactively.

Re/Defining CSW Internal Processes

Over the course of AY 2017-18, the CSW rebuilt its internal structure and processes to reflect the changing UC San Diego campus and to utilize best practices in campus-based EDI work. The CSW achieved the following:

- Redesigned the CSW new member recruitment and screening processes, which were implemented in Summer 2018 to appoint new members. The screening process now includes a blind review of applicants utilizing a rubric, verification of their category eligibility, a list of alternates should there be a vacancy mid-year, and notification of all applicants of their status once screening is complete;
- Formalized the internal screening process for the annual TWIN nominee;
- Defined member categories and eligibilities in order to ensure representation and to aid in accurate recruitment;
- In collaboration with the VC-EDI Office, adjusted the voting member categories to include the following: 2 Co-Chairs (one staff, one faculty), 6 Faculty, 6 Staff, 3 Academic Appointees, 3 Postdoctoral Scholars, 3 Graduate Students, and 2 Undergraduate Students;

- Worked with the VC-EDI Office to define and document a process to recruit, screen, and appoint the CSW co-chairs from the existing membership;
- Collectively created and approved an attendance policy to hold members accountable and to ensure representation at meetings;
- Engaged existing ex-officio members (formerly called consultants) to clarify their roles and responsibilities on the committee;
- Upgraded the CSW website to the university's newest web platform (CMS 5) and updated content;
- Created an on-boarding process and materials for all new CSW members; and
- Created a Guiding Document which chronicles--in one place--all the above as well as other important information such as CSW history, member and co-chair duties, and special appointments on behalf of the CSW, among other information.

This internal structure-building, re/definition, and formalization has yielded a stronger, more engaged, and more diverse than ever CSW voting and ex-officio membership for the current academic year, aided in the appointment of the new faculty co-chair, and has ensured that the new voting members are better prepared for CSW service. Great attention and effort was also given to working collaboratively, proactively, and transparently with the Office of the VC-EDI.

Active Engagement with the Office of the VC-EDI and Its Initiatives

The CSW strongly supports the mission, people, and initiatives of the Office of the Vice Chancellor for Equity, Diversity, and Inclusion (EDI) and all EDI units. This past academic year, the CSW diligently worked to provide support and input to EDI initiatives whenever possible and/or requested.

Examples of these efforts and support include the following:

- The staff co-chair attended and actively participated on the EDI Advisory Council;
- All CSW members were added to "Advocates and Influencers" and actively participated in its two gatherings for the year;
- Representatives from the VC-EDI Office--including VC-EDI Petitt, AVC-EDI Contreras, AVC-EDI Forbes Berthoud, and MarDestinee Perez--were invited to CSW meetings to share their work and engage in discussion with the CSW;
- The CSW dedicated meeting time to the generation of ideas for the UC San Diego Strategic Plan for Inclusive Excellence and actively participated in the associated IdeaWave Campaign, earning notice and praise from the IdeaWave planners;
- Two men CSW members and the co-chair met with AVC-EDI Norbash to discuss and inform the Male Allies Initiative he is developing;
- The co-chair actively engaged in collaborative discussions with EDI leadership to link CSW ideas, work, and people to larger EDI initiatives; and
- The CSW regularly offered to serve as a think tank related to women's/gender issues from our diverse institutional positions (SIO, Health Sciences, Rady, Main Campus were all represented) for the Office of the VC-EDI and senior campus leadership.

Action on the CSW Annual Priorities

For the first time, the CSW had annual priorities for 2017-18, determined in collaboration between the Office of the VC-EDI and the former co-chairs in Summer 2017:

1. Provide input on programming for professional development and advancement of women staff and faculty at UC San Diego;

2. Provide input in the ongoing development and implementation of UC San Diego Strategic Plan for Inclusive Excellence, ensuring that women and gender equity issues are reflected in the plan; and
3. Provide recommendations to improve website and communication mechanisms in an effort to enhance access to information on issues impacting women at UC San Diego.

These annual priorities informed CSW meetings, discussions, and activities throughout the 2017-18 Academic Year, and many ideas and suggestions were shared in real time with our VC-EDI guests. Progress and recommendations for each of the priorities are detailed below.

1. Provide input on programming for professional development and advancement of women staff and faculty at UC San Diego. The CSW incorporated this annual priority throughout much of its activities throughout the year. Specifically, the CSW met with AVC Contreras and MarDestinee Perez about ways to support women faculty, actively conducted outreach to and supported the Women's Conference, the staff co-chair participated in meetings about UC San Diego women staff and faculty members attending the UC Women's Initiative, and CSW members met with AVC Norbash about the Allies Initiative he is tasked to implement. Discussions in CSW meetings often touched on aspects of professional development and advancement, and the following ideas and/or recommendations were generated throughout the 2017-18 Academic Year:

- The CSW strongly suggests that the Male Ally Network (which creates the acronym MAN) be named the "Network of Allies" (NOA) or similar; consultation with the directors of the Women's Center and the LGBT Resource Center is recommended in order to ensure inclusive language. The CSW supports the initiative and wishes to see it further developed, preferably with our input and expertise.
- The CSW strongly supports the new UC system-wide "Managing Implicit Bias" modules. Many members reviewed the modules and we make the following recommendations:
 - Track data by division to see which areas have the highest amount of employees who take this training, potentially to offer incentives for divisions with high employee participation rates.
 - Require MSOs and all hiring managers to complete this training series prior to approval being granted to post a job advertisement.
- The UC Women's Initiative, offered through UCOP, has great promise to develop a pipeline of senior women leaders in the system. The CSW recommends the creation of a centralized, transparent nomination/application process for the opportunity as well as a centralized funding pool to support the tuition and travel of the selected participants. UC San Diego representation at the Institute not only supports the UC San Diego participant and our institution, but also has the potential to recruit other Initiative participants to consider a career at UC San Diego. Without centralized financial support, interested and qualified women may not choose to apply if they cannot obtain departmental financial support. Centralized screening and financial support increases UC San Diego's opportunities to send its best qualified, interested, and committed participants, while also increasing the possibility to ask them to participate in EDI or other university service opportunities after their return.
- The CSW discussed postdocs many times throughout the year and the challenges postdocs experience as they navigate the next steps in their careers. There are specific challenges for women to learn how to negotiate to the next step, and the CSW strongly supports the efforts

of the Office of Postdoctoral and Visiting Scholars to offer gender-based programming, when appropriate, to address these unique concerns.

- Currently, the Dependent Care Travel Grant program through Academic Affairs only offers dependent care travel grants for general campus and Health Sciences Senate Faculty. An SIO Dependent Care Travel grant program offers grants for SIO project scientists and researchers, but is limited to SIO. The Office of Postdoctoral and Visiting Scholars offers a Postdoc Dependent Care Travel Grant, at a lower denomination than the two previous awards, but many non-senate faculty and researchers do not have access to similar programs, although their jobs still require significant amounts of travel. Paying out of pocket for childcare creates a systematic financial barrier to career success and advancement, particularly for women, underrepresented minorities, and underrepresented minority women who are more likely to have higher student debt, lower salaries, and less family wealth.

Three related requests/recommendations from faculty are:

- Extend dependent care travel grant funds and programs available to non-senate faculty and researchers and other currently ineligible academic appointees who travel for research;
 - Revise UC San Diego policy to align with NIH family friendly initiatives which allow direct grant funds to support dependent-care when PI or staff travel is necessary to the project. Current institutional policy does not allow this use of NIH direct funds; and
 - Revise UC San Diego policy so dependent care costs can be paid through indirect costs, as an employee fringe benefit. This would be even more beneficial than the previous suggestion because paying for dependent care through direct funds means caregivers have systematically less funding for research and career development than non-caregivers.
- UC San Diego has excellent training for supervisors available via Staff Education and Development. Several members have attended these trainings and suggest that curricula be revised to include guidance about issues that commonly arise for women employees, specifically training supervisors to offer equitable professional development for staff that includes guidance on how to accommodate/adapt professional development plans if there is a short term reason why travel or professional development is difficult (e.g., pregnancy and/or parental leave, among others).
- Broaden access to existing faculty development opportunities such as the National Center of Leadership in Academic Medicine (NCLAM)¹ a professional development program with a mentoring component for junior faculty in Health Sciences. It provides support and feedback to junior faculty about their academic progress and has been shown to “enhance the connection and retention of faculty.” The time required for the program is feasible because faculty are reimbursed for their time by the Vice Chancellor Health Sciences Office at ~5% of the base salary for seven months while in the program. The limitation is that there is only room for a small number of faculty each year. Expanding and/or creating this type of program for faculty in other parts of UC San Diego would increase junior faculty members’ chances of academic promotion, skill development in teaching and research, and professional development and leadership skills.

¹ See <https://medschool.ucsd.edu/vchs/faculty-academics/faculty-affairs/nclam/nclam-program/Pages/default.aspx>

The current CSW co-chairs are available to discuss any of these recommendations.

2. Provide input in the ongoing development and implementation of UC San Diego Strategic Plan for Inclusive Excellence, ensuring that women and gender equity issues are reflected in the plan. The CSW actively participated in the development of the UC San Diego Strategic Plan for Inclusive Excellence. Specifically, the staff co-chair attended and actively participated on the EDI Advisory Council, which was involved in many aspects of the plan development, and CSW members attended an “Advocates and Influencers” session focused on the plan. Additionally, the CSW dedicated meeting time to the generation of ideas for the Strategic Plan and actively participated in the related IdeaWave Campaign by submitting multiple ideas. Members invested time in liking and commenting on the ideas of others so that they included dimensions of gender. The CSW’s participation in the IdeaWave campaign earned notice and praise from AVC Forbes Berthoud when she visited the CSW after the conclusion of the IdeaWave campaign.

3. Provide recommendations to improve website and communication mechanisms in an effort to enhance access to information on issues impacting women at UC San Diego. Action on this priority was led by a subcommittee created among the CSW members and ex-officio members, active in the latter half of the academic year. The group reviewed the CSW website (<http://statusofwomen.ucsd.edu/>) and made suggestions for updates; these updates were executed and the site was also upgraded to the university’s newest web platform, CMS 5. The subcommittee also reviewed the Women’s Center’s website, as requested by Women’s Center Director Marnie Brookolo, and made recommendations to enhance the site, all of which have been implemented.

Next Steps

In the coming year, the CSW looks forward to the following tasks:

- Continuing to improve, finalize, and document CSW internal processes;
- Supporting the announcement and implementation of the UC San Diego Strategic Plan for Inclusive Excellence;
- Creating a series of recommendations to enhance the work/life and status of postdoctoral scholars;
- Working with the VC-EDI to recommend high profile, high impact speakers who address EDI imperatives; and
- Engaging with the Systemwide Advisory Committee on the Status of Women (SACSW) to advance their mission to improve the status of women across the University of California.

As always, the voting members, ex-officio members, and co-chairs of the CSW are eager to work with senior campus leadership to fulfill the CSW mission to “improve the campus climate and overall experience of women students, staff, and faculty at UC San Diego.” We look forward to our continued, collaborative work.