

**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

- Value diversity by valuing research, service and teaching that contributes to the diversity of the academic community:
 - Use faculty development programs to reward diversity contributions
 - Value diversity in promotion and merit reviews
 - 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:
 - Establish mentor programs for junior faculty
 - Promote informal networks between junior and senior faculty
 - 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:
 - Change focus from eliminating “preferences for minorities” to identifying and addressing the preferences accruing to majority groups
 - Have clear effective grievance procedures with prompt remedial action
- Sponsor regular efforts to promote a welcoming campus climate:
 - Publish a Chancellor’s statement of support for diversity
 - Sponsor educational and multicultural events and lectures
 - 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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