What Can Be Done:
Race and Gender-Neutral Strategies for Increasing Faculty Diversity

- Make academic administration accountable at all levels for affirmative action efforts:
  - Include diversity efforts in performance reviews of deans and chairs
  - Evaluate diversity efforts in allocation of departmental resources
  - Make affirmative action and diversity mandatory elements of short and long term planning

- Provide financial incentives to departments and divisions for effective good faith efforts to promote faculty and campus diversity:
  - Consider affirmative action efforts in the allocation of FTE
  - Award discretionary funds and/or additional graduate support funds as reward for exemplary efforts

- Collect, analyze and distribute information about the nature of the problem:
  - Conduct focus groups, campus climate surveys and exit interviews
  - Conduct regular pay equity studies and implement a process for salary adjustments
  - Track hiring results by gender and race, and make the information readily available to faculty involved in hiring and to the campus community
  - Add Affirmative Action/EEO links to campus home pages, departmental sites, and academic personnel web information

- Examine hiring practices to optimize diversity:
  - Collaborate with other departments to find opportunities for cluster hiring
  - Use broadly worded position announcements to get a wider pool
  - Provide sufficient resources for targeted advertising and recruitment
  - Develop effective spouse/partner hiring programs
  - Develop pre- and postdoctoral programs focused on diversity
  - Include commitment to diversity statement in all job announcements
  - Develop job descriptions that reflect desired attributes such as ability to work with diverse students or commitment to the success of under-represented students

- Conduct affirmative action training programs for deans, chairs and search committees:
  - Emphasize the economic consequences of failure to address diversity
  - Discuss current research on the educational benefits of diversity
  - Illustrate the legal risks in violating equal opportunity principles
  - Address “best practices” in search and recruitment activities
  - Include training on responding effectively to discrimination complaints

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• Value diversity by valuing research, service and teaching that contributes to the diversity of the academic community:
  o Use faculty development programs to reward diversity contributions
  o Value diversity in promotion and merit reviews
  o Develop special recognition and award programs for faculty who make exceptional contributions to diversity on campus

• Make efforts to identify and plug “leaks” in the pipeline:
  o Establish mentor programs for junior faculty
  o Promote informal networks between junior and senior faculty
  o Recognize and compensate for the “double duty” imposed on women and minority faculty who are underrepresented in their field

• Enforce existing non-discrimination policies in academic personnel:
  o Change focus from eliminating “preferences for minorities” to identifying and addressing the preferences accruing to majority groups
  o Have clear effective grievance procedures with prompt remedial action

• Sponsor regular efforts to promote a welcoming campus climate:
  o Publish a Chancellor’s statement of support for diversity
  o Sponsor educational and multicultural events and lectures
  o Implement prompt and effective responses to identified problems

For more information on UC faculty affirmative action:

• See the University of California Affirmative Action Guidelines for Recruitment and Retention of Faculty, (updated January 1, 2002) and available on the web at: http://www.ucop.edu/acadadv/fgsaa/affirmative.html

• See the Academic Advancement web site at: http://www.ucop.edu/acadadv/welcome.html

• Contact:

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