

Interim Evaluation Progress Resulting from The Millennium Report

Summary

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Millennium Report Oversight Committee Chairs

Fall 2003

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Report Highlights

The *Millennium Project Report** called for an interim evaluation of the University of Arizona's progress toward meeting the goals outlined in the Action Agenda for a New Millennium with the aims of identifying (1) the efforts the university has made to meet these goals and (2) any further steps that needed to accomplish those goals. The following summarizes the findings of the two-year interim evaluation, including the initiatives that MROC has undertaken to assist the university in transforming into a diverse, fair, and hospitable environment.

Successes

- There is a Millennium Report Oversight Committee (MROC) comprised of recognized faculty leaders who generously volunteer their time to monitor and facilitate the implementation of the Action Agenda for the Millennium Report. MROC members are dedicated people who give their time and much energy to oversee implementation.
- The Millennium Report Action Agenda played a prominent role in the establishment of the Diversity Coalition resulting in the Millennium Report recommendations being incorporated into the university's Diversity Action Plan, which is the focus of the president's diversity initiative. MROC continues to contribute to the Diversity Coalition's work.

* The University of Arizona President Peter Likins commissioned the Millennium Project in 2000 to enhance the development of an institutional culture at the UA that fosters productivity, creativity and academic excellence in a climate of equity. *The Millennium Project Summary Report, Phase I*, was released in November 2001.

- As a result of MROC's recommendation, College Millennium Committees are in place in every college to examine the climate for women faculty and faculty who are members of underrepresented groups. The college committees meet annually with the president and provost and submit reports of their activities to the provost. Reports indicate the activities of the different college committees vary, with some being very productive and others less so. A summary of their work is given in the text of this report.

- To further the agenda, the Diverse, Fair, and Hospitable MROC Task Forces are in place. The goals of these active, productive units are to develop strategies and activities to create a *fair, diverse, and hospitable* campus community as called for in the Millennium Report. Some highlights of their work include the following:
 - Meeting regularly with the president and provost to discuss issues and make recommendations;
 - Arrange meetings for the chairs of College Millennium Committees with the president and provost;
 - Delivering guidelines for colleges to use to assess equity of faculty members' salaries;
 - Conducting a major conference on cluster hires for diversity that took place in October 2003;
 - Collaborating to bring national experts Drs. Allan Johnson and Cathy Trower to campus to conduct workshops on subtle discrimination and white privilege; and
 - Planning other activities to increase awareness of subtle discrimination across campus.

- To date, MROC has had consistent success in obtaining funding from the President's Office, Provost's Office and many colleges for many activities including the Cluster Hires for Diversity Workshop, Subtle Discrimination Conference, presentations concerning white/male privilege, luncheon/breakfast meetings for chairs of College Millennium Committees, and others.

Areas Needing Improvement

- While MROC members have worked tirelessly and effectively to further the Millennium Report Action Agenda, they are volunteers with fulltime faculty and administrative positions who have no authority to implement policy or practice. It is critical that the president and provost take the initiative to ensure needed changes take place. Hence, there is a need for a 1.0 FTE to work in the Office of the Provost to implement diversity initiatives. The position would coordinate work of College Millennium Committees, serve as a liaison between the President's Office and Provost's Office, and work with the authority of the top leadership.
- The Millennium Report Action Plan called for a 1.0 FTE position for a Millennium Report Oversight Coordinator. While the university administration has provided assistance to the Millennium Report Oversight Committee, there is a critical need for a Millennium Report Oversight Coordinator to work in conjunction with MROC members. Currently an Associate to the Executive Vice President, who also directs much of the work of the newly formed Diversity Resource Office (DRO), provides MROC assistance in addition to her many other activities. Furthermore, the DRO administrative assistant, who is appointed for .5 FTE position, works with the associate but is able to provide only minimal support for meeting arrangements, supporting workshop arrangements and other activities, and maintenance of listservs.
- There is a need for an annual budget to support operations.
- While the Millennium Report called for the creation and funding of a minimum of 1.0 FTE position to ensure the collection and analysis of faculty data, no position exists. The results of the data collection and analysis process were to be reported to the Millennium Report Oversight Committee and President's Cabinet, with periodic summaries of results being released to the faculty at large.
- Because the college committees are uneven in their commitment and productivity, an ongoing need for assistance and oversight to ensure their effectiveness by means of a coordinator/liaison position if vital.

The complete report is available from the Diversity Resource Office (626-5502) or from the MROC Chairs.

**The University of Arizona
Millennium Project - Phase I Interim Evaluation Report**

OVERALL IMPLEMENTION

Mission: The Millennium Report Oversight Committee (MROC) works with the President's Cabinet to monitor the implementation of the Millennium Report, Phase One's Action Agenda (Fall 2001).

Recommended Strategies (From Millennium Report)	Progress to Date	Recommended Action-Timeline	
1) In consultation with the Millennium Project leadership, appoint a UA Millennium Report Oversight Committee to work with the President's Cabinet to monitor the implementation of the Action Agenda for a New Millennium.	✓ A committee is in place.	Continue support of the UA MROC Oversight Committee.	In place; Ongoing
2) Fund a minimum of a 1.0 FTE position for a Report Oversight Coordinator to work in conjunction with the Millennium Report Oversight Committee, as well as an annual supporting budget for operations.	Currently, MROC has support from the Diversity Resource Office (DRO), including a very small portion of the administrative assistant's time and the aid of the Associate to the Vice President.	Request funds for 1.0 FTE position for a Coordinator.	Immediately
Note: This recommendation is not in the Millennium Report (Fall 2001) but was added based on recognized needs: 3) Appoint a MROC committee in each college to advise/provide assistance to deans and faculty to support the Action Agenda.	✓ Committees are in place in every college.	Provide college committees ongoing assistance and oversight to ensure their effectiveness through funding a 1.0 FTE position (see #2	Ongoing

<p align="center">Recommended Strategies (From Millennium Report)</p>	<p align="center">Progress to Date</p>	<p align="center">Recommended Action-Timeline</p>	
<p>4) Create and fund at minimum a 1.0 FTE position to ensure the collection and analysis of faculty data, in order to enable the assessment of the disparate working conditions of faculty. The results of the data collection and analysis process should be reported to the Millennium Report Oversight Committee and President's Cabinet, with periodic summaries of results being released to the faculty at large.</p>	<p>No progress to date.</p>	<p>This position should be funded as soon as possible.</p>	<p>Immediately</p>
<p>5) Schedule an interim evaluation of the university's progress toward meeting the goals outlined in the Action Agenda for a New Millennium, to take place two years after the Millennium Project Report release, with the aim of identifying any further steps that need to be taken toward those goals.</p>	<p>An Associate to the Executive Vice President assisted in the design of the 2-year Millennium Project Report, which includes this format and will assist in gathering and interpreting data and preparing the interim report.</p>		
<p>6) Schedule a comprehensive evaluation of the university's achievement of the goals outlined in the Action Agenda for a New Millennium, to take place no later than five years after the Millennium Project Report release, with the aim of articulating a continuing vision for the future.</p>			<p>2004</p>

2003 - 2004 The University of Arizona MROC Members

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Millennium Project - Phase I

Interim Evaluation - Fall 2003

CREATING A DIVERSE COMMUNITY

The Millennium Report Oversight Committee's (MROC) Task Force to Create A Diverse Community's mission is to work with University administration and campus leaders to monitor the implementation of the Action Agenda, including developing strategies and activities to further the creation of a campus that is truly diverse.

The Task Force has responsibility for oversight of the strategies listed below.

I. Increase representation of women faculty and faculty of color in tenure-track positions and leadership roles.

Recommended Strategies (From Millennium Report)	Progress to date	Recommended Action/Timeline	
√ Establish an annual reporting process to track the numbers of women faculty and faculty of color recruited and retained in each college.	DAPS (J. Wilson) is developing database hiring/retention for UA. There is no consistent data collection across Colleges.	Continue data collection. Share progress with relevant groups (MROC, Diversity Coalition, etc.)	September 2003
√ Offer substantive rewards to colleges that increase numbers of women faculty and faculty of color in tenure-track positions, through incentives such as receiving a new line from the Provost or other resources.	There are provisions in Deans' Subcommittee Plan for Diversity (C. Tatum), which the Diverse Task Force reviewed & made recommendations.	Assess progress of each college and determine if there are incentives for them to comply with provisions of the Deans' plan.	Fall 2003 discuss plans for incentives by May 2004
√ Make each college and its dean accountable for increasing the numbers of women faculty and faculty of color in leadership positions	Same as above. College MROC Committees are in place in each college.	<ul style="list-style-type: none"> • Develop consistent reporting plan for colleges across UA. • Assess progress within each College re: provisions of the Deans' plan. 	September 2003

*UA Office of Decision and Planning Support (DAPS), John Wilson, Director

<p>√ Implement and sustain a systematic centralized exit interview process in order to determine why faculty leave, following up on the pilot Exit Interview Study conducted by the Provost's Office (1999-2000), and institute a process for applying what is learned from the analysis to improve the climate for all faculty</p>	<p>The Asst. V. Provost (Liz Armandroff) has conducted a limited number of interviews now w/ non-representative group.</p>	<ul style="list-style-type: none"> • Develop a more rigorous/sophisticated exit interview system. • Determine status of information from previous exit interviews and any current interviews. • Determine how current data from interviews is used. Report summaries of this data to the campus community. 	<p>May 2003</p>
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Recommended Strategies (From Millennium Report)	Progress to Date	Recommended Action/Timeline	
II. Adopt policies to ensure that diversity is a true institutional priority.			
<p>√ Initiate a "critical mass" program to support the hiring of tenure-track women faculty and faculty of color in departments that house an unusually small proportion of such faculty.</p>	<ul style="list-style-type: none"> • Diverse Task Force researched the "cluster hire" concept as a strategy for attracting underrepresented faculty in theme areas likely to attract these faculty. They collected information from Michigan and California universities that have tried this idea. • TF members met with President Likins, Provost Davis, and the Diversity Coalition to invite support and participation. • TF members met with Provost Davis who endorsed the concept and encouraged the members to go forward with workshop plans. • Vice President Patti Ota provided budget and staff support for the effort. New VP Edith Auslander continued support for the project. • The Cluster Hires for Diversity Workshop took place October 23 - 24, 2003. U of Michigan Assoc. Provost Lester Monts and University of California, San Diego professor David Gutierrez presented information concerning clustering at their institutions. Approximately 75 vice presidents, deans, directors, department heads, and key faculty attended the workshop, which 	<ul style="list-style-type: none"> • Continue to work to incorporate into cluster hiring at the UA, particularly in relation to the focused excellence initiative and other strategic themes or directions for the future recommended by work groups during 10-03 workshop. 	<p>Conference took place October 2003</p>

	culminated with cluster hiring themes and plans to implement. The president and provost also attended the meeting and pledged continued support.		
√ To address the relative isolation of faculty of color and junior faculty, establish a program that provides resources and support for networking groups of faculty of color, junior faculty, and other groups, akin to the University of Michigan's Women of Color in the Academy Project.	A luncheon for faculty from unrepresented groups took place April 12, 2002.	<ul style="list-style-type: none"> • Assess needs of women, faculty of color at UA. • Involve faculty groups in development of plans for networking program. • Reviewed survey information collected by Dean of Graduate College (Pivo) in 2002. <p>A biannual luncheon or similar event should be recommended.</p>	
√ Educate promotion and tenure and search committees about the criteria for newly emerging research areas (<i>e.g.</i> , feminist studies, race/ethnicity studies, sexuality studies, community-based and applied research) and about multiple models for faculty success	There is a mandate for this item in the Deans' Subcommittee Plan.	<ul style="list-style-type: none"> • Collect criteria information from feminist studies, race/ethnicity studies, sexuality studies, community-based and applied research. • Tie this date in with cluster hiring concept. 	September, 2003

2003- 2004 Diverse Task Force Members

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**Millennium Project - Phase I
Interim Evaluation -- Fall 2003**

CREATING A FAIR COMMUNITY

The Millennium Report Oversight Committee's (MROC) Task Force to Create a Fair Community's mission is to work with University administration and campus leaders to monitor the implementation of the Action Agenda, including developing strategies and activities to further the creation of a campus that is truly fair.

The Task Force has responsibility for oversight of the strategies listed below.

Recommended Strategies (From Millennium Report)	Progress to Date	Recommended Action/Timeline	
I. Identify and rectify salary inequities.			
√ Identify funds for the College of Medicine to rectify salary disparities documented in the GRACE Project of the University of Arizona College of Medicine report.	None	Look for funds.	Ongoing
√ Immediately establish a salary equity review process by carrying out the University Compensation Advisory Team (UCAT) recommendation for an annual faculty salary monitoring report. The establishment of the equity review should be supported by a system for addressing any salary inequities that are identified.	Ongoing	Establish an annual procedure to monitor	December 2003
√ a. To get detailed information on a college-by-college basis, each college should conduct a salary and climate study modeled on the GRACE Project of the College of Medicine. √ b. Each college should subsequently establish a plan to correct any inequities that are identified.	a. Studies are being conducted with an uneven rate of progress. b. In progress; not addressed to date.	a. Progress reports to be presented at Spring and Fall meetings organized by MROC with President & Provost. b. College deans will establish a formal plan that follows the protocols issued by the Office of the Provost.	a. Fall 2003 update; June 2004 - Full Salary and Climate Studies done b. October 2004
√ Provide resources not only to retain accomplished faculty who receive outside offers, but also to compensate similarly accomplished faculty who do not seek outside offers.	Not addressed to date.	Preparation of guidelines to address individual cases brought to deans.	Scheduled 2004-2005.

Recommended Strategies (From Millennium Report)	Progress to Date	Recommended Action/Timeline	
II. Apply policies and procedures consistently.			
<u>Hiring Process</u>			
√ Promote equity within the hiring process by providing a comprehensive list of negotiable items available as a part of start-up packages for use by department heads and deans.	Under discussion	Present to full MROC to change wording from "to New hires" to "department heads and deans." Work with DRO staff and Provost to develop,	Spring 2004
√ Systematically monitor all start-up packages by reviewing letters of offer across departments and colleges.	In Diversity Action Plan -- DRO staff is developing recommendations and database structure.	Needs Provost's approval. Place last five years of letters of offer into database.	Fall 2003
<u>Access to Resources and Policies</u>			
Make internal resources for research and faculty development activities equally visible and available to all.	Ongoing	Place on Diversity Resource Office webpage.	January 2004
Publicize existing policies (e.g., alternative duties, sexual harassment, sick childcare, maternity leave) and ensure equitable enforcement and application in every department through oversight and education.	Ongoing	Place on Diversity Resource Office webpage.	January 2004
<u>Review Process</u>			
Given the difficulty of achieving blind review through all performance review processes, develop a "second-look" review mechanism for women faculty and faculty of color to ensure fair treatment of individuals in these groups.	Ongoing	Discuss with Provost the implementation of process of department and college reporting.	January 2004
Mandate representation of all ranks of faculty in the annual review process.		Present to full MROC for decision to keep, modify or delete.	September 2003

<u>Grievance Process</u>			
√ Investigate patterns of complaints in the handling of grievances to determine what, if any, remedial action needs to be taken.	Under discussion	MROC will review the university's procedure for handling grievances.	Fall 2003

Recommended Strategies (From Millennium Report)	Progress to Date	Recommended Action/Timeline	
III. Distribute faculty workload equitably.			
√ Establish an annual departmental reporting process to compare faculty teaching and service responsibilities. Pay particular attention to the workload for women and faculty of color, recognizing the burden of informal advising assumed by those faculty.	Ongoing	Develop protocol to present to president and provost.	2003 - 2004
√ Develop a college-based system of rewards, including compensatory release time and research support for faculty with extraordinary teaching and service responsibilities.		Explore college-based initiatives with college MROCs.	Complete by May 2004
√ Publicize the new pilot Research Career Development Fund, designed to provide special support from the Provost's Office for research and creative activity by faculty who have assumed unusually heavy teaching and service loads.		Continue pilot project; publicize in research publication, Lo Que Pasa, 3D Memo, MROC and other appropriate web pages.	October 2004
√ Evaluate mechanisms for implementing a more flexible full-time/part-time or mixed part-time/full-time option to enable faculty to achieve their greatest potential by having the choice of a part-time or full-time path toward tenure that will accommodate a variety of work-life circumstances.	Not addressed to date	UCAT should be asked to investigate and MROC should monitor progress.	2003-2004

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Millennium Project - Phase I Interim Evaluation - Fall 2003

CREATING A HOSPITABLE COMMUNITY

Mission: The Millennium Report Oversight Committee (MROC) Hospitable Task Force addresses climate issues, including subtle discrimination and harassment, and fosters quality mentoring in our academic community.

I. Address subtle discrimination and harassment.

Recommended Strategies (From Millennium Report)	Status	Recommended Action/Timeline
<p>√ Make clear that subtle discrimination and other disrespectful behavior will not be tolerated at any level, and require administrators and faculty to take this into account for all evaluations and merit raises.</p>	<ul style="list-style-type: none"> • Subtle Discrimination Conference - March 2003: Workshop organized on subtle discrimination for administration, staff and faculty. • Worked with administration to bring Allan Johnson to campus to make presentations to cabinet and to department heads on white privilege - August 2003. • Bulletins on Subtle Discrimination are being developed to be distributed widely on campus. • Diversity Action Plan (DAP) recommended that the UA President and Provost embed accountability for diversity as a primary aspect of excellence in the regular annual review process. 	<ul style="list-style-type: none"> • At each supervisory level, require specific evidence of language used to assess performance on annual review, regarding both diversity and subtle discrimination. • Provide examples to supervisors of ways in which climate change can be effected with respect to subtle discrimination.
<p>√ Require training for all deans, department heads, directors and faculty on a continuing basis, to prevent sexual harassment and subtle discrimination. Encourage Administrators to educate their faculty in turn.</p>	<ul style="list-style-type: none"> • Subtle Discrimination Conference - March 2003. • DAP recommends bringing in outside experts for target training in areas of greatest need and in recognizing and eliminating subtle discrimination. 	<ul style="list-style-type: none"> • The Subtle Discrimination Conference was a success. As a follow-up, Allan G. Johnson was invited back to speak with the President's Cabinet, Deans, Directors and Department Heads. • President Likins will recommend to all department heads in a future meeting that they schedule training for their employees with the EOAAO.

Recommended Strategies (From Millennium Report)	Status	Recommended Action/Timeline	
✓ Thoroughly investigate patterns of complaints against any administrator or faculty member and discipline discriminatory administrators and faculty members, removing them from positions of leadership and supervision if necessary -----	No Progress to Date	Request/analyze data from Human Resources (HR), Equal Opportunity and Affirmative Action (EO/AA) Office, and the faculty Committee on Academic Freedom and Tenure (CAFT) regarding complaints. -----	2003-2004
New item ✓ Address impediments to respectful treatment of all members of the campus community (UA value statement). -----	-----	Develop mechanisms for assessment of respectful treatment. Collaborate with Millennium Project Action Committee (MPAC). Request a review of the University Handbook for Appointed Personnel/Code of Conduct. Request College MROCs to undertake this evaluation. -----	2003-2004 2003-2004
New item ✓ Establish systematic process for exit interviews.	No progress to date.	Establish protocol for conducting ongoing exit interviews.	2003-2004

II. Provide quality mentoring for interested faculty.			
Recommended Strategies (From Millennium Report)	Status	Recommended Action/Timeline	
√ Create a faculty mentoring program, akin to the Faculty Fellows program, that would encourage application from interested mentors who would be supported in their mentoring roles by resources in their units and would receive additional compensation from the Provost's Office for their efforts.	<ul style="list-style-type: none"> • COM: FIXIT committee is developing a Guide to Promotion and Tenure. • COM GRACE 2 is assessing mentoring issues in successful promotion based on GRACE interview data. • Recommend all College MROC committees develop mentoring plans; develop assessment for mentoring programs. 	<ul style="list-style-type: none"> • Meet with MROC College Committees to discuss what mentoring plans they have in place, and ask them what help they need with mentoring programs in the future. • Investigate feasibility of initiating a small grants program from the Provost Office to fund mentoring efforts. 	<p>2003-2004</p> <p>2003-2004</p>

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