

Committee on Faculty Welfare, Diversity & Academic Freedom (FWDAF)

Tuesday, September 2, 2014

3:00 pm – 4:00 pm, KL 362

Documents found at [UCMCROPS/FWDAF1415/Resources](#)**AGENDA**

-
- I. Guests – Anne Zanzucchi, LPSOE and Paul Gibbons, LSOE** 3:00 – 3:10 pm
Discussion: Office space
- II. Guest – De Acker, [Campus Ombuds](#)** 3:10 – 3:20 pm
Introduction and overview of services provided to faculty and summary of UCM’s 2012 ADVANCE site visit [report](#). **Pg. 3-13**
- III. Chair’s Report – Rudy Ortiz** 3:20 – 3:30 pm
- A. Introduction of new and continuing FWDAF members
- B. Selection of systemwide committee representatives. Chair Ortiz will serve on the University Committee on Affirmative Action & Diversity.
Action: FWDAF to select one representative for the University Committee on Faculty Welfare and one representative for the University Committee on Academic Freedom. Committee schedules are located on the systemwide Senate [website](#). **Pg. 14-16**
- C. Parking issues. Some faculty were recently unable to complete their purchase of AY 14-15 parking passes on the ePay system and have subsequently been placed on a waiting list. FWDAF has been asked to escalate this issue.
- IV. Faculty World Café Planning** 3:30 – 3:45 pm
The event will be held on Wednesday, September 17, 11:30 am – 1:30 pm in the California Room. The Academic Personnel office submitted a survey to all faculty to determine the list of topics to be discussed.
Discussion: FWDAF members to discuss the list of topics: advice on teaching and publishing, managing a lab, applying for grants, life after tenure, and work/life balance.
- V. Issues for AY 14-15** 3:45 – 4:00 pm
- A. [Faculty recruitment](#) process. UC Irvine’s ADVANCE program provides advice to search committees. **Pg. 17-18**
- B. Faculty retention
- C. Diversity. Some campuses, like UC Irvine, require [diversity statements](#) from faculty candidates. **Pg. 19-20**

- D. Faculty mentoring program and faculty professional development **Pg. 21**
[workshop series](#) with the Academic Personnel office.
- E. [Faculty salary equity study](#). Available at UCMCROPS/FWDAF1415/Resources
- F. Meeting schedule. September, November, February, March, and April.

VI. Informational Items

- A. [Renumeration study](#). Available at UCMCROPS/FWDAF1415/Resources/Informational Items

VII. Other Business

Site Visit Report of the
ADVANCE/IT Catalyst
GROW-STEM: Gaining
Representation of Women
(GROW) – Systemically
Transforming Excellence in
Merced (STEM)

August 30

2012

Site Visit Report

Best Practices for the recruitment and retention of Women faculty in STEM

(Gathered as a project of a NSF ADVANCE Grant # HRD-1008044)

Executive Summary

This report provides campuses with strategies and ideas for supporting divisions, departments and search committees in successful faculty recruitments. The practices were gathered through meetings with decision-makers on a variety of UC Campuses who share the goal of recruiting and retaining women and underrepresented minorities in STEM fields.

The most important factor to note is that recruitment is a multi-year process. Ideally faculty recruitment starts long before ftes are allocated and should include building a campus reputation for valuing diversity and supporting faculty. FTEs should be defined broadly followed by proactive methods of getting the word out about open positions, beyond simply placing ads in one or two discipline-specific journals. Candidate pools should consist of a diverse range of strong candidates before moving forward on the next steps of the recruitment process

Many campuses have successfully instituted workshops and trainings for search committees and variations on the Faculty Equity Advisor model instituted at UC Irvine. Strong oversight of the whole process is necessary by decision-makers from the highest positions on campus, some using incentives and others more of a “stick” approach or a combination of the two.

The other important lesson is to provide and advertise a family-friendly climate and support for faculty once they have accepted an offer and are navigating their way through the tenure process. Many campuses have established successful faculty mentor programs for assistant as well as associate level professors. Climate surveys as well as exit interviews can help a campus to prioritize where they need to concentrate their efforts.

Finally, policies and staff / administrator support positions are ways of “institutionalizing” the commitment to the retention and recruitment of faculty.

Further research on which “best practices” actually result in successful recruitments and retention is needed, which is currently underway through UCOP’s PAID ADVANCE grant <http://www.ucop.edu/ucadvance/> funded also by the National Science Foundation.

Recommendations

- Encourage all members of the campus community to implement sound diversity practices and messages year-round. Consider developing a faculty equity advisor model.
- Broaden search committees, consider adding graduate students to the committees.
- Hire a staff / administrator who can focus on these issues, develop programs, providing training, advertise policies and best practices.
- Create and support a mentorship program.

The following are Best Practices learned from site visits to UC Campuses. The contact people are listed at the end of this Best Practices document.

I. FTE Approval /Allocations

- Position descriptions. In order to encourage a wide and diverse pool of applicants, position descriptions can be written to include a broad range of specialties within a discipline(s). Candidates in ALL areas should be considered.
- Cluster hires and joint appointments. Release a call for proposals for a cluster of faculty positions across units/ departments. Have a lead department or unit, search committees composed of interdisciplinary faculty.
- Dean or EVC reserves fte positions to be used for excellent candidates. Units can request the fte if candidates are found in regular search processes. “Strong contributions to diversity” can be a criteria for justifying candidates to fill these ftes.
- Recruit at Associate or Open levels to broaden pools.
- Target of Excellence hires – “waiver of recruitment.” All departments are eligible to initiate TOE proposals through the dean, who will forward them to Provost. The authority to approve a TOE proposal rests with the Provost, who will solicit the advice of the Committee on Affirmative Action and Diversity and the Committee on Planning and Budget before any TOE proposal is approved. Upon approval of the TOE proposal, the candidate's appointment file undergoes the usual review process, including review by the Committee on Academic Personnel.
http://apo.ucsc.edu/academic_policies_and_procedures/cappm/112000.htm

II. Pre-Recruitment

- Advertising.
 - ✓ Campus sponsors group ads in wide range of journals to save money and widen the search pool.
 - ✓ Post-doc programs. <http://www.ucop.edu/acadpersonnel/ppfp.html>. UC Presidential Post-doc program – if departments hire a Pres-Postdoc, the department gets an additional fte. (Pres-postdocs are “free” for first 3-5 years)
 - ✓ Chancellor’s post-doctorial fellowship (local to campus).
<https://faculty.diversity.ucla.edu/chancellors-post-doctoral-fellowship>. offers postdoctoral research fellowships, faculty mentoring, and eligibility for a hiring incentive to outstanding scholars in all fields whose research, teaching, and service will contribute to diversity and equal opportunity at the University of California.
- Diversity Statement – some UC campuses have an optional statement, others are mandatory for applicants. Examples:
 - ✓ "Applicants should include a personal statement summarizing their contributions to diversity and leadership or their potential contributions to diversity and leadership."
 - ✓ “Applicants are encouraged to submit a statement addressing their contribution to diversity through their research, teaching, and/or service.”
- Faculty Outreach efforts

- ✓ Traveling Ambassadors. Campus / Departments send faculty to national meetings. Faculty in the department with open positions attend national conferences.
- Equity Advisor model – 2 per School. Receive \$15K. <http://advance.uci.edu/about.html>. Faculty Equity advisors oversee composition of search committee and short list. They meet with search committee and discuss implicit bias
- Search Committee Compositions
 - ✓ Ensure all search and review committees are diverse.
 - ✓ Include people from outside the department on search committee (including staff)
 - ✓ Faculty Affirmative Action officers are designated in each department.
 1. sit on every search committee in unit
 2. receive training
 - ✓ Discuss “role of graduate students on the search.”
- Search Committee Training
 - ✓ Search Committee training workshops – with free lunch or breakfast provided
 - ✓ Hold a Department Chair forum. Train and use audience response devices for the right answer when reviewing diversity statements and discuss.
 - ✓ Mandatory orientation for New Department Chairs & Search Chairs
 - ✓ Quarterly chair forums on different topics, inviting departmental staff members and AP staff
 - ✓ Campus-wide search committees meetings
 - In spring:
 1. Diversity Officer and Academic Personnel office meet with search committees, make sure they set up the process, develop a recruitment plan, where/how advertise.
 2. All search committees must designate a “diversity liaison” from the department.
 3. Most departments also require someone from outside the department to serve on the committee.
 - In Fall:
 1. Diversity Officer meets with search committee, at least the department chair and diversity liaison.
 2. Review logistics of the search, “plant the seed” for diversity.
 - ✓ Tool kit for faculty search committees. <https://faculty.diversity.ucla.edu/resources-for/search-committees/search-toolkit>
 - ✓ "Achieving a Culture of Inclusion: A Self-Assessment Tool" <http://www.universityofcalifornia.edu/facultydiversity/self-assessment-tool.pdf>
 - ✓ Unconscious Bias work at University of Washington. Harvard self assessment on implicit bias. Faculty take on their own for self learning.

III. Recruitment

- Develop multi-year, Strategic Diversity Plan
 - ✓ Some use in Dean’s annual reviews

- Search Approval / oversight process
 - ✓ Dean Review
 1. Dean & APO check on diversity of the pool.
 2. Dean reviews the short list – can re-open or cancel a search which hasn't shown a diverse pool of candidates.
 - ✓ Search chair required to write a statement on why each of the short list candidates have a commitment to diversity.
 - ✓ AVC for Equity or Vice Provost for Academic Personnel can monitor the pools. Equity Advisors (or Dept./ search chairs) have to sign off on the pool and search chair have to explain steps they used to recruit the pool.
 - ✓ Affirmative Action office or Academic Personnel Office Review
 1. APO approves recruitment plans
 2. Compare placement goals (availability pools) and plan
 3. If pools aren't reflective, APO calls search chair to discuss.
 4. Affirmative Action plan for each department and college tracks trends over time.
 5. Office plays the auditor role
 - ✓ Chancellor involvement – the “so what” piece. Some Chancellors require Deans and Dept. Chairs to report annually on what they are doing to meet diversity goals
- Campus visits / interviews
 - ✓ Provide funding for an additional candidate interview/ visit, if pool is diverse
 - ✓ Publicize family friendly policies and services.
<http://ucfamilyedge.berkeley.edu/initiatives.html>
 - ✓ Create and use a “Partners Opportunity Program”
<http://academicaffairs.ucsd.edu/aps/partneropp/index.html>
- Other Best practice ideas –
 - ✓ Targeted post-doc positions for those who received at least 1 of their degrees from Historically Black Institution or Hispanic Serving Institution
 - ✓ Provide greater incentives for STEM faculty to appoint URM post-docs
 - ✓ Work with Development on donor(s), part of capitol campaign for endowed chairs for URM. Communicates the priorities

IV. Offers

- Additional funds in start-up packages.
 - ✓ EVC reserves funds to add to start-up packages. Departments can request additional start-up if candidate has a diverse research portfolio they may be eligible for up to \$35K additional start-up. \$10K goes to Department.
 - ✓ New faculty can request funding for diversity work, such as undergraduate outreach, etc.
- Partner hires
 - ✓ Provost holds back positions for partner/ spousal hires
- Funding incentives

V. Retention

- Mentors
 - ✓ Stipends for faculty mentors

- ✓ Mentorship Program – Council of Advisors. Ex-CAP members and non-CAP. Asst. profs have two mentors, one outside the department. Assigned at end of first year. Offer to buy the mentor/mentee’s first lunch.
<https://faculty.diversity.ucla.edu/resources-for/mentoring>
 - ✓ Faculty Development program. <http://dgim.ucsf.edu/facultydevelopment/>
 - ✓ Mentoring, Academic Affairs
 1. <http://academicaffairs.ucsd.edu/faculty/programs/faculty-mentoring-program.html>
 - ✓ Senior faculty asked to serve as a “resource” in such as grant writing, teaching, etc. Using Emeriti faculty as mentors. <http://diversity.berkeley.edu/mentoring>
 - ✓ <http://academicaffairs.ucsd.edu/faculty/programs/faculty-mentoring-program.html>. In 5th year Junior faculty assigned a mentor for 1 year (to meet 3-4 times), just before preparing their cases. Always someone outside their department.
 - ✓ Every new faculty member assigned a mentor with/in their department, chair makes the assignment.
 - ✓ DECADE Faculty Mentors. DECADE Faculty Mentors will dedicate their efforts to nurturing a positive diversity climate within their academic programs by serving as a resource to graduate students and faculty. DECADE Faculty Mentors will also collaborate with ADVANCE Equity Advisors and graduate students from their school to promote an inclusive climate for all students.
<http://advance.uci.edu/DECADEmentors.html>
- Family Friendly Climate
 - ✓ Creating a Family Friendly Department (toolkits)
<http://ucfamilyedge.berkeley.edu/toolkit.html>
 - ✓ Publicize ASMD. Dean picks up ½ the cost of the leave, \$4,500 towards research or instructional staff.
 - ✓ UC listing of Family Friendly policies and practices.
<http://www.ucop.edu/acadpersonnel/family/welcome.html>
 - ✓ Partner Hire Policy – Deans work together on partner hires when needed. (Waiver of recruitment).
http://apo.ucsc.edu/academic_policies_and_procedures/cappm/108000.htm
 - ✓ Career Partners Program. Recruiting unit provides 1/3 fte, host unit of partner provides 1/3 fte, EVC/Provost provides 1/3 fte.
 - ✓ Higher Education Recruitment Consortium – Resources for dual career families.
 1. http://www.norcalherc.org/home/index.cfm?site_id=730
 2. http://www.socalherc.org/site/761/members.cfm?site_id=761
 - ✓ Booklet on balancing worklife issues. “Balancing Work & Life as an Assistant Professor. <https://faculty.diversity.ucla.edu/resources-for/work-life/family-friendly-academy/balancing-work-and-life-as-an-assistant-professor>
 - ✓ Back-up childcare: Bright Horizons Back-up care option for Assistant or Associate Professors, up to 80 hours of back-up care.
 - ✓ Hold Chairs forum on ASMD & Family leave
 - Transitional Issues
 - ✓ “On-boarding.” Helping new faculty with transition to the area.

- ✓ Cal cierge: Faculty recruitment & Retention Services. Provides relocation & Dual Career services. <http://calcierge.berkeley.edu/>
- ✓ Give Chairs a list of “why people leave. Conduct exit interviews.
- ✓ Resources for Assistant Professors. <https://faculty.diversity.ucla.edu/resources-for/assistant-professors>
- Retention cases / pre-emptive
 - ✓ Deans have a budget for “pre-emptive” retention cases.
 - ✓ Retention – CAP insists on competing offer letter with salary.
 - ✓ Pre-emptive \$2 - \$5,000K. Increase to off-scale
- Promotion cases:
 - ✓ Give credit for service. Don’t give full merits unless there is a “balanced” record of research, service and teaching. 0 service is not ok. 1 ½ for those with teaching or service awards.
 - ✓ AP Bears – like Digital Measures. Automatically fills in courses/ teaching. After self statement the program asks if they would like to submit a diversity statement
 - ✓ Faculty Service Award (proposal to give service relief for 1 year.
- Retention Events and workshops
 - ✓ Faculty Development events.
http://diversity.berkeley.edu/faculty/faculty_events
 - ✓ Welcoming & “get-to-know-you” events – at Chancellor’s house
 - ✓ Networking Reception for Assistant Professors
 1. "Valentines in Academia" — An Intergenerational Conversation about Dual Career Couples.“Creating Inclusive Classroom Climates”“Academic Friendships: Collaboration, Community and Care
 2. Have Associate level workshops such as “how to manage your career,” “what are your rights?” “ Navigating the tenure process”
 - ✓ Dean’s Symposium series - 2 symposiums / year for diversity topics. Funding for Speakers Contributing to Diversity in Science and Engineering. funds visits from speakers who contribute to diversity in these fields, as part of already existing departmental seminar series or colloquia
 - ✓ Associate Professor luncheon, panel of women at Assoc. or above
 - ✓ Create a sense of community – underrepresented faculty feel isolated. start Affinity groups (Senior Women Council, African American Assembly, etc.) Women in Science & Engineering group & Senior Women – social networking
 - ✓ Deans and Department chairs meet with new women faculty – ask about climate and mentoring.
 - ✓ Fun campus/ community tours or events
- New Scholars Awards
 - ✓ Travel award of \$500/ every 6 months to women post-docs and Asst. profs.
 - ✓ Travel childcare awards for STEM, campus added Humanities.
 - ✓ PAID research grant studying career paths in STEM
 - ✓ Chancellor diversity awards – nice plaque
- Training for Junior Faculty
 - ✓ Leadership Academy –Just added graduate students. Self nominated, how university works, net working. Meets 2/month Leadership Academy

information is at: <http://shr.ucsc.edu/topics/training-development/prof-dev/academy.htm>

- ✓ SALSA: Success and Leadership Skills for Academe
The SALSA program offers five workshops to enhance the success of new and current junior faculty, professional researchers and postdoctoral fellows by providing guidance for the challenges in grantsmanship, publications and laboratory management.

VI. Policies

- UCOP Family Friendly policies
<http://www.ucop.edu/acadpersonnel/family/policies.html>
 - ✓ APM 133-17g.3. Computation of Years of Service
 - ✓ APM 210 – 1-d “Criteria for Appointment, promotion and appraisal.”
Teaching, research, professional and public service contributions that promote diversity and equal opportunity are to be encouraged and given recognition in the evaluation of the candidate’s qualifications.
 - ✓ APM – 240 – Dean duties. Responsibility for ensuring diversity of faculty, students and staff, including maintaining an affirmative action recruitment and retention program consistent with University affirmative action policies.
 - ✓ Have Diversity goals for all staff, managers in performance evaluations. All factors should have a diversity criteria.
 - ✓ APM 245 – Department Chairs responsibilities “To report annually on the department’s affirmative action program, including a description of good faith efforts undertaken to ensure equal opportunity in appointment, promotion, and merit activities, as well as a report on affirmative action goals and results in accordance with campus policy.”(Provide a list of ideas to departments of things they can encourage for diversity, such as attend search committee training, diversity conferences.
 - ✓ APM 715 – Leaves of Absence / Family & Medical Leave
 - ✓ APM – 760 – Family Accommodations for Childbearing and Childrearing
ASMD – changing UCLA APM to state that candidate can mention if leave taken in letters.
 - ✓ Partner Hire Policy -
http://apo.ucsc.edu/academic_policies_and_procedures/cappm/108000.htm

VII. Exit Interviews

- Exit interviews done informally. Can be done for all faculty.
- Also can do interviews a few months after people arrive
- Retention Survey – Given through Survey Monkey to those successfully retained and those who have left the University. Reasons people leave (hate department, salary, partner job.

VIII. Positions to support retention and recruitment efforts

- Cal cierge: Faculty recruitment & Retention Services. Provides relocation & Dual Career services. <http://calcierge.berkeley.edu/>
<http://calcierge.berkeley.edu/dual-career-services.html>
- Associate Vice Chancellor of Diversity, Equity and Academic Policy position. (de-centralized model, just serves faculty diversity.)
 - ✓ meets with Search Chairs for training & searching for diversity tools
 - ✓ informal spousal hiring program. EVC will negotiate with other departments for the 2nd hire.
 - ✓ Serve as campus rep for Committee on Inclusion. Campus climate survey
 - ✓ NSF ADVANCE PAID grant & UCOP grant committee
 - ✓ Produce annual Diversity Forum newsletter
 - ✓ Senior Women's Council – starting mentoring
 - ✓ Salary equity
 - ✓ Serves as advocate for issues of diversity
- AVP for Faculty Equity & Diversity
 - ✓ Trained all search committees
 - ✓ Department Chair trainings
- Vice Chancellor of Diversity & Outreach
 - ✓ Office of Affirmative Action, Equal Opportunity and Diversity.
<http://www.aaeo.ucsf.edu/aaeod/BPrac.html>
- Associate Vice Provost for Faculty Equity
- Associate Vice Chancellor for Faculty Equity
- Vice Provost Academic Affairs

IV.RECOMMENDATIONS

- Encourage all members of the campus community to implement sound diversity practices and messages year-round. These include advertising the campus in a variety of publications which specifically reach underrepresented populations, promoting positive messages at discipline-specific conferences and recruiting for diversity at the graduate student and post-doc levels.
- Consider developing some sort of equity advisor model.
<http://advance.uci.edu/equityadvisors.html>
- Broaden search committees, consider adding graduate students to the committees.
- Hire a staff / administrator who can focus on these issues, develop programs, providing training, advertise policies and best practices.
- Create and support a mentorship program.

APPENDIX I

Website Resources

UCs

Berkeley

<http://facultyequity.chance.berkeley.edu/index.shtml>

http://diversity.berkeley.edu/faculty/diversity_reports

http://newscenter.berkeley.edu/2010/02/18/haas_jr_fund/

<http://calcierge.berkeley.edu/>

Irvine

<http://advance.uci.edu/>

Los Angeles

<https://faculty.diversity.ucla.edu/>

San Diego

<http://academicaffairs.ucsd.edu/faculty/diversity-opportunities/>

“Best Practices Strategies for Faculty Recruitment

<http://academicaffairs.ucsd.edu/aps/adeo/best-practices.html>

Mentoring, Academic Affairs

<http://academicaffairs.ucsd.edu/faculty/programs/faculty-mentoring-program.html>

<http://www.biology.ucsd.edu/diversity/>

<http://www.jacobsschool.ucsd.edu/diversity/>

<http://sio.ucsd.edu/Diversity/>

San Francisco

<http://www.aaeo.ucsf.edu/aaeod/2404-DSY.html>

Santa Cruz

http://apo.ucsc.edu/academic_recruitment_resources/faculty_recruitment_toolkit.html

Diversity liaison responsibility sheet is at:

http://apo.ucsc.edu/academic_recruitment_resources/original_docs_and_pdfs/Diversity20Liaison%20Responsibilities_06-12.pdf

UC ADVANCE PAID. NSF grant. <http://www.ucop.edu/ucadvance/>

Overview of UC Benefits for Tenure-Track faculty

http://atyourservice.ucop.edu/forms_pubs/misc/uc_benefits_overview_tenured.pdf

Benefits for Domestic Partners

http://atyourservice.ucop.edu/forms_pubs/misc/benefits_domestic_partners.pdf

Other Universities

MIT (Massachusetts institute of Technology): Initiative on Faculty Race and Diversity

<http://diversity.mit.edu/resources/index/3>

Rice University ADVANCE: <http://advance.rice.edu/>

Resources and ideas focusing on Natural Sciences and Engineering with the goal of increasing the numbers of women in STEM.

Stanford University
 Faculty Development & Diversity Office
<https://facultydevelopment.stanford.edu/main/faculty-diversity-building-excellence>

APPENDIX II

UC Contacts

UC Berkeley

- Angy Stacy – Associate Vice Provost for Faculty Equity
- Carla Trujillo & Colette Patt - Directors Graduate Diversity Program

UC Irvine

- Doug Haynes – ADVANCE Director
- Dina Jankowski – ADVANCE Coordinator
- Frances Leslie – Dean, Graduate Division
- Raslyn Rendon – Director of Outreach, Recruitment & Retention

UC Los Angeles

- Christine Littleton – UCLA Vice Provost Diversity and Faculty Development
- Andrea Bertozzi – Professor of Applied Mathematics

UC Riverside

- Yolanda Moses, Special Assistant to the Chancellor for Excellence and Diversity
- Gladys Brown, Assistant VC for Diversity, Excellence & Equity
- Marylynn Yates, Dean, College of Natural & Agricultural Sciences, co-PI
- Sharon Walker, Professor of Environmental Engineering and co-PI on ADVANCE grant.

UC San Diego

- Jeanne Ferrante, Associate Vice Chancellor for Faculty Equity
- Glynda Davis, Assistant Chancellor for Diversity

UC San Francisco

- Joseph Castro, Vice Provost for Student Academic Affairs
- Elizabeth Watkins, Incoming Dean Graduate Division
- Renee Navarro, Vice Chancellor of Diversity & Outreach

UC Santa Barbara

- Gene Lucas, Executive Vice Chancellor & Provost
- Ricardo Alcaino, Director Office of Equal Opportunity & Sexual Harassment
- Maria Herrera-Sobek, Associate Vice Chancellor for Diversity, Equity and Academic Policy.

UC Santa Cruz

- Herbert Lee – Vice Provost Academic Affairs
- Ashish Sahni – Associate Chancellor for Diversity
- Joy Lei – Assistant Campus Diversity Officer

2014-2015 UNIVERSITYWIDE ACADEMIC SENATE COMMITTEE MEETING SCHEDULE												
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
ASSEMBLY				10		11		15		10		
				Lobby-1		Lobby-1		Lobby-1		Lobby-1		
2nd Wednesdays												
COUNCIL	24	22	24	17	28	25		1 & 29	27	24	29	
4th Wednesdays	CSU, East Bay	CSU, East Bay	CSU, East Bay	CSU, East Bay	5320	Lobby-1		1-Rm____? 29 -Lobby-1	Lobby-1	Lobby-1	CSU, East Bay	
Council iLincs, 9-11 am		8, 29	?	N/A	N/A	4	N/A	8	6	3	1, 29	
RETREAT	10											
Comm C/VCs	Lobby-1											
RETREAT	23											
Div chrs/Vchairs/Directors	CSU, East Bay											
ACSCANR			13			12			14			
2nd Thursdays			12322			12322			12322			
ACSCOLI				11		19			14			
				12322		11326			5320			
BOARS -10mtgs/year		3	7	5	2	6	6	3	1	5	3	
1st Fridays		11326	Lobby-1	5320	5320	11326	11326	Lobby-1	5320	5320	5320	
CCGA 9 mtgs/yr		1	5	3	7	4	4	8	6	3	1	
1st Wednesdays		10325	5320	5320	5320	5320	5320	5320	5320	5320	10325	
EDIT	22,23	31		12	30			3	29			
Fridays	UC Press	UC Press		UC Press	UC Press			UC Press	UC Press			
TFIR		17	21	19	16	20	20	17	15	19	17	
3rd Fridays		12129	6113	6113	12322	9204	9204	10325	9204	9204	9204	
UCAAD 4 mtgs./yr		16			15			16		18		
Thursdays		12322			5320			5320		5320		
UCAF 2 mtgs/yr			25				17					
Tuesday/Thursdays			11326				12322					
UCAP 4 mtg/year			12		14		11		13			
2nd Wednesdays			9204		5320		5320		5320			

2014-2015 UNIVERSITYWIDE ACADEMIC SENATE COMMITTEE MEETING SCHEDULE												
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
UCCC			18									
			5320									
UCEP 7 mtgs/yr		6	3	1	5	2	2	6	4	1		
1st Mondays		5320	5320	5320	5320	5320	5320	5320	5320	5320		
UCFW-11 mtgs./yr & FWTF		10	14	12	9	13	13	10	8	12	10	
2nd Fridays		11326	Kaiser 1217	5320	5320	11326	11326	5320	5320	5320	5320	
UCFW HCTF												
UCIE 4 mtgs/yr		17		16			20		15			
Fridays		12322		11326			11326		5320			
UCOC 2 mtgs/yr			6					22				
			9204					11326				
UCOLASC 3 mtgs/yr		31		19		20		24	29			
Fridays/Wed.		11326		iLinc		Lobby-1		Lobby-1	5320			
UCOPE 3mts/yr & EMS					29			24				
Fridays					11326			11326				
UCOPE-EMS- 2nd Friday April								10				
								11326				
UCORP 8 mtgs/yr		13	10	8	12	9	9	13	11	8	13	
2nd Mondays		5320	5320	5320	5320	5320	5320	5320	5320	5320	5320	
UCPB 8 mtgs/yr		7	4	2	6	3	3	7	5	2	7	
1st Tuesdays		No room yet	5320	5320	5320	5320	5320	5320	5320	5320	5320	
UCPT 2 mtgs/yr				4					18			
				12322					5320			
UCR&J mtgs via telecon												

2014-2015 UNIVERSITYWIDE ACADEMIC SENATE COMMITTEE MEETING SCHEDULE												
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
ICAS												
STAFF MTGS. Monthly												
SEN. DIR. MTGS.												
REGENTS MTGS.	17 - 18		19 - 20		21 - 22		18 - 19		21 - 22		22 - 23	
REGENTS VISITS												
HOLIDAYS	1- Labor Day		11 - Vets Day; 27-28 Thxgiving	24-25 Winter; 31 New Year	1 - New Year:							

Step 3: Complete UCI AP-80c

Final Search Activities Statement

The Visits – Identify an Excellent Candidate

Provide the same information to all candidates.

During the visit, highlight:

- **UCI's:**
 - » Commitment to work-life balance
 - » Career Partners Program
 - » ADVANCE & other career advising programs
 - » University Hills residential community
 - » Childcare resources
- **Start-up packages**
 - » Ensure all candidates receive accurate information about customary start-up packages.
 - » Be aware that women & minorities, on average, do not negotiate as aggressively as non-minority men (Babcock & Laschever 2003).

Follow-up with candidates so they know that the search is still open

- **During final evaluation:**
 - » Focus on candidate's substance, not style. Evaluate the individual's creativity, intellectual curiosity, dedication, and perseverance, not assertiveness and single-mindedness.
 - » Be open-minded in evaluating candidates for their performance, research and teaching goals.

Let's build a great university together!

ADVANCE Program FOR EQUITY AND DIVERSITY

University of California, Irvine
535 Aldrich Hall, ZC: 1000
Irvine, CA 92697-1000-25

Tel: (949) 824-9635

Fax: (949) 824-2513

<http://advance.uci.edu>



Achieving Equity & Diversity in the Faculty Recruitment Process



UNIVERSITY of CALIFORNIA • IRVINE
ΟΝΙΑΡΚΤΗΛΑ ΟΥ ΣΥΓΓΡΟΜΗΝ ΤΚΑΙΝΕ

Faculty Recruitment Process

Step 1: Complete UCI-AP-80a

Search Plan & Advertisement

- **Search Committee**
 - » Represents a diverse cross section of the faculty:
 - Ensure minorities and women have an equal opportunity to serve.
 - You may need to look beyond your department to avoid overworking members of under-represented groups.
 - » Committed to equity and diversity.
 - » Understands the role of bias and unconscious preferences in selection process.
 - » Complete the following exercise:
<http://implicit.harvard.edu/implicit/demo>
 - » Attend search committee workshop.
- **Proactive Search Activities**
 - » Use networks and personal contacts with colleagues, including diversity-related opportunities at professional conferences.
 - » Consider non-ladder rank academics (lecturers, professional researchers and postdoctoral fellows) as potential candidates.
 - » Timely search: don't lose excellent candidates.
 - » Be aware of the national availability data for your discipline(s) – see:
<http://www.eod.uci.edu/availstats.html>

- **Advertisement**

- » Describe the position as broadly as possible to attract the largest available pool.
- » Recruit in areas with higher availability of women and minorities.
- » **Add the following statement:**
UCI is an equal opportunity employer committed to excellence through diversity and strongly encourages applications from women, minorities, and other under-represented groups. UCI is responsive to the needs of dual career couples and is dedicated to work-life balance through an array of family-friendly policies, and is the recipient of an NSF Advance Award for gender equity.

If cost of the full ad is prohibitive, use the following abbreviated statement:

- UCI is an equal opportunity employer committed to excellence through diversity and strongly encourages applications from women, minorities, and other under-represented groups.
- » Post at or recruit from Faculty for the Future (no charge):
<http://www.engr.psu.edu/fff/>

- **Describe plans to diversify applicant pool in space provided on form**
- **Obtain signature of school Equity Advisor when AP-80a is complete**

Step 2: Complete UCI AP-80b

Interim Search Activities Statement Developing a Short List

Your candidate pool should reflect the national availability data. <http://recruit.ap.uci.edu/>

- **Pools must be kept and evaluated separately for each rank**
- **Ensure fair evaluation of all candidates**
 - » Use a matrix of criteria, including research, teaching, service, administrative experience, etc.
 - » Be aware that gender-biased perceptions may be embedded in letters of recommendation (Trix & Psenka 2003).
 - » Use phone interviews before developing your campus visit list – to begin with a longer – and potentially more diverse – “short list” when developing the final “short list” of candidates.
 - » Be consistent when evaluating applicants; candidates from lesser-known institutions can be on “star trajectories” (Moody 2005).
 - » Avoid ranking your short list at all stages of the search process.
 - » The short list should reflect the diversity of the pool.
- **Describe effectiveness of steps taken to generate a diverse applicant pool in space provided on form.**
- **Explain any discrepancy between pool and availability statistics in space provided on form.**



June 19, 2014

**FACULTY
DEPARTMENT CHAIRS
DEANS**

Re: Applicant Diversity Statement in Faculty Search Process

Dear Colleagues,

UC Irvine's commitment to inclusive excellence is integral to our ascendancy among globally preeminent universities. This commitment animates faculty research, teaching and service while advancing our capacity to shape the future. This commitment is grounded in University of California policy that governs faculty appointment, review and appraisal ([APM 210.1-d](#)). This policy recommends that faculty both be encouraged and rewarded for activity that promotes inclusive excellence. Earlier this year I provided [new guidelines](#) to ensure that faculty activity in this vital area of university life is appropriately evaluated and rewarded.

Building on these guidelines, the campus will extend our commitment to inclusive excellence to the faculty search process. Beginning in 2014-15 all applicants for faculty positions will be expected to share how their past and/or their potential contributions will advance UC Irvine's commitment to inclusive excellence. This diversity statement will not only complement the research and teaching interests of applicants, but also describe the various ways candidates intend to enrich the campus culture. The diversity statement will be incorporated in the search process as detailed below.

1. Advertisements for all open positions will include the following statement: "A separate statement that addresses past and/or potential contributions to diversity, equity and inclusion should also be included in the application materials"
2. The on-line Recruit application system will include a field for applicants to upload their diversity statements.
3. A diversity statement evaluation grid will be provided to all search committees and will also be available on the ADVANCE program website.

4. Equity Advisors will discuss the use of the diversity statement evaluation grid in their mandatory presentation to search committees.

5. Departments will discuss the strength of the diversity statement as part of the rationale for the proposed list of short-listed candidates to be invited to campus.

6. Deans will consider the diversity statements of finalists and summarize the diversity activities of new hires as part of their annual report to the provost.

Please review and discuss with your department and school faculty. Should you have questions, please contact Associate Vice Provost for Equity and Diversity Douglas Haynes.

A handwritten signature in black ink, appearing to read "Howard Gillman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Howard Gillman, Ph.D.

Provost and Executive Vice Chancellor

Save the Date!

Fall 2014 Faculty Events All Faculty Welcome

KL 159	Thu, Aug 28, 8:30am-10:30am	Open Office Hours/Coffee-n-Chat
KL360	Wed, Sept 3, 12:00pm - 1:30pm	Faculty Professional Development Series <i>How to Successfully Hire a Faculty Candidate</i>
CA Room	Wed, Sept 17, 11:30am - 1:30pm	Faculty World Café Luncheon
KL159	Thu, Sept 25, 8:30am - 10:30am	Open Office Hours/Coffee-n-Chat
KL232	Wed, Oct 15, 12:00pm - 1:30pm	Faculty Professional Development Series <i>Faculty Forum with Vice Provost and Dean of Undergraduate Education, Marjorie Zatz</i>
KL159	Thu, Oct 30, 8:30am –10:30am	Open Office Hours/Coffee-n-Chat

For questions email: facultylife@ucmerced.edu

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