

Leading Through Diversity

Partnership for Faculty Equity and Diversity

Welcome

Thank you for your participation in the Leading Through Diversity Department Chair's Retreat. We value your time and willingness to devote it to the important topic of increasing faculty equity and diversity in the sciences and engineering. Department chairs play a crucial role in recruiting, advancing and retaining faculty. This retreat is designed to enable us to explore current practices, discuss improvements and develop a shared understanding of the chair's role in advancing faculty equity and diversity across our campuses. We hope you leave the retreat with new ideas, practices and tactics to employ within your own department.

Purpose

The purpose of this retreat is to share practices across the five University of California campuses in the southern region related to the department chair's role in enabling faculty equity and diversity, with the goal of achieving transformational change at the institutional level.

Over the course of the next few days we will present material to address these objectives:

- To provide chairs with a shared understanding of their role as a leader and change agent in the department.
- To enable individual insights into biases, diversity issues and equity.
- To provide chairs with practices to enhance the recruitment and hiring of a more diverse faculty.
- To increase chair's understanding of work-life issues and how to enable a family-friendly work environment in the department.
- To develop a shared understanding of the chair's role in communicating about and handling interpersonal conflicts within the department, especially those related to issues of race and gender.
- To increase chair's understanding of the importance of faculty mentoring and to provide chairs with practices to improve faculty mentoring for promotion and advancement.

What to Expect from the Leading Through Diversity Department Chair's Retreat

The retreat's objectives will be achieved using a number of different techniques. Some of these may be less familiar to you than others. They will include typical presentations, as well as interactive theatre case study performances, facilitator-led debriefings and group discussions. Information will be presented that may encourage you to revisit your ideas or opinions about bias,

conflict, leadership, excellence and the future of the academy. We encourage you to listen with an open mind, participate in the group discussions and consider possible implications for change in your own department.

We believe that all of you bring expertise and ideas worth sharing with your peers from your experiences as department

chairs or working within your department. Portions of the retreat have been designed to provide an opportunity for this expertise to be shared. Through open participation and listening to each other, we expect you to gain ideas and practices that you can implement in your own department after the retreat is over.

Lastly, and perhaps most importantly, we hope this retreat provides you with a connection to your peers that transcends these few days. Over the course of our activities and social interactions, you have the opportunity to network with peers, seek advice and offer counsel on all the day-to-day dilemmas that chairing a department presents. Peer advice can prove to be invaluable and stress reducing, so we encourage you to help each other, here and in the future.

NSF Partnerships for Adaptation, Implementation, and Dissemination Awards (PAID)

This program is made possible through a National Science Foundation Grant (SBE-0620123), and is part of the NSF ADVANCE program whose goal is to increase the representation and advancement of women in academic science and

engineering careers, thereby contributing to the development of a more diverse science and engineering workforce.

The **Leading Through Diversity Partnership for Faculty Equity and Diversity** is funded by an NSF Partnership for Adaptation, Implementation, and Dissemination Award (PAID) which supports the analysis, adaptation, dissemination and use of existing innovative materials and practices that have been demonstrated to be effective in increasing representation and participation of women in academic science and engineering careers.

As part of this grant, the five participating southern California campuses (UCI, UCLA, UCR, UCSB and UCSD) are developing and hosting an ongoing series of workshops, retreats and seminars targeting senior academic administrators and department chairs to enable dissemination of lessons learned and best practices from the UCI ADVANCE program, as well as from other nationally recognized ADVANCE programs, that have enabled increases in hiring of women and underrepresented minorities, particularly in STEM fields. These programs will also focus on strategies to retain and advance women and minority faculty, in addition to recruitment.

Partnership for Faculty Equity and Diversity

Principal Investigators & Key Personnel

Principal Investigator

Herbert P. Killackey

Vice Provost, Academic Personnel
University of California, Irvine

Douglas M. Haynes

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Partnership for Faculty Equity and Diversity

Herb Killackey, Ph.D.

Dr. Herbert Killackey is Vice Provost and Professor in the School of Biological Sciences at UC Irvine. As an administrator, he has an overall responsibility for coordinating the campus appointment and promotion review process of faculty as well as the development of academic personnel programs, policies, and procedures. He functions as principal advisor to the Executive Vice Chancellor and Provost on all academic personnel matters. Dr. Killackey originally joined UCI as a faculty member in the Department of Neurobiology and Behavior (then named Psychobiology), serving as Department Chair early on in his tenure. He has had a notable research career focused on the development of the neocortex, a memory storing region of the mammalian brain responsible for such functions as language production and comprehension. He has co-authored over a hundred publications and received much international recognition in the course of this research.



Recently, Dr. Killackey has been a co-Principal Investigator of ADVANCE, a program that addresses gender inequities among the faculty by enhancing the recruitment, retention, and advancement of women at UCI. Building on the success of this program, he is currently the Principal Investigator of a second NSF ADVANCE award designed to share these UCI-developed equity strategies with sister institutions in Southern California.

Douglas M. Haynes, Ph.D.

Professor Douglas M. Haynes is the Director of the UCI ADVANCE Program and oversees the five campus Partnership for Faculty Equity and Diversity that is funded through a National Science Foundation grant awarded to UCI and co-investigators at Los Angeles, Riverside, San Diego and Santa Barbara. He is also the Principal Investigator of a Elsevier Foundation New Scholars Award for promoting work life balance among tenure track assistant professors. Professor Haynes is an historian of modern Britain with a research specialty in the history of medicine and allied sciences. His extensive published scholarship and on-going research is chiefly concerned with the development of the modern medical profession in relation to racial and gender politics, the origins and persistence of bio-medical disparities in the developing world, and the meaning and representation of disease and illness in the mass media. His appointment as ADVANCE Director in July 2006 adds to an impressive record of leadership and service to UCI and the University of California. He chaired the Irvine Council on Faculty Welfare (2003-2004 and 2004-2005) and served as a Community Equity Advisor to the campus. In Spring 2006 UC President Dynes appointed Professor Haynes to the system-wide Task Force on Faculty Diversity. He has been a member of the Advisory Committee for the President's Postdoctoral Fellowship Program since 2005. For his many contributions on behalf of gender equity and diversity, Professor Hayes received the University Distinguished Mid-Career Faculty Award for Service, 2006-2007.



Rosina Becerra, Ph.D.

Rosina M. Becerra is currently the Vice Provost for Faculty Diversity & Development and Professor of Social Welfare and Policy Studies at UCLA. Her research focuses on policy issues relating to children and families. She has conducted large-scale evaluations for the State of California Department of Social Services on welfare reform (1995-1998) and Child Support (1998-2001). She is the author of over 60 articles and six books. In addition to her research and publications, Dr. Becerra has held a number of administrative posts since she first came to UCLA in 1975. She has been the Associate Dean and Dean of the School of Social Welfare, Chair of the Department of Social Welfare, Chair of Chicano/a Studies, Director of the Center for Child and Family Policy Research, and Acting Director of the Institute for Industrial Relations. Dr. Becerra has a BA in Mathematics and Chemistry, a Master's in Social Work (MSW), an MBA and a Ph.D. ('76) from the Heller School. She has served on the boards of numerous governmental and non-profit organizations.



Jeanne Ferrante, Ph.D.

Jeanne Ferrante is the Associate Vice Chancellor for Faculty Equity, Associate Dean of the Jacobs School of Engineering, and Professor of Computer Science and Engineering at UC San Diego. She received her B.A. from New College at Hofstra University in 1969, and her Ph.D. from MIT in 1974. Prior to joining UC San Diego in 1994, she taught at Tufts University until 1978, and was subsequently a Research Staff Member at IBM's T.J. Watson Research Center. Dr. Ferrante's work has included the development of intermediate representations for optimizing and parallelizing compilers, most notably the Program Dependence Graph and Static Single Assignment (SSA) form. She is a Fellow of the Association for Computing Machinery (ACM) and a Fellow of the Institute of Electrical and Electronic Engineers. Her SSA work (with colleagues from IBM) was recognized in 2006 by the ACM Programming Language Achievement Award as a "significant and lasting contribution to the field." As Associate Dean, she co-founded UC San Diego Teams In Engineering Service (TIES), which partners multidisciplinary teams of undergraduates with non-profit organizations to provide long-term technical solutions. Dr. Ferrante also co-founded the UCSD Women's Leadership Alliance, whose aim is to advance leadership development, networking, and recognition of women campus leaders at UC San Diego. She was honored as a UCSD Community Champion for Diversity in 2004, and received the 2007 Athena Educator Pinnacle Award for her diversity leadership efforts.



María Herrera-Sobek, Ph.D.

Professor María Herrera-Sobek is Associate Vice Chancellor for Diversity, Equity, and Academic Policy and Professor in the Department of Chicana and Chicano Studies at the University of California, Santa Barbara where she holds the Luis Leal Endowed Chair. She was elected a Fellow of the American Folklore Society in 2000. She has published more than 20 books and 130 articles in journals and anthologies including *Culture Across Borders* (with David Maciel, 1998); *Recovering the U.S. Hispanic Literary Heritage: Vol. III* (with Virginia Sánchez Korrol, 2000); *Power, Race, and Gender in Academe* (with Shirley Geok-Lim, 2000); *Chicano Literary Renaissance* (with David Maciel and Isidro Ortiz, 2000); *Chicana Literary and Artistic Expressions* (2000); *Santa Barraza: Artist of the Borderlands* (2001). Herrera-Sobek's most recent book is *Chicano Folklore: A Handbook* (2006). In addition to scholarly publications, Herrera-Sobek's poetry has been widely published in numerous journals and in the poetry collection *Three Times a Woman*.



Yolanda T. Moses, Ph.D.

Dr. Yolanda T. Moses- Moses currently serves as Professor of Anthropology, Associate Vice Chancellor for Excellence & Diversity, and Executive Director for Conflict Resolution at the University of California, Riverside. Dr. Moses' research focuses on the broad question of the origins of social inequality in complex societies through the use of comparative ethnographic and survey methods. She has explored gender and class disparities in the Caribbean, East Africa and in the United States. More recently, her research has focused on issues of diversity and change in universities and colleges in the United States, India, and South Africa.



She is currently involved with several national higher education projects with the National Council for Research on Women, Campus Women Lead and The Women of Color Research Collective. In addition, she is Chair of the National Advisory Board of a multi-year national public education project sponsored by the American Anthropological Association and funded by NSF and the Ford Foundation on Race and Human Variation. See understandingrace.org. She is the co-author of the book: *How Real is Race: A Sourcebook on Race, Culture and Biology*. (2007) Rowman and Littlefield.

Leading Through Diversity Design Team

Susan M. Drange Lee

Susan Drange Lee designed the program and developed the course materials for the Leading Through Diversity Department Chair's Retreat. She currently serves as the Director, Faculty Diversity & Development at UCLA and is also a member of the Partnership for Faculty Equity and Diversity project team. She recently served as a staff member for the UC President's Task Force on Faculty Diversity, which reviewed diversity-related practices at nine University of California campuses and published a report of its findings in May 2006.

Ms. Drange Lee has extensive background designing and directing corporate leadership development programs. She served as the Director of Disney University for Disneyland Resort, headed the Training and Development function for Southern California Gas Company and was the Director of Internal Communications for Hughes Electronics. She has also provided training and communication consulting for a wide variety of companies including Boeing, Kaiser Permanente, Toyota, Nissan, Parsons Engineering, Coldwell Banker and Southern California Edison. Her work has been recognized and awarded by local and national organizations, including an Outstanding Achievement Award from the Los Angeles Chapter of the International Society for Performance Improvement. She was a lecturer and course developer for the Instructional Design Professional Certificate Program at CSUN. Ms. Drange Lee holds a M.A. in Communication from Pepperdine University, and a A.B. in Psychology from Cornell University, and is a member of the American Society for Training and Development.

Andrés E. Aguilar

Andrés Aguilar designed the artwork and layout for the program materials for the Leading Through Diversity Department Chair's Retreat. He currently serves as Coordinator, Graphics and Media in the Office for Faculty Diversity & Development at UCLA where he creates artwork and layout design, as well as providing photography for the numerous publications and materials produced. He also designed and manages the three websites currently administered by the office for Faculty Diversity & Development.

Andres Aguilar has worked with a number of local artists, companies, and non-profit organizations as a consultant in both print and multimedia design. He is currently working towards a Certificate in Design & Communication Arts at UCLA and holds a B.A. in Linguistics and Linguistic Anthropology from UCLA.