



Systemwide Advisory Committee  
on the Status of Women

**2014-2016**  
**Report to the President**

**March 2017**

# SACSW Report 2014-2016

## Table of Contents

Overview .....	1
Subcommittee Accomplishments and Recommendations.....	2
Professional Development .....	2
Diversity/Equity.....	5
Expectant and New Parents .....	8
Membership .....	13
Acknowledgements .....	16
Appendix A: Diversity/Equity Powerpoint Slides: 2014-16 Summary.....	17
Appendix B: 2016 SACSW Lactation Follow-Up Survey Highlights .....	20
Appendix C: Summary of 2016 Lactation Follow-Up Survey.....	23

## Overview

Established in 2008, the charge of the Systemwide Advisory Committee on the Status of Women (SACSW) is to: examine issues impacting the status of female staff, students, and faculty at all University of California locations; analyze existing policies, procedures, and/or programs that affect those issues; identify model programs or activities and support systemwide implementation; recommend to the President changes that will continue to afford women equal and fair access to each location's programs, activities, and opportunities; and serve as the coordinating body for all University locations in order to enhance collaboration and discuss issues of mutual interest.

During the 2014-16 term, the chairship was assumed by Hsiu-Zu Ho from UC Santa Barbara with Davyda Johnson from UC San Diego as Vice Chair. At the Fall 2014 meeting at UCOP, representation from the UC Division of ANR was added to our membership, which at the time included the ten UC campuses, the Office of the President and the Lawrence Berkeley National Laboratory. Several topics of focus were identified during this first meeting of the term and led to the formation of subcommittees. Subsequent meetings took place across our UC locations: UC Santa Barbara (W15), UC Davis (SP15), UC San Diego (F15), UC San Francisco Mission Bay (W16), and UC Division of Agriculture and Natural Resources Elkus Ranch site (SP16). A summary of the accomplishments and recommendations from three SACSW subcommittees: Professional Development Diversity/Equity, and Expectant and New Parents are listed below.

### *Accomplishments*

- Inauguration of the UC Women's Initiative with a cohort of 25 UC female faculty and staff
- Analysis of best practices on diversity and equity in hiring across the UC locations
- Assessment of UC locations in meeting/exceeding lactation accommodation standards
- Development of proposal for provision of adoption benefits for UC employees

### *Recommendations*

- Continue annual funding of the UC Women's Initiative at \$50,000
- Require each UC location to have a plan for diversity training and equitable representation on all search committees
- Require all UC locations to making lactation stations available in existing buildings, and during planning phases, provide for lactation stations in all new UC buildings
- Provide adoption benefits to UC's 2018 slate of changes during 2017 Open Enrollment
- Match the family leave benefits provided via the California Paid Family Leave Program

While SACSW historically has defined and developed its own agenda, we recommend in the future that the President and her senior administrators utilize SACSW as a sounding board for relevant HR and academic initiatives and policies that are under consideration.

## Subcommittee Accomplishments and Recommendations

Between 2014 and 2016, SACSWS focused on three particular areas: Professional Development; Diversity/Equity; and the needs of Expectant and New Parents. Below are reports of the accomplishments and recommendations of each of the subcommittees.

---

### *Professional Development*

*Subcommittee Co-Chairs: Ramona Agrela (Irvine) and Penelope Herbert (Davis)*

#### Accomplishments

The charge of this subcommittee has been to develop a professional development program for mid-career women, both faculty and staff, that will pull participants from every UC institution with the goal of creating a pipeline and network of women professionals who can contribute to one another's and UC's future success. Diversity has been a strong focus in the development of this program.

This program originated in late 2014, when SACSWS formally recommended to President Napolitano that UC develop a systemwide approach to women's professional development. The President agreed to fund a first delivery and deploy systemwide human resources leaders at UCOP to join SACSWS in developing and testing an approach.

SACSWS turned to CORO Northern California, a nonprofit organization that has developed and facilitated leadership programs for faculty and staff members across UC since 2006. SACSWS collaborated with CORO on the program design, incorporating themes that emerged from SACSWS's 2014 study. UC Women's Initiative (UC WI) sessions are led by CORO, which focuses on equipping individuals to collaborate, communicate and lead effectively to enhance the common good.

The program launched in 2015 with one systemwide cohort of 25 female faculty and staff members across the UC system who came together in four in-person, interactive all-day sessions. The program has been designed to:

1. Cultivate a vibrant, professional network of women that spans the UC system
2. Give women access to top UC leaders—women and men—so they can interview and learn from them about their diverse leadership approaches and journeys
3. Strengthen participants' skills and confidence through hands-on practice with a range of tools and skills in the areas of:
  - a. Professional development and impact
  - b. Strategic relationship building
  - c. Developing and delivering a compelling narrative regarding one's professional

- accomplishments and vision
- d. Negotiating at work
- e. Peer coaching

Participants for this program are nominated by each Chancellor and the Chancellor's Cabinet members. They are asked to identify mid-career women, both staff and faculty, who demonstrate the potential to advance in their careers at UC. Ideal participants learn best by doing. For example, each participant will work on:

- Building a personal board of advisors
- Crafting and delivering a professional narrative
- Identifying and preparing for a small “n” negotiation at work, i.e. an everyday issue for which there is no formal policy or decision-making structure
- Peer coaching

Ideal participants will also be open to supporting other women in the program, learning concepts that improve their effectiveness at work, and hearing about the career journeys of established UC leaders.

The success of this program is due to the generous financial support from President Napolitano, who has allocated \$50,000 each year to cover the design and implementation of this program. Each participant's institution contributes travel expenses plus \$2,500 per participant to cover UCOP administrative fees.

Participants of the inaugural UC WI program were very enthusiastic about the program. 80 percent of responding participants indicated that they were likely to recommend the program to a friend or colleague. Additional survey questions and average ratings of responses include:

- My CORO experience has positively impacted my self-assessment of my future potential: 4.5 of 5
- CORO's experiential approach was effective in helping me develop my leadership abilities: 4.6 of 5
- Helped expand my strategy for developing a solid professional network: 4.5 of 5
- Effectiveness of facilitators: 4.7 of 5

While this survey data describes a very positive experience for the participants, a more compelling indicator for the success of the program is in the career movement of the participants. Three of the participants have had upward career moves or title changes. Several more have shared that the program experience helped them to move forward with professional initiatives that they would not have felt prepared to begin before the program. As a result of the success experienced with the first cohort, the subcommittee decided to continue the program with a second delivery divided into a northern cohort and a southern cohort.

Below is specific feedback from the inaugural cohort of the UC Women's Initiative program:

- CORO and UC WI helped me to integrate tools that I use every day in my efforts to challenge myself and notions of my future self. I have shared these tools with other women so that they may also be aware of the doors they may not have recognized were open to them. The program has transformed me to be fearless and courageous about actively networking and considering opportunities I thought were previously unattainable.
- Having the opportunity to be in a program with such amazing women was also an excellent opportunity to reach out for different perspectives on how to handle situations. The feedback and feeling of support from everyone was incredible and helped me get through a couple of tough situations at work.
- The CORO program has inspired me all along, by working alongside talented and accomplished colleagues whom I can relate to and by forcing me to think beyond my usual day-to-day routine on how I can apply my skills and grow within my organization and/or elsewhere.
- While things like personal narrative and board of advisors are concepts that we've heard before, rarely do we set aside time to nurture these ideas, let alone act on them. Having the space to develop ideas and receive feedback on them has led to a deeper sense of what I do/how I add value to the organization. It's also broadened and heightened my sense of what could be next--within UCB, UCOP or beyond.
- The most impactful feature of this program was the opportunity to interact with, learn from, and build connections with a highly talented group of UC professionals. I also appreciated being challenged to reflect on and to consider more seriously career trajectories beyond research and teaching.
- CORO has increased my awareness and abilities as a leader.
- I never thought I might have "one more promotion" in my future, now I find myself thinking, "why not?"
- Helped me reach out to an influential woman several grades above me to discuss my career development and ask for sponsorship. Wow, never expected her to say yes and be so supportive.
- Great faculty, tight agendas, homework to reinforce the info presented, and a good mix of self-reflection and practical tools we can use immediately. Also, creating and building a network of women who are ready to support one another was just fantastic.
- CORO overall has been a great learning experience. I have appreciated the quality of the program, dedication of the instructors and participants, getting to know my colleagues across the many campuses, and the tools presented.

In addition to the creation of the professional development program, SACSWS worked to determine the need across UC for formal networking, mentorship, and sponsorship opportunities for staff and faculty women. These types of opportunities provide support for women's career and personal growth. SACSWS members researched and evaluated mentoring programs at all UC locations for both faculty and staff. Here are the general findings:

- Most UC campuses provide separate mentorship programs for faculty and staff.
- Most programs are administered by volunteers.
- Some locations have a sponsorship, such as LBNL's program, which is sponsored by the Division. Others, such as UCSB's Gaucho Mentor Program, are looking for a "home."
- Mentoring is usually limited to one year or less.
- One of the oldest formal mentor programs is UCLA's, which is in its 21<sup>st</sup> year, while others are newer – UCSB's mentoring program is just beginning its 3<sup>rd</sup> year.
- The majority of participants in these programs are women (both mentors as well as mentees).

### Recommendations

- We recommend the continued funding of this program, at its current rate of \$50,000 with slight increases to cover inflationary costs to offer the program. Presidential funding offsets the amount each location pays for each participant to attend.
- As of the date of this report, the UC Women's Initiative is in the midst of its second delivery. Interest in attending the program has increased sharply at some locations. One campus had over 100 women nominated to fill the four seats allocated to their location for the systemwide delivery. We recommend Systemwide Human Resources (UCOP) research ways to support local campus deliveries of the program, while maintaining the single systemwide delivery each year. This may better serve the professional development needs of UC women, and provide for greater advancement opportunities for women at UC.

---

## ***Diversity/Equity***

*Subcommittee Chair: Davyda Johnson (San Diego)*

### Overview

From 2014-2016, the Diversity/Equity subcommittee worked primarily on improving systemwide recruitment practices. The subcommittee has focused on two projects: 1) holding a panel discussion with executive search firms; and 2) researching best practices on diversity and equity in hiring across the UC system.

In 2014, a select group of primary search firms held a panel Q&A discussion with SACSWS. These firms (*Another Source; Isaacson, Miller; and Storkbeck/Pimental & Associates*) have partnered with UC in the past on the recruitment of executive level positions.

The discussion raised questions for subcommittee members about UC recruitment practices and led to a decision to research systemwide recruitment practices. The subcommittee reviewed the [University of California Statement on Diversity](#) and began a project to highlight best practices in diverse and equitable recruitment across the UC system. In addition, the group aimed to recommend an innovative yet sustainable model to ensure diversity and ultimately increase the presence of qualified women in applicant pools for both academic and staff positions.

Further dialogue and preliminary assumptions suggest salary inequities for women and minorities, applicant pool disparities, and inconsistent hiring practices. A comprehensive review of recruitment practices at each campus showed that 60 percent of campuses have a Faculty Equity Advisor role, which helps ensure that diversity and equity are considered in all aspects of the academic mission.

### Accomplishments

- Researched current recruitment practices across UC for both faculty & staff
- Analyzed UC workforce composition by gender, ethnicity and appointment type
- Researched established Equity Advisor functions at other institutions
- Recommend best practices/sustainable models that highlight equity in hiring decisions

### Findings

- Existence of campus Equity Advisors (*or equivalent*)
  - Faculty (UCB, UCLA, UCSD, UCSF, UCR, UCI, UCSB, UCSC)
  - Staff (Riverside)
  - Models for good practice: UCB (faculty), UCR (staff)
- Minority representation is less than 30% for faculty & staff (SMG & MSP)
- Gender inequity exists across faculty (Full Professor) & staff (senior/executive)
- Gender ratio for women/men nearly 2:1 for staff (majority PSS)

### Concerns/Gaps

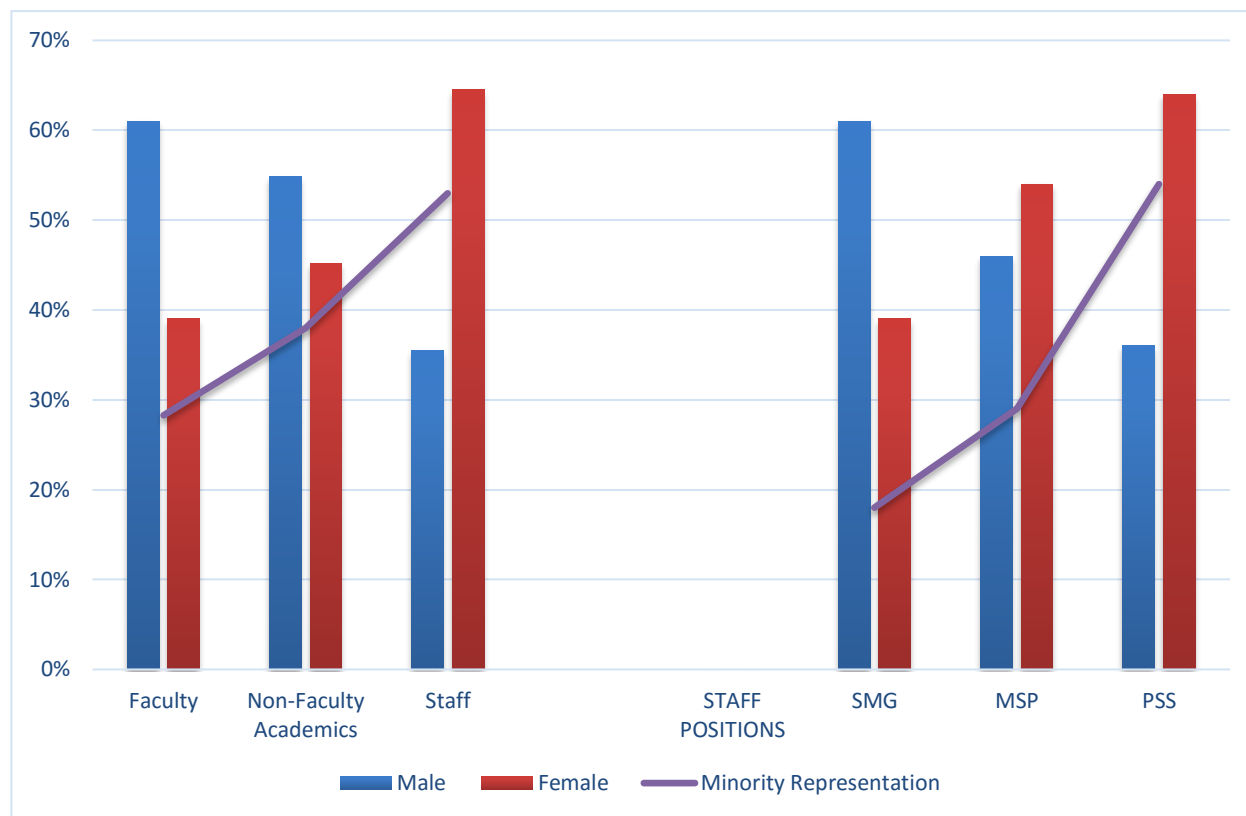
- Funding resources (UCOP or Campus / Location)
  - Staffing
  - IT (training/curriculum/maintenance)
  - Program development, analysis and oversight
- Potential bias in hiring decisions due to decentralization & limited knowledge of relevant EEOC standards/protocol
- Equity Advisors role for staff positions is nearly non-existent across UC
- Considerations for nuisances/differences in organizational structure between campus, health centers, ANR, LBNL



### Recommendations

- Require that each location has a plan for training for all search committee participants (to include hiring manager) for both faculty and staff positions. For example, [UC Riverside](#) and UC Davis both provide good training models; UC Davis has a program specifically for faculty hires.
  - The platform for training can be either classroom and/or web-based instruction dependent upon unit/department resources
  - Through use and access to UC Learning, the Department/unit (HR Manager or designee) would be responsible for tracking completion of training
  - Training modules should cover relevant laws and university policies, recruitment best practices, affirmative action/diversity overview and unconscious bias in recruiting
- Require that each location has a plan for representation of women and/or under-represented minorities on search committees for both faculty and staff positions
- Require that contracts for external search firms include a transparent process that takes into account equal employment and affirmative action concerns
- Establish an Equity Advisor program and/or an Equity Advisor Council at each campus with the following considerations:
  - Campus resources would determine if role is assumed centrally within Human Resources function or at department/unit level
  - Rotating membership by Vice Chancellor area or Division on annual or bi-yearly basis
  - Required, if not mandatory, training with refresher course every two years
- Require that each location has a plan for equitable representation of women and under-represented minorities in leadership programs

## UC WORKFORCE OVERALL COMPOSITION



The above chart reflects the overall composition of UC's workforce for academic and staff positions. Additional data and research content to support the above noted recommendations are reflected in Appendix A as presented to the SACSW Committee in Fall 2016.

### ***Expectant and New Parents***

*Subcommittee Co-Chairs: Elizabeth Ozer (San Francisco), Karie Frasch (Berkeley)*

In the spirit of enhancing UC's goal to be the work place of choice and to promote family friendly policies that support the University's ability to recruit and retain the most qualified female faculty, staff, students and trainees, the Expectant and New Parents Subcommittee focused its attention on three key areas: 1) Evaluating the progress of UC locations in meeting and exceeding UC lactation accommodation standards; 2) Developing a proposal for the provision of adoption benefits for UC employees; and 3) Proposing paid family leave for UC employees.

## *Lactation Accommodations*

### Accomplishments

After a SACSW review of lactation facilities across the UC System indicated a wide range in the quality and the quantity provided at UC locations, SACSW recommended the establishment of Lactation Facility Standards in its 2010 inaugural report to then President Yudof. SACSW representatives then worked closely with UCOP to provide input into the development of [PPSM-84 \(Accommodations for Nursing Mothers\)](#) (established in 2013) and to develop criteria to assess the extent to which UC locations are meeting and exceeding the minimal legal requirements and recommended procedures within PPSM-84.

A SACSW 2016 Lactation Accommodation Follow-up Survey was conducted to assess the extent to which locations are meeting the recommended procedures outlined in PPSM-84. In addition, the survey highlights best practices for providing exceptional support to nursing mothers, and identifies common barriers that need to be addressed. Administered in Spring 2016, the survey was completed by representatives at the 10 UC campuses, as well as the Division of Agriculture and Natural Resources, the Lawrence Berkeley National Lab, and the UC Office of the President. We are pleased to note that there has been an almost 200 percent increase in the total number of lactation spaces reported systemwide (from 84 in 2010 to 238 in 2016). However, there is a wide range in the number of available lactation rooms at the locations that meet the basic requirements, from a low of 4 to a high of 49. Some of this difference can be accounted for by the differences in population at the locations, but not entirely. The survey also illuminated the need for further work to ensure that all locations are meeting the minimum procedures. Appendix B of this report provides highlights from the survey, and Appendix C is the full summary of the survey. In addition, locations reported anecdotally that information and attention from SACSW has led to improvements in their compliance with lactation accommodation standards.

### Recommendations

The findings from the 2016 Lactation Accommodation Follow-up Survey indicate the need to continue to focus on the six 2010 recommendations, in order to make additional progress to meeting the *Lactation Facility Standards for the UC Community*, developed by SACSW. The basic level standard generally corresponds to current legal requirements. The silver level standard reflects University goals corresponding to recommended minimum procedures outlined in the policy. The gold level standard indicates practices for providing exceptional support to nursing mothers.

- Lactation rooms should be funded and adequately administered with someone in the local UC structure clearly denoted as responsible for the program.
  - The 2016 survey found 62 percent of locations report having an administrative home for their lactation accommodation services. One location pointed out that it can be difficult to monitor progress to meet the lactation accommodation standards without an administrative home. Locations indicated that funding for lactation facilities is most effective and needed for new rooms, maintenance, hospital pumps,

and décor to make nursing mother feel more comfortable.

- All lactation facilities should be clearly labeled as such and located in accessible areas.
  - The 2016 survey found 80 percent of locations meet the basic requirements of having a web page with access information; that the lactation spaces are easily found by location website's search engines; and are clearly labeled and located in accessible areas.
- Lactation facilities and programs should be widely advertised and information about them should be easily found by search engines on the location's websites.
  - The 2016 survey found 85 percent of the locations report meeting the silver standard of having additional local breastfeeding resources posted online; however, only 31 percent have active campus outreach to promote breastfeeding/lactation program.
- UC should provide dedicated funds for lactation programming to support projects at each UC location.
  - The 2016 survey found that one of the two most commonly mentioned best practices is for locations to provide parenting/maternity programs that include lactation consultation, classes, and support groups. However, offering these types of programs can be cost prohibitive for many locations.
- Nursing women should have access to a comfortable, private, lockable room within a 5-minute walk from their work location. Lactation rooms should be equipped with breast pumps and refrigeration.
  - The 2016 survey found 87 percent of locations report lactation spaces that are within a 5 minute walk. One of the two most commonly mentioned best practices is to provide hospital grade pumps; a gold standard. 60 percent of locations indicated having hospital grade pumps.
- All UC locations should commit to making lactation stations available in existing buildings, and during planning phases, provide for lactation stations in all new UC buildings.
  - The 2016 survey found that funding needs to be included in the design plans for new construction.

### ***Adoption Benefits***

#### *Accomplishments*

In 2014, two Chancellor's Advisory Committees at UC Berkeley (*Work and Family* and *LGBTQ*) prepared a joint proposal for the provision of adoption benefits for UC employees. The proposal requested the allowance of reimbursement for a portion of adoption-related expenses for UC staff and faculty (\$5,000 - \$10,000 per adoption event), and included estimates for use rates, yearly costs, tax issues, and comparisons with UC peers and California employers. Unlike support for pregnancy and childbirth, the costs of adoption (averaging between \$10,000 and \$50,000) are not covered by insurance. While the University of California holds a reputation as a family responsive employer, in this regard it lags behind other employers in California, as well as institutions of higher education and industry.

UC Berkeley obtained a formal letter of support for the adoption benefits proposal from Chancellor Nicholas Dirks, and submitted the proposal for consideration and endorsement by SACSWS, where it was voted a topic of focus for 2015-16. Formal endorsements were then sought and obtained from UC systemwide Vice Provost for Academic Affairs Susan Carlson and the academic senate UC Committee on Faculty Welfare.

It is our understanding that Vice President Dwaine Duckett's office prepared a benefits program proposal for consideration and approval by President Napolitano. To date, SACSWS has been instructed that further consideration of the proposal has been put on hold.

### Recommendations

We strongly recommend that UC add adoption benefits to its 2018 slate of changes announced during 2017 Open Enrollment. Doing so will greatly benefit the small proportion of employees who form their families through adoption, and increase the University's reputation as a leader in providing an equitable and inclusive workplace.

### ***Paid Family Leave***

#### Accomplishments

Based on a proposal submitted to the Committee from the UC Berkeley Chancellor's Advisory Committee on Work and Family, SACSWS considered the issue of Paid Family Leave for UC employees. Despite the recent announcement of significant changes to the UC Disability Plans for 2017, there remains no provision for Paid Family Leave. The State of California is often lauded as being only one of three states in the nation to provide Paid Family Leave (PFL) to workers (since 2002), and yet UC's approximately 150,000 employees do not have access to this program, nor to an equivalent program provided by the University. To receive pay to care for or bond with family members, UC employees must use accrued sick or vacation leave (if any).

The absence of a Paid Family Leave program signals a lack of support for University of California employees, particularly as more and more institutions of higher education, private employers, cities, and states introduce such benefits for their constituents. A recent survey from Bright Horizons, a child care benefits provider, found that about half of new parents have taken a job with less pay in exchange for more family responsive benefits (<http://www.brighthouse.com/about-us/press-releases/modern-family-index-2016/>). This puts UC at a competitive disadvantage in attracting and retaining a talented and dedicated workforce.

In late 2016 the UC Office of the President created a system-wide working group to consider potential options for paid family leave. SACSWS is pleased that this work is taking place and that creating a paid family or parental benefit is under serious consideration.

As it relates very closely to paid family leave, we would also like to comment on the Voluntary

Short-term Disability program. The program provides 60% of salary for approximately 6 weeks for recovery from child birth. However, employees must use up to 22 days of accrued sick leave before the benefit becomes available. Employees with this amount of accrued sick leave in effect receive less than two weeks of short-term disability pay, and also have little remaining sick leave available for baby bonding. The staff policy allowing the use of up to 30 days of accrued sick leave for baby bonding is only available to childbearing women if they have 52 days of accrued sick leave in total. If they earn an average of 12 days of sick leave per year, they would have to wait over four years, *without using a single sick day*, before they would have enough to fully take advantage of both policies. Fathers, and non-childbearing mothers, on the other hand can accrue the full amount of sick leave for baby bonding in less than three years, creating an inequity. Taken together, issues with these policies make the provision of a paid family or parental leave program critical.

*Recommendation*

We urge the University to, *at a minimum*, match the family leave benefits provided through the California Paid Family Leave Program – six weeks of pay at up to 70 percent of salary for lower-wage employees, and 60 percent for workers earning up to \$108,000 annually.

## 2014-2016 Membership

SACSW is composed of two representatives (one faculty and one staff) from each of the ten campuses, the Division of Agriculture and Natural Resources, the Office of the President and the Lawrence Berkeley National Laboratory. With some midterm replacements, each location may have included more than two representatives during 2014-16.

### **Hsiu-Zu Ho**

(Chair, 2014-2016)

*Santa Barbara*

Professor, Psychology & Education

Associate Dean, UCEAP

### **Davyda Johnson**

(Vice Chair, 2014-2016)

*San Diego*

Human Resources Manager

### *Agriculture and Natural Resources*

### **Sheila Barry**

UCCE Santa Clara County Director/  
Livestock and Natural Resources Advisor

### **Katherine Webb-Martinez**

Associate Director Program Planning  
and Evaluation

### *UC Berkeley*

### **Angy Stacy**

Professor, Chemistry

### **Karie Frasch**

Director, Office for Faculty Equity &  
Welfare

### **Linda Williams**

Associate Chancellor

### *UC Davis*

### **Gina Werfel**

Professor, Art

### **Penelope Herbert**

Executive Assistant Dean for  
Administration,  
School of Medicine

### *UC Irvine*

### **Ana E. Rosas**

Associate Professor,  
Chicano/Latino Studies

### **Ramona Agrela**

Associate Chancellor and  
Chief of Staff

*Lawrence Berkeley National Laboratory*

**Edith Bourret-Courchesne**

Senior Scientist

**Christel Cantlin**

Diversity and Inclusion Manager

**Vera Potapenko**

Chief Human Resources and  
Diversity Officer

*UC Los Angeles*

**Rachael Lee**

Director, Center for the Study of Women  
Professor, English and Gender Studies

**Lubbe Levin**

Associate Vice Chancellor, Human  
Resources

**Sally Maliski**

Associate Dean for Academic Affairs,  
School of Nursing

*UC Merced*

**Valerie Leppert**

Associate Professor, Materials

**Jennifer Quiralte**

Graduate Student Services  
Coordinator

**Gregg Camfield**

Interim Vice Provost, Academic Affairs  
Professor, Literature

**Onar Primitivo**

Coordinator for Social Justice  
Initiatives, Student Life

*Office of the President*

**Jocelyn Surla Banaria**

Assistant Director, Academic Senate

**Lena Zentall**

Project Manager, California Digital  
Library

**Margaret Wu**

Managing Counsel, Litigation



*UC Riverside*

**Isgouhi Kaloshian**  
Professor, Nematology

**Jadie Lee**  
Associate Vice Chancellor, Human  
Resources

**Cindy Larive**  
Professor, College of Natural and  
Agricultural Sciences

*UC San Diego*

**Jill Leutgeb**  
Associate Professor of Neurobiology  
and Walter F. Heiligenberg Professor  
of Neuroethology

**Rachel Cook**  
Senior Grant Analyst, UCSD Health  
Sciences Sponsored Projects Office

*UC San Francisco*

**Elizabeth Ozer**  
(Vice Chair, 2012-2013)  
Professor, Pediatrics

**Janhavi Bonville**  
Associate Executive Vice Chancellor  
and Provost

**Joyce Hammel**  
Director, Sexual Harassment Prevention  
and Resolution

*UC Santa Barbara*

**Elizabeth Belding**  
Professor, Computer Science

**Carol Saucedo**  
Senior Training Analyst, OEOSH/TC

*UC Santa Cruz*

**Linda Rhoads**  
Chief of Staff, Campus Provost &  
Executive Vice Chancellor

**Ashish Sahni**  
Assistant Chancellor/Chief of Staff

**Elizabeth Stephens**  
Professor, Art

## Support to the Committee

### *Office of the President*

**Eleanor Skarakis**

Chief of Staff to the Vice President of Human Resources and Director of Human Resources Policy

**Dianna Henderson**

Chief of Staff to the Vice President of Human Resources and Director of Human Resources Policy

## Acknowledgments

We would like to acknowledge our previous chairs, Tricia Bertram Gallant, Mary Croughan, and Linda Morris Williams, whose leadership set us on the path to success. Additionally we acknowledge all past members who have provided their insights, time and talents to help SACSW move forward with significant accomplishments. We appreciate the gracious hospitality of our UC chancellors and directors for hosting our meetings during this term as we visited our various locations across the UC. We appreciate all of the senior leaders taking the time to meet with us and discussing the equity initiatives that are taking place at their specific UC campus and locations.

None of the work we've accomplished could have come to fruition without the consummate support and knowledge of UCOP leadership and staff: Vice President of Human Resources Dwaine Duckett, Vice-Provost Susan Carlson, Donna Salvo, Mary Anne Rasmussen, Marie Hairston, Dianna Henderson, Alina Tejera, Abigail Norris, and, of course, our University President Janet Napolitano.

# Appendix A

## Diversity/Equity Powerpoint Slides: 2014-16 Summary

presented at SACSW meeting 12-2-16

### PRIMARY OBJECTIVE



Assess systemwide recruitment practices that enhance or detract from efforts to ensure the following:

- 1) diversity and presence of qualified women in applicant pools
- 2) equity in hiring decision for faculty & staff



#### Accomplishments

- Researched current recruitment practices across UC for both faculty & staff
- Analyzed UC workforce composition by gender, ethnicity and appointment type
- Researched established Equity Advisor functions at other institutions
- Recommend best practices/sustainable models that highlight equity in hiring decisions

#### Equity Advisors (or equivalent)

- Faculty (B, LA, SD, R, I, SB, SC) **70%**
- Staff (Riverside)

#### Findings

- Minority representation is **less than 30%** for faculty & staff (SMG & MSP)
- Gender inequity exists across faculty (Full Professor) & staff (senior/executive)
- Gender ratio for women/men nearly 2:1 for staff (majority PSS)
- Best Practices/Models → Berkeley (Faculty) / Riverside (Staff)

#### Concerns/Gaps

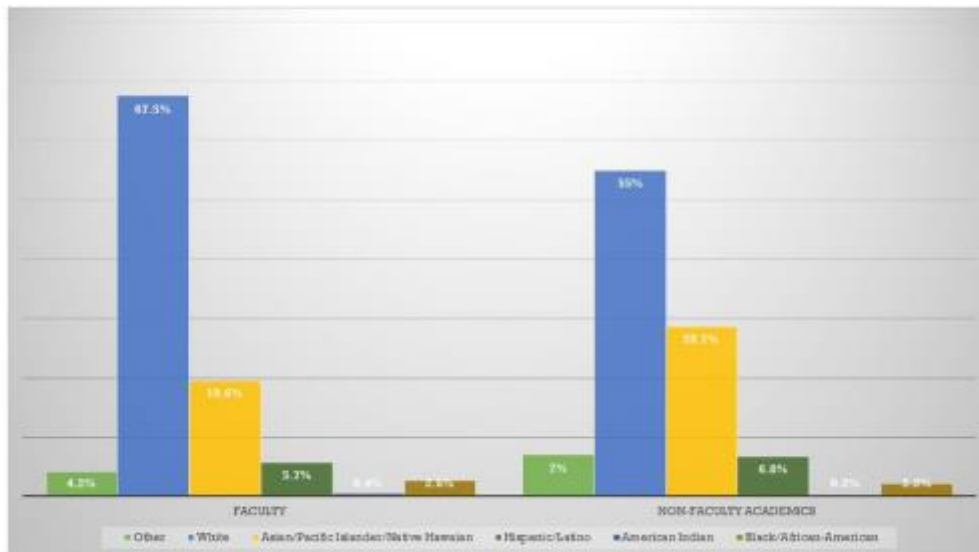
- Funding resources (UCOP or Campus??)
  - staffing
  - IT (training/curriculum/maintenance)
  - program development, analysis and oversight
- Bias in hiring decisions due to decentralization & limited knowledge of relevant EEOC standards/protocol
- Equity Advisors role for staff positions is nearly non-existent across UC
- Considerations for nuisances/differences in organizational structure between campus, health centers, ANR, LBNL

#### Recommendations

- Establish Equity Advisor or Equity Advisor Council at each campus/dept
- Require mandatory training for all search committee members (staff & faculty)
- *(i.e., relevant laws, hiring procedures, implicit/unconscious bias, affirmative action goals)*
- Require URM & female representation for all search committees (staff & faculty)
- Each campus to ensure equitable representation of Women/URM participants in leadership development programs

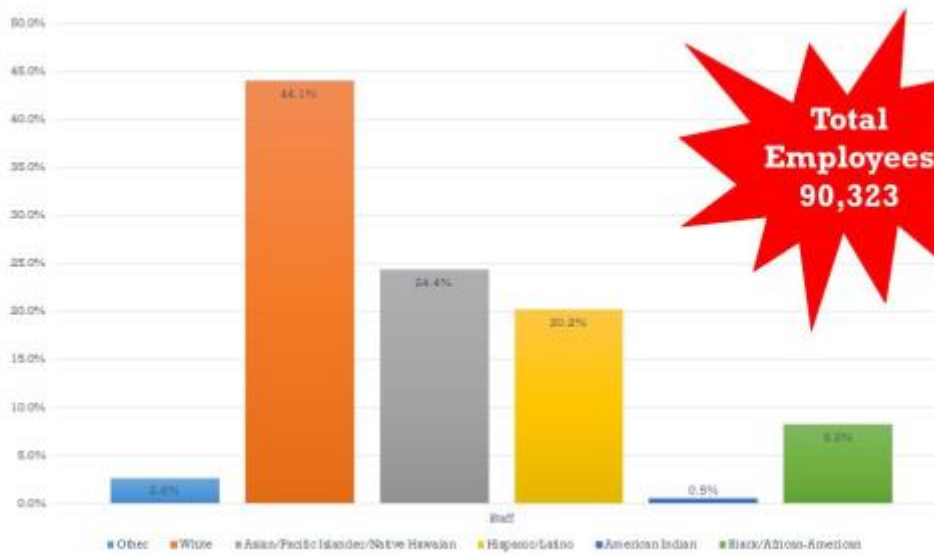


# FACULTY COMPOSITION BY ETHNICITY



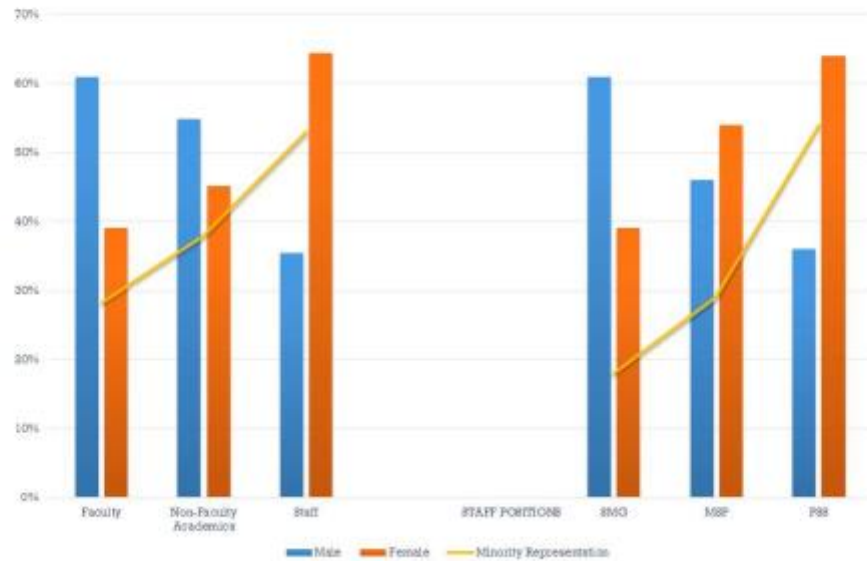
Source: UC System / Diversity of Faculty & Academic Appointees (2015)

# STAFF DIVERSITY



Source: UC Workforce Profile 2014

# UC WORKFORCE OVERALL COMPOSITION



## RECRUITMENT PRACTICES

DESCRIPTION of RECRUITMENT ACTIVITY	SF		B		SD		LA		SC		R		M		I		SD		D	
	Fac	Staff	Fac	Staff	Fac	Staff	Fac	Staff	Fac	Staff	Fac	Staff	Fac	Staff	Fac	Staff	Fac	Staff	Fac	Staff
<b>Equity Advisor(s)</b> - partners & consultants to central campus and search committees			X		X		X		X		X	X			X		X			
<b>Mandatory diversity and/or unconscious bias training &amp; updates</b> (i.e., search committees, equity advisor, department)			X		X		X		X		X	X								X
<b>Online Search Committee Guide/Toolkit</b> covering recruitment requirements, policies & procedures, laws, best practices, committee composition and diversity concerns	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Contributions to Diversity Statement requirement</b> (faculty only)	X	N/A	X	N/A	X	N/A	X	N/A	X	N/A	X	N/A	X	N/A	X	N/A	X	N/A	X	N/A
<b>Recruitment oversight</b> - review and approval of the recruitment/search plan, applicant pool, short list, and search report	X		X		X		X		X		X		X							X
<b>Diversity outreach</b> - advertisement language requirements and automatic (live) advertisement placement to a host of diversity sites via America's Job Exchange, Higher Ed Jobs and Chronicle of Higher Education	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Strategic Recruitment/Outreach</b> (i.e., non-traditional/inclusive advertising and may be referenced in recruitment plan) - link to department website, specialized publications, personal outreach from search committee/hiring manager, targeted advertising by field or industry on local/regional/national sites	X		X		X		X		X		X		X		X		X		X	
<b>Specialized Recruitment Consultation</b> - personal consultation for search committee chair/member as needed throughout search (e.g., handling conflicts of interest, search committee best practices)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Search Committee Chair/Hiring Manager Survey</b> - research study & intervention	X		X		X		X		X		X		X		X		X		X	
<b>Affirmative Action / Underutilization Compliance Review</b>	X		X		X		X		X		X		X		X		X		X	

## Appendix B

### 2016 SACSW Lactation Follow-Up Survey Highlights

**Response rate:** 100 percent (13/13 locations)

- The survey was sent to all 10 UC campuses, as well as the Division of Agriculture and Natural Resources, the Lawrence Berkeley National Lab, and the UC Office of the President.

#### **Facilities**

- Wide range in the number of available lactation rooms that meet the basic requirements, from low of 4 to high of 49. Some of this difference can be accounted for by the differences in population at the locations, but not entirely.
- The majority of the lactation spaces meet one of the four Silver standards for the facility itself (private rooms that lock from the inside; hot running water in room or close by; sanitary or disinfectant wipes available for cleaning spills and hands), with 55 percent meeting all four.
- The majority of the lactation spaces meet one of the two Gold Standards, considered best practices (for certain jobs, where time/logistical constraints make it difficult to leave the building, a room equipped at least with basic level requirements located within the building; hospital grade electrical pump available), with 36 percent meeting both.

#### **Access**

- Of the rooms reported meeting basic access requirement, 67 percent meet the Silver standard of providing a method to indicate the room is in use.
- Of the rooms reported meeting basic access requirement, 45 percent meet the Gold standard to have a reservation mechanism to ensure room availability. However, comments from more than one location indicate issues with this standard, namely room scheduling unique needs depending on the location and population.
- Most locations offer lactation space usage to faculty, staff, students, and campus visitors.

#### **Education/Information/Support**

- 85 percent of the locations meet the Silver standard of providing a website with links to local breastfeeding resources, while 31 percent meet the Gold standard of active campus outreach to promote the program.
- Six locations mention having programs, workshops, and counseling to extend lactation support information. A couple locations mentioned having support groups.

#### **Break time for Lactation**

- 54 percent of the locations meet the Silver standard for providing mutually agreeable times (up to three times per day) to pump, while 38 percent meet the Gold standard of a process in place to request additional flexibility if needed.

- Information about break time for lactation is provided in a variety of ways: posted physically and online, through parenting/maternity benefits classes and counseling sessions, and general benefits orientation. Some locations also include this in supervisor trainings and as updates during staff meetings.

### **Additional Recommended Lactation Support Strategies**

- 62 percent of the locations have a designated administrative home for the lactation support program.
- 54 percent of the locations include a provision in campus standards and design for new construction or renovated construction plans to incorporate designs for, at minimum, a private space equipped with locking door, lighting, an electrical outlet, table and chair.
- 54 percent of the locations use a mechanism to gather feedback from users.

### **Common Barriers Identified by the Locations**

- Lack of funding
- Challenges with maintenance and cleaning
- Space for new rooms
- Lack of standardization between the rooms

Additional funding is needed to be able to open more rooms, for maintenance, purchasing hospital grade pumps, and for décor to make the spaces more comfortable.

Although not required by policy, the University of California Lactation Facilities Standards encourages new construction to incorporate designs for location accommodation. The standard states that at minimum there should be a private space equipped with locking door, lighting, an electrical outlet, table and chair. However, with new construction rooms are often included in the design, but with no accompanying budget to set them up (lock, hospital grade pump, furniture, etc.).

Several locations describe the ongoing challenges to have the spaces cleaned regularly. One location mentioned writing cleaning standards into the custodial building standards but still having a lack of commitment from the custodial staff to clean the rooms. In addition, there is the issue with refrigerator maintenance and cleaning, so one location does not provide refrigerators at all.

One location stated that some of the rooms designated as lactation rooms have been repurposed, and that rooms designated for lactation are interpreted to be available for other "wellness" functions (i.e. napping, eating, phone calls). Another location pointed out that the lack of a centralized administrative home for lactation support makes it challenging to gather information about barriers, as well as making it difficult to fully implement the policies and standards.

## **Best Practice Highlights**

The most common best practices reported by the locations are:

- Hospital grade pumps
- Parenting/maternity programs that include lactation consultation, classes, and support groups

In addition, there were various unique best practices mentioned:

- Special locks for the rooms with unique user codes
- Annual program evaluation, user surveys
- “Back to Work” kit for transitioning back to work after childbearing leave
- Working with departments to help them accommodate employees in their own department, or in close proximity, to make it as convenient and cost effective as possible

Given the reported funding barrier to purchasing these hospital grade pumps, UC Riverside’s partnership approach is worth highlighting. They partnered with the County of Riverside's Department of Public Health Lactation Services Program, which allows them to borrow three Medela Breast Pumps to use in the campus lactation rooms, and includes bi-annual maintenance.

The UC Davis program is notable for its relationship with the campus Child Development centers, and providing access to campus research and development of evidence-based practices in lactation, breastfeeding, infant nutrition and breast milk, as well as bringing translational theory to practice.

In addition, best practices were identified from the responses to the education/information/support question, namely significant outreach to new mothers and supervisors, and clearly stated policies and procedures for supervisors to follow.



## Appendix C

### Summary of 2016 SACSW Lactation Accommodation Follow-up Survey

#### SURVEY PURPOSE

The purpose of the [2016 SACSW Lactation Accommodation Follow-Up Survey](#) is to collect data to ensure that UC locations are meeting the minimum legal requirements regarding lactation facilities and accommodations (“basic level”), and to assess the extent to which locations are meeting the recommended minimum procedures outlined in the Accommodations for Nursing Mothers (PPSM 84) UC policy (“silver level”). In addition, the survey will enable SACSW to highlight best practices for providing exceptional support to nursing mothers (“gold standard”), and identify common barriers that need to be addressed. Survey findings will be posted on the SACSW web pages.

#### RESPONDENTS

**Response rate:** 100 percent (13/13 locations)

The survey was sent to all 10 UC campuses, including the four medical schools, as well as the Division of Agriculture and Natural Resources, the Lawrence Berkeley National Lab, and the UC Office of the President. UC Irvine, UC Los Angeles and UC San Diego medical schools all answered the survey separately from the campuses. The UC Davis response combined the campus and medical school. For this summary, campus and medical school responses that were submitted separately were compiled and analyzed together to represent the respective campus. The survey was sent to the Chief Human Resources Officer for each location, asking that they forward to the most appropriate person(s) to complete the survey.

The positions of those who submitted the survey are as follows:

1. UCB - Wellness Program Coordinator
2. UCD – Work/Life Coordinator
3. UCI – Work/Life and Wellness Manager (campus) & Benefits, WC & Disability Manager (medical center)
4. UCLA - Employee Relations Manager (campus); and Policy & Personnel Services, Campus Human Resources Manager (medical center)
5. UCM - Accommodation Consultant
6. UCR - Principal HR Policy Analyst
7. UCSB - Disability Coordinator
8. UCSD - Senior Personnel Analyst
9. UCSF - Family Services Manager
10. UC ANR - Affirmative Action Compliance and Title IX Officer
11. LBNL - HR Assistant
12. UCOP - Executive Secretary

### 13. UCSC - Chief of Staff, Campus Provost and Executive Vice Chancellor

#### FACILITIES

**Summary:** There are 238 lactation spaces across the system that reportedly meet the basic facility requirements to provide a private, sanitary space (not a toilet stall); be equipped with lighting, a table comfortable chair, and electrical outlet; and located in close proximity to nursing mother’s work area. Across the UC locations, there is a huge range of the number of lactation spaces provided, ranging from just 4 or 5 to 32-49; both ends of the spectrum represent large UC campuses. Of note, the campuses with the higher number have medical facilities. Of the campuses or locations in the middle range, the number of facilities is about 15.

Table 1 below shows the percentage of rooms meeting each silver standard. Only 55% of the lactation spaces meet all Silver Standards, the recommended minimum procedures for appropriate facilities. A lack of sanitary or disinfectant wipes available for cleaning spills and hands is the most common unmet standard.

<b>Table 1: Number of spaces that meet all Basic Requirements and each of the following Silver Standards</b>	<b># lactation spaces</b>	<b>% lactation spaces</b>
Rooms within a 5-minute walk from a nursing mother’s work area	208	87%
Private rooms that lock from the inside	203	85%
A source of hot running water within close proximity or in the room	198	83%
Sanitary or disinfectant wipes available for cleaning spills and hands	156	66%
<b>Meet all above Silver Standards</b>	<b>132</b>	<b>55%</b>

Table 2 shows the percent of spaces that meet all Basic, Silver, and Gold Standards. The majority of the lactation spaces meet one of the two Gold Standards, considered best practices, with 36 percent meeting both.

<b>Table 2: Number of spaces that meet all Basic, Silver, and each of the following Gold Standards</b>	<b># lactation spaces</b>	<b>% lactation spaces</b>
When required for certain types of jobs, where time/logistical constraints make it difficult to leave the building, a room equipped at least with basic level requirements located within the building	178	75%
A hospital-grade electric pump may be available for use	142	60%
<b>Meet all above Gold Standards.</b>	<b>86</b>	<b>36%</b>

## ACCESS

**Summary:** Compared to the 238 lactation rooms that meet the Basic *Facility* requirements, only 80% meet the Basic *Access* requirements of having a webpage where information about lactation facilities is easily found, and facilities that are clearly labeled and accessible. Tables 3 and 4 below show that of the 191 lactation spaces reportedly meeting the basic access requirements, 67 percent have a method to indicate that a room is in use (Silver Standard) and 45 percent have a reservation mechanism (Gold Standard).

Comments from more than one location indicate issues with having reservation mechanisms (Gold Standard). UCSF discovered that room scheduling shouldn't be a "one-size fits all" solution because each lactation room has unique needs. UCD advises and encourages participants to "coordinate with other users of their most-frequented room(s) to customize a system that best meets their needs, such as a communication journal within the room, noting the sign-in times on the room logs, posting a schedule." UCB discourages a formal reservation mechanism because there are so many users registering on any given day. In addition, UC Davis mentioned the issue of not advertising the room locations widely in order to preserve the integrity of the lactation sites and the health and safety of the participants.

<b>Table 3: Number of spaces that meet the Silver Standard for access</b>	<b># lactation spaces</b>	<b>% lactation spaces</b>
A method to indicate that a room is in use, for example a sign-in sheet or dry erase board with time being used/reserved	128	67%

<b>Table 4: Number of spaces that meet all Basic, Silver, and Gold Standard for access</b>	<b># lactation spaces</b>	<b>% lactation spaces</b>
Reservation mechanism, for example web-based system or other sign up system for reserving rooms (to ensure room availability when arrive to use it)	85	45%

## EDUCATION/INFORMATION/SUPPORT

**Summary:** Beyond meeting the basic information requirement of posting the following online: Accommodations for Nursing Mothers California Law (Labor Code Section 1030-1033) and Accommodations for Nursing Mothers - PPSM 84, 85 percent of the locations report having additional local breastfeeding resources posted online, including information about the importance of and encouragement of breastfeeding. Thirty three percent of the locations report having active campus outreach to promote the breastfeeding/lactation program.

Six locations mention having programs, workshops, and counseling that they use to extend information about lactation support and resources. No locations mention using a moderated online interactive community for mom-to-mom interaction; however, a couple mention having support groups.

<b>Table 5: Number of locations that meet the Silver Standard for education/information/support</b>	<b># locations</b>	<b>% locations</b>
Location has a website with links to local breastfeeding resources (including importance and encouragement of breastfeeding)	11	85%

<b>Table 6: Number of locations that meet the Basic, Silver, and Gold Standard for education/information/support</b>	<b># locations</b>	<b>% locations</b>
Active campus outreach to promote breastfeeding/lactation program (at least two activities described below)  Depending on campus community needs, educational and information activities could include: educational material in rooms, training program for campus managers and supervisors, an information brochure about the program provided to all expectant mothers, a moderated online interactive community for mom-to-mom interaction, lactation counseling/consultation or workshops, or other education/information/support	4	31%

- The locations with active outreach programs are: UCB, UCD, UCR, and UCSD.

## BREAKTIME FOR LACTATION

**Summary:** Tables 7 and 8 show that about half of the locations are going beyond the basic requirements for break time for lactation, e.g. breaks will be at mutually agreeable times; no fewer than twice per day; and for a reasonable amount of time (generally around 30 minutes per break). However, fewer than half of the locations have a process in place to request additional flexibility if required.

Information about break time for lactation is provided in a variety of ways: Posted physically and online, through parenting/maternity benefits classes and counseling sessions, and general benefits orientation. Some locations also include this in supervisor trainings and as updates during staff meetings.

<b>Table 7: Number of locations meeting the Silver Standard for break time for lactation</b>	<b># locations</b>	<b>% locations</b>
Mutually agreeable times, up to three times per day	7	54%

<b>Table 8: Number of locations that meet the Basic, Silver, and Gold Standard for break time for lactation</b>	<b># locations</b>	<b>% locations</b>
Process in place to request additional flexibility if required	5	38%

## ADDITIONAL ITEMS

**Summary:** As shown in Table 9, over half of the locations consider lactation accommodation in new construction design, have an administrative home for lactation support, and have a mechanism to gather feedback from users. The administrative home for lactation support programs varies widely across the UC system. Usage logs and surveys are the most common methods to get feedback from women who use the lactation facilities.

Most locations offer lactation space usage to faculty, staff, students, and campus visitors. Of the four campuses reporting actual usage survey data (below), the percentages of faculty, staff and students using the spaces varied.

<b>Table 9: Number of locations with the additional recommended lactation support strategies in place</b>	<b># locations</b>	<b>% locations</b>
A provision is included in the Campus Standards and Design Guide for new construction or renovated construction plans to incorporate designs for, at minimum, a private space equipped with locking door, lighting, an	7	54%

electrical outlet, table and chair.		
An administrative home is designated for the lactation support program. If selected, please identify the administrative home(s) at your location.*	8	62%
A mechanism to gather feedback from women who use the lactation facilities. Options for collection of feedback include usage logs and/or employee satisfaction surveys.*	7	54%

**\*The following administrative homes for lactation support program(s) were identified:**

- UCB - University Health Services, Be Well at Work Wellness Program (formerly called Health Matters)
- UCD - WorkLife and Wellness, Human Resources
- UCR - Human Resources
- UCSD - Women’s Center is responsible for the facilities; HR is responsible for the policy
- UCSB - Disability Coordinator located in Human Resources/Benefits
- UCLA – Campus Human Resources
- UCSF - Campus Life Services, Family Services (Under Vice Chancellor Administrative Services)
- UC ANR - Affirmative Action, Human Resources

**\*The following mechanism(s) to gather feedback from women who use the lactation facilities were reported:**

- UCB - Annual satisfaction survey, notebooks in the rooms, and signage in the rooms encouraging moms to call or email the program
- UCD - Annual program evaluation and ongoing communication with participants through consultations, support groups and classes.
- UCI - log kept, keys issued to nursing mother for one of the spaces
- UCR - On the HR Lactation Program website, there is an option for employees to send an email with their suggestions. Periodic surveys are also distributed to program participants.
- UCSD - UCmom provides a lot of information regarding usage, and some experiences as well. <https://blink.ucsd.edu/HR/services/support/family/expectant/lactation/index.html>
- UCSB - Usage logs and signs with coordinator's contact information
- UCSF - Room user survey (planned as every other year to monitor progress toward improvements)

Several campuses were able to provide summary data on the proportions of their populations using the lactation rooms. Table 10 provides data from four campuses, showing a fair amount of variability.

<b>Table 10: Percent of use by campus populations for specific campuses</b>				
Campus	Faculty	Staff	Students	Visitors
Berkeley	43% faculty and staff		43%	8%
Davis	5%	59%	26%	6%
Riverside	2%	38%	56%	4%
San Francisco	26%	48%	28% postdocs, students, fellows	2%

## COMMON BARRIERS

The locations were asked to describe barriers they have encountered in implementing the UC policy and facility standards.

The most common barriers reported were the following:

- Lack of funding
- Challenges with maintenance and cleaning
- Space for new rooms
- Lack of standardization between the rooms

Additional funding is needed to be able to open more rooms, for maintenance, purchasing hospital grade pumps, and for décor to make the spaces more comfortable.

Although not required by policy, the University of California Lactation Facilities Standards encourage new construction to incorporate designs for location accommodation. The standard states that at minimum there should be a private space equipped with locking door, lighting, an electrical outlet, table and chair. However, with new construction rooms are often included in the design, but with no accompanying budget to set them up (lock, hospital grade pump, furniture, etc.).

Several locations describe the ongoing challenges to have the spaces cleaned regularly. One location mentioned writing cleaning standards into the custodial building standards but still having a lack of commitment from the custodial staff to clean the rooms. In addition, there is the issue with refrigerator maintenance and cleaning, so one location does not provide refrigerators at all.

One location stated that some of the rooms designated as lactation rooms have been repurposed, and that rooms designated for lactation are interpreted to be available for other "wellness" functions (i.e. napping, eating, phone calls). Another location pointed out that the lack of a centralized administrative home for lactation support makes it challenging to gather information about barriers, as well as making it difficult to fully implement the policies and standards.

## BEST PRACTICES

The locations were asked to share best practices that distinguish their facilities or program.

The most common best practices reported included the following:

- Hospital grade pumps
- Parenting/maternity programs that include lactation consultation, classes, and support groups

In addition, there were various unique best practices mentioned:

- Special locks for the rooms with unique user codes
- Annual program evaluation, user surveys
- “Back to Work” kit for transitioning back to work after childbearing leave
- Working with departments to help them accommodate employees in their own department, or in close proximity, to make it as convenient and cost effective as possible

Most commonly, locations loan out hospital grade pumps. Given the reported funding barrier to purchasing these hospital grade pumps, UC Riverside’s partnership approach is worth highlighting. They partnered with the County of Riverside's Department of Public Health Lactation Services Program, which allows them to borrow three Medela Breast Pumps to use in the campus lactation rooms, and includes bi-annual maintenance.

The UC Davis program is notable for its relationship with the campus Child Development centers, and providing access to campus research and development of evidence-based practices in lactation, breastfeeding, infant nutrition and breast milk, as well as bringing translational theory to practice.

In addition, from the responses to the education/information/support question, significant outreach to new mothers and supervisors, and clearly stated policies and procedures for supervisors to follow are best practices.