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*Chair of the Assembly of the Academic Senate  
Faculty Representative to the Regents  
University of California  
1111 Franklin Street, 12th Floor  
Oakland, California 94607-5200*

February 2, 2016

**AIMÉE DORR  
PROVOST AND EXECUTIVE VICE PRESIDENT  
UNIVERSITY OF CALIFORNIA**

**Re: Best Practices for Diversifying the UC Faculty**

Dear Aimée:

At its January 27 meeting, the Academic Council voted unanimously to endorse the attached best practice recommendations from the University Committee on Affirmative Action, Diversity, and Equity (UCAADE) for hiring President's Postdoctoral Fellows (PPFs) and Chancellor's Fellows (CFs) into UC faculty positions. We ask that the recommendations be distributed to campus Executive Vice Chancellors and Vice Provosts for implementation.

Council shares UCAADE's concern that underrepresented minority faculty hiring at UC has not met the goals established by the President's Task Force on Faculty Diversity in 2006, and has actually declined since 2006, even as the availability pool has increased. The success of the PPF and CF programs in promoting a pipeline to UC for URM and women faculty is well-documented; however, as UCAADE notes, while 67% of Fellows enter a tenure-track faculty position, only 32% do so at a UC campus. It is Council's hope that the best practices outlined here, if implemented effectively, should strengthen that pipeline, help keep more Fellows at UC, and better support UC's interconnected missions of excellence and diversity.

Please do not hesitate to contact me if you have further questions.

Sincerely,

A handwritten signature in blue ink that reads 'J. Daniel Hare'.

J. Daniel Hare, Chair  
Academic Council

Cc: Vice Provost Carlson  
Academic Council  
Senate Directors  
Executive Director Baxter



UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION AND DIVERSITY (UCAAD)  
Colleen Clancy, Chair  
[ceclancy@ucdavis.edu](mailto:ceclancy@ucdavis.edu)

ACADEMIC SENATE  
University of California  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, California 94607-5200

January 6, 2016

**DAN HARE**  
**ACADEMIC COUNCIL CHAIR**

Dear Dan:

Please find enclosed the document, “**Diversifying the faculty at the University of California: Standardization of the appointment process for faculty hires via the UC President’s Postdoctoral Fellows and Campus Chancellor’s Fellows Programs**” submitted to the you and the Academic Council on behalf of UCAAD.

UCAAD strongly urges UC to institutionalize hiring procedures and engage more fully in the President’s Postdoctoral Fellows (PPFs) and Chancellor’s Fellows (CFs) programs across campuses. We suggest that campuses work with their Academic Senate and Administration to implement best practices outlined in the document.

We respectfully anticipate discussion of UCAAD’s proposals and ultimately the approval of the Council to send them to the Provost with the recommendation that they be distributed to campus Executive Vice Chancellors and Vice Provosts for implementation on the campuses.

Best regards,

A handwritten signature in blue ink, appearing to read "Colleen E. Clancy".

Colleen E. Clancy, Ph.D.  
Chair, UCAAD

cc: Jim Chalfant, Academic Council Vice Chair  
Hilary Baxter, Academic Senate Executive Director  
UCAAD Members  
Joanne Miller, Senate Analyst

January 6, 2016

To: Dan Hare, Academic Council Chair  
Jim Chalfant, Academic Council Vice Chair

From: Colleen E. Clancy, Chair, and Amani Nuru-Jeter, Vice Chair, University of California  
Committee on Affirmative Action and Diversity

Re: Diversifying the faculty at the University of California: Standardization of the appointment  
process for faculty hires *via* the UC President's Postdoctoral Fellows and Campus  
Chancellor's Fellows Programs.

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### **Diversity in the academy: It's fundamental to the mission.**

Diversity is fundamental to the defined mission of The University of California (UC) to serve the interests of the State of California, which requires access to the University and equal opportunity for all groups. However, the UC has faced tremendous challenges in recruiting, retaining and promoting a diverse faculty. There is an urgent need to improve on these efforts and outcomes in order for the University to satisfy its core mission to serve the interests of the State of California as described in the Regents Policy 4400:

<http://regents.universityofcalifornia.edu/governance/policies/4400.html>.

A critical aspect of the Regents Policy is the explicit recognition of:

*"..the acute need to remove barriers to the recruitment, retention, and advancement of talented students, faculty, and staff from historically excluded populations who are currently underrepresented."*

### **Efforts have been ongoing for decades.**

In 2006, the UC President's Task Force on Faculty Diversity produced the report, "The Representation of Minorities Among Ladder Rank Faculty" <sup>[1]</sup>. The report noted that "If UC does not make the institutional change necessary to address current disparities in the hiring and retention of [underrepresented] minority faculty, the faculty will become less diverse in the future, while the state becomes more diverse." It also stated that if underrepresented minority (URM) faculty continued to be hired at the same rate as in the two preceding decades, URM faculty would grow only moderately. The report in 2006 predicted that if no additional action were taken, then the "worst case scenario" would result in only a slight increase in the hiring of URM faculty from 9.4% to 10.4% over the next 10 years.

Instead of the projected increase, the hiring of URM faculty has **decreased** from 9.4% in 2004 <sup>[1]</sup> to 9.0% in 2013 <sup>[2]</sup>. Additionally, while the percent of URM faculty at UC has contracted, the percent of URMs in the availability pool has continued to increase, indicating that the decline in hiring of URM faculty is not a reflection of the pool of available URMs for faculty positions. As a whole, the UC is below the overall availability pools for URMs eligible for faculty positions (12% of available non-tenured academic faculty are URM <sup>[3]</sup>, while URMs represent 10% availability for tenured faculty <sup>[3]</sup>). Although UC is relatively successful in recruiting and somewhat successful in retaining URM faculty in some disciplines such as the Humanities and Social Sciences, there are stark discipline-specific disparities between URM availability and existing UC faculty; URMs are drastically underrepresented in nearly all the STEM fields relative to their respective availability pools <sup>[3]</sup>. The lack of diversity in the UC professoriate hinders the mission of the UC to "broaden and deepen both the educational experience and the scholarly environment".

## **Why fully implement and utilize the UC President's Postdoctoral Fellows and Campus Chancellor's Fellows Programs?**

The UC President's Postdoctoral Fellows Program (PPFP) was established more than 30 years ago (1984) with the goal of supporting the development of scholars whose research, teaching and service contribute to the diversity mission of the UC. Since that time, seven UC Campuses have additionally established locally administered and funded programs similar to the PPFP, the campus Chancellor's Fellows (CF) programs. The PPF and Chancellor's Fellows (CF) programs represent unique opportunities to align the two primary missions of the University: Excellence and Diversity.

The PPFs and CFs programs are under-utilized at the UC, which undermines our ability to recruit a highly talented faculty with a stated commitment to diversity. In the past ten years, 238 PPFs have completed the fellowship, but only 76 of them (or about 32%) were hired into the UC tenure track during that same period. In 2013, there were still only 846 URM faculty out of 9,448 faculty across all 10 campuses.

Immediate and full implementation of procedures aimed at hiring UC President's Postdoctoral Fellows and Campus Chancellor's Fellows into the tenure track faculty ranks should be undertaken on all UC campuses. Although the PPFP accounts for only a portion of hiring of URMs, improved efforts to recruit fellows into the faculty ranks, and continued efforts to retain them will have a substantial impact on faculty diversity.

### ***About the fellows: The best scholars in their fields who also contribute to diversity***

The PPFP program is an extremely competitive post-graduate program. Last year there were more than 691 applicants to the program. Only 30 fellows were chosen across disciplines, yielding a 4% success rate. Fellows apply from wide-ranging top-tier Universities. Full details of fellows' educational credentials can be found here: <http://ppfp.ucop.edu/info/fellowship-recipient/index.html>

A system-wide UC faculty selection committee selects the PPFs and CFs from a national pool of applicants spanning all scholarly disciplines. Fellows are selected based on their academic accomplishments and quality of scholarship. Applicants are also evaluated based on the strength of their research proposal, and their potential for faculty careers that will contribute to diversity and equal opportunity through their teaching, research and service.

### **The University of California loses 50% of PPF fellows to faculty positions at competitor institutions.**

In the past decade, The University of California has hired 32% of PPFs/CFs into tenure track positions. This constitutes only half of the 67% of PPFs hired into tenure track faculty positions immediately upon fellowship completion (only 4% ultimately pursue jobs outside academia, while the remainder pursue additional training or other opportunities in the academy).

See where the fellows go:

<http://ppfp.ucop.edu/info/fellowship-recipient/fellows-2015/fellows-2015-name/>

### **PPF and CP hires come with additional financial incentives.**

The University of California Office of the President (UCOP) offers campuses an \$85k/year subsidy for five-years toward the payroll costs of a PPF or CF faculty hire. As part of her PPFP Initiative, the President is now also making funding available to help defray the costs of start-up packages in Science, Technology, Engineering, and Math (STEM) fields. Full details related to incentives can be found here: <http://ppfp.ucop.edu/info/fellowship-recipient/hiring%20incentive%20faqs.html>

## **How to fully implement and utilize the UC President's Postdoctoral Fellows and Campus Chancellor's Fellows Programs.**

UCAAD strongly urges UC to institutionalize hiring procedures and engage more fully in the President's Postdoctoral Fellows (PPFs) and Chancellor's Fellows (CFs) programs across campuses. We suggest that campuses work with their Academic Senate and Administration to implement the following best practices:

1. All faculty searches should include a search for candidates from the current pool of PPFs and CFs. Active efforts to solicit applications from eligible fellows should be made.
2. Fellows should be recruited to the UC Faculty early and swiftly with timely engagement of chairs and deans of the department or school.
3. Search committees may consider providing unranked short lists of candidates to the Department Chair and Dean. PPFs and CFs that are being recruited should be included in the short list and presented for consideration to the Dean.
4. Fellows should participate in normal interview/recruitment activities/processes that are standard for other searches in the department or school.
5. Faculty search committees should be diverse.
6. Fellows should be considered for Early Career Target of Excellence search waivers when they unequivocally represent an unusual opportunity to hire an individual who has qualifications that are so uniquely outstanding as to justify the waiver. In all these cases the candidate would be on the short list of top candidates if a full search were conducted, and the individual would be highly sought after by peer institutions. Examples would include a scholar who is leading a new field of inquiry, an exceptional scholar who provides an opportunity to diversify the research portfolio of a unit or make other contributions to diversity in the unit, or a highly sought after individual who is on the market for a very limited time period.
7. Campus leaders should let hiring units know about the availability of the Early Career Targets of Excellence and the PPF pool through the following measures: 1) Provosts should let Deans know that they will support these hires; 2) Deans should mention this possibility to units looking to meet specific needs or to diversify their faculty; and 3) campus leaders should develop and make widely available written materials that explain how units can make these requests.
8. Where appropriate, campuses should offer the hiring unit a five-year float of the position above its FTE target.
9. All search committee members should complete training in diversity offered by the UC prior to commencing search committee activities.
10. Department Chair and Dean administrative reviews should include metrics for assessing progress towards diversity goals as outlined in Campus strategic plans.

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### **References**

1. 2006; available from: <http://www.ucop.edu/academic-personnel-programs/files/faculty-diversity-task-force/report.pdf>
2. 2013; available from: <http://www.ucop.edu/academic-personnel-programs/files/data-analysis-files/re-diversity-data2013.pdf>
3. Available from: <http://www.ucop.edu/academic-personnel-programs/files/data-analysis-files/incumb-avail-analysis/incum-sys-ethn-non-tenured.pdf>