



*Robert C. May*  
Telephone: (510) 987-0711  
Email: [robert.may@ucop.edu](mailto:robert.may@ucop.edu)

*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*

August 12, 2019

**MICHAEL BROWN, PROVOST  
UNIVERSITY OF CALIFORNIA**

**ACADEMIC SENATE DIVISION CHAIRS**

**Re: Recommendations for Equity Advisor Programs at the University of California**

Dear Colleagues,

The Academic Council has endorsed the attached set of best practice recommendations from the University Committee on Affirmative Action, Diversity, and Equity (UCAADE), for existing and developing campus Equity Advisor (EA) programs, which support UC's goal of advancing diversity in faculty recruitment and retention and graduate admissions and in promoting an inclusive and equitable campus environment.

Provost Brown, please facilitate the broad distribution of the recommendations to campus chief diversity officers, provosts and vice provosts, and deans. Division chairs, please distribute the recommendations to relevant campus Senate committees, including Academic Personnel, and Diversity and Equity.

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

Sincerely,

A handwritten signature in brown ink that reads "R. C. May".

Robert C. May, Chair  
Academic Council

Encl.

Cc: Vice Provost Carlson  
Academic Council  
Senate Directors



UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION, DIVERSITY,  
AND EQUITY (UCAADE)  
Lok Siu, Chair  
lok.siu@berkeley.edu

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

August 8, 2019

**ROBERT MAY**  
**ACADEMIC COUNCIL CHAIR**

**Re: Recommendations for Equity Advisor Programs at the University of California  
(Second Revision)**

Dear Robert,

I am pleased to send you the final version of UCAADE's "Recommendations for Equity Advisor Programs at the University of California," which was endorsed by the Academic Council on July 24, 2019.

Equity Advisor programs support the University of California's goal of advancing diversity and promoting an inclusive and equitable campus environment. As recognized by the Academic Council, UCAADE's guidelines will help strengthen the programs and improve their overall efficacy. They also help establish program consistency across all ten campuses. Please transmit the "Recommendations" to Provost Brown and Divisional Chairs for systemwide distribution.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lok Siu'.

Lok Siu  
Chair, UCAADE

cc: Kum-Kum Bhavnani, Academic Council Vice Chair  
Hilary Baxter, Academic Senate Executive Director  
UCAADE Members

# Equity Advisor Programs at the University of California

## The University Committee on Affirmative Action, Diversity, and Equity (UCAADE)

August 8, 2019

The goal of Equity Advisor programs is to support the University of California's efforts to advance diversity and promote an inclusive and equitable campus environment. This document provides systemwide recommendations to ensure program consistency across all ten UC campuses.

The Regents' Policy on the University of California's Diversity Statement reads, in part:

*The diversity of the people of California has been the source of innovative ideas and creative accomplishments throughout the state's history into the present. Diversity – a defining feature of California's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, and more.*

*Because the core mission of the University of California is to serve the interests of the State of California, it must seek to achieve diversity among its student bodies and among its employees.*

*Therefore, the University of California renews its commitment to the full realization of its historic promise to recognize and nurture merit, talent, and achievement by supporting diversity and equal opportunity in its education, services, and administration, as well as research and creative activity. The University particularly acknowledges 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.<sup>1</sup>*

Since the establishment of the first Equity Advisor program at UC Irvine in 2001, at least six other UC campuses have adopted the program. Initially, the primary goal of the Equity Advisor programs was to advance faculty diversity by overseeing the faculty search process and ensuring that all candidates were assessed fairly and treated equitably. At present, several programs have expanded their purview to other areas, including graduate admissions and department climate. A brief survey of existing Equity

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<sup>1</sup> Regents Policy 4400: Policy on University of California Diversity Statement; Adopted Sept. 20, 2007; Amended September 16, 2010: <https://regents.universityofcalifornia.edu/governance/policies/4400.html>

Advisor programs reveals significant variability in terms of program structure, roles of Equity Advisors, eligibility, and appointment process.

*Which campuses currently have Equity Advisor programs?*

Seven of the ten UC campuses have Equity Advisor programs. [UCI](#) was the first campus to establish the program in 2001. [UCB](#)'s program started in 2008, and [UCSD](#) launched its program in 2009. In recent years, other campuses followed. [UCLA](#) introduced its program in 2014, followed by [UCM](#) in 2015, [UCSF](#) in 2016, and [UCR](#) in 2018. Presently, UCSB is in the process of developing its program. UCD and UCSC are the two campuses that do not have an Equity Advisor program.

*How are Equity Advisor programs structured across UC campuses, and how are Equity Advisors selected?*

Equity Advisor programs generally follow **two** models: (1) one Equity Advisor in each department<sup>2</sup>, and (2) one or more Equity Advisors in each school, college, or division. In the first model, Equity Advisors are selected by the Chair or Dean. Selection of Equity Advisors in the second model varies: they are nominated by Chairs or Deans and selected either by Chief Diversity Officers (CDOs) or by a committee composed of CDOs, Deans, and/or DEI Senate Committee members. The program structure determines both the number and workload of Equity Advisors.

*What are the current roles of Equity Advisors?*

The roles of Equity Advisors vary across the UC. At a minimum, Equity Advisors oversee and report on faculty searches. Their role is to help advance diversity and to ensure that a climate of inclusion and equity is maintained throughout the search process. Over the years, some Equity Advisor programs have expanded their purview to include other areas, such as faculty advancement and retention, salary equity decisions, formal and informal mentoring of faculty, advancing diversity in graduate admissions, and department climate.<sup>3</sup>

*Who can serve as Equity Advisors, and how are they compensated?*

For most programs, only tenured faculty serve as Equity Advisors. At UCLA, both faculty and staff are appointed as Equity Advisors. With the exception of UCB, Equity Advisors receive a stipend that varies from campus to campus.

While Equity Advisor programs developed from specific campus contexts and needs, they serve systemwide goals for the University of California. We therefore submit the

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<sup>2</sup> UCB is the only campus using this model.

<sup>3</sup> For example, see EA programs at UCB, UCI, UCLA, and UCR.

following systemwide recommendations to ensure consistency across the UC campuses in setting the program scope, roles and expectations, processes for selection and assessment, and structures for joint administrative and senate accountability. These recommendations are for programs at all stages of development throughout the University of California, inclusive of those already established.

## **Recommendations for the Equity Advisor Program**

- 1) By 2020-2021, each campus should have an Equity Advisor program to support the University of California's mission to advance diversity, equity, and inclusion.
  - a. For new programs, we recommend a roll-out of the various responsibilities of Equity Advisors over a period of two (2) years, beginning with the oversight of faculty searches, assistance with faculty advancement and retention, participation in senior administrator searches, and the assessment of campus climate.
  - b. All new, augmented, and/or reorganized programs should be widely publicized to the entire campus community.
  - c. The development of a centralized website on each campus that contains information on the Equity Advisors Program; names of Equity Advisors and their contact information; timeline for full implementation of the Equity Advisor Program. It should also contain links to all campus policies, resources, and administrative units that directly address diversity, inclusion, equity, and campus climate. It should provide clear instructions (or links to existing websites) for reporting DEI and campus climate issues.
  
- 2) The Roles and Expectations of Equity Advisors (EAs)<sup>4</sup>  
REQUIRED:
  - a. Advise and report on faculty searches. They should raise awareness of implicit bias as well as share best practices for inclusive excellence. They should have the responsibility and authority to approve or make modifications to search plans. They should review short lists of candidates and report any irregularities or possible biases to the Dean, Provost, CDO, and the Senate Committee on Academic Personnel for immediate action.
  - b. Serve on senior administrator search committees.
  - c. Support faculty advancement and retention, reporting any DEI concerns to the Dean, Provost, CDO, and the Senate Committee on Academic Personnel.

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<sup>4</sup> Faculty Equity Advisor programs are one of the tools that help recruit and retain a diverse faculty at UC; see <https://www.ucop.edu/faculty-diversity/campus-efforts/>

- d. Consult with and make *timely* recommendations to Senate Committees that work on Academic Personnel and DEI.
- e. Attend regular campus-wide meetings with the Provost and CDO to discuss emergent issues, ongoing challenges, and best practices.
- f. Have access to DEI data.
- g. Prepare brief annual DEI reports on faculty searches; faculty advancement, retention, and departures; and campus climate issues. These reports should be made available on the centralized EA program website.
- h. Serve for a minimum of two (2) academic years, given the extensive knowledge required for effectiveness in this role.

RECOMMENDED:

- i. Help advance DEI in both graduate admissions and the distribution of graduate fellowships.
- j. Participate in, or lead, the strategic planning for diversity that is part of the academic program review, to ensure that diversity is a meaningful part of the department's self-assessment and plans for future success. Consult with relevant departmental and college/school administrators to develop a timeline and accountability structure for this strategic planning for diversity.
- k. Help promote a positive campus climate by contributing to policies and practices that support diversity, inclusion, and equity. Contributions include identifying climate issues and developing effective responses to them, and creating activities and programs to support faculty retention.

3) Compensation for Equity Advisors

The equivalent of one-ninth summer salary and at least 1 course relief.

4) Structure of the Equity Advisor Program

- a. EAs to serve at the level of divisions, schools, or colleges.
- b. Appoint a minimum of one Equity Advisor per division, school, or college. Calibration of the number of equity advisors per division, school, or college should be determined by the potential workload based on factors such as faculty size, the number of departments, and the number of faculty searches.
- c. Establish joint responsibility between the Provost (or Chief Academic Officer) and the Chief Diversity Officer to oversee the EA program and to be accountable for advancing the work of the EAs. The coordination of the two offices allows for more effective communication on all matters concerning DEI and academic personnel. Joint responsibilities include the

promotion of the EA program, the implementation of these guidelines, the regular review and assessment of the EAs as well as the EA program, and the formation of the *EA Selection Committee* and the *EA Program Review Committee*.

- d. Establish a clear line and process of reporting for Equity Advisors to Senate Committees that work on academic personnel and DEI, as well as to the Provost (or Chief Academic Officer) and the Chief Diversity Officer.

#### 5) Selection and Review of Equity Advisors

- a. Establish open nomination process, including self-nominations, for all EAs. All applicants should submit a statement that details their past record of contributions to diversity, equity, and inclusion, and how they plan to advance DEI in this role.
- b. Form *EA Selection Committee* to select all EAs and review each EA every two (2) years. The Committee can also terminate EAs, when necessary.
- c. Include on the *EA Selection Committee* representatives from Senate Committees that work on academic personnel and DEI, as well as senior level administrators who work in units that deal with DEI issues.

#### 6) Qualifications and Training of Equity Advisors

- a. Senior (or tenured) Faculty.
- b. Demonstrated past record of service and commitment to DEI.
- c. Complete required training and participate in ongoing development in the following areas, including: affirmative action; tools to recognize and disrupt discriminatory practices, policies, and systems; tools to disrupt implicit bias and microaggressions; best practices for advancing diversity, equity, and inclusion; and best practices for faculty searches.

#### 7) Resources for Equity Advisors

- a. A minimum of one staff member to provide administrative support to the campus network of EAs. The number of staff will be determined by the program's workload and should be reviewed periodically.
- b. Biennial systemwide gathering of all EAs to share best practices for faculty hiring, advancement, and retention; emergent campus climate issues; and ongoing challenges. The first convening will be undertaken by UCOP's Office of Academic Personnel and Programs.

#### 8) Assessment of the Equity Advisor program

- a. Form *EA Program Assessment Committee* to assess the program every five (5) years.

- b. Include representatives from Senate Committees that work on academic personnel and DEI, as well as administrators who work on campus DEI issues.
- c. Review and assess program structure, EA roles and responsibilities, and program outcomes (i.e., hiring and exit data, exit surveys, faculty advancement and retention cases, graduate admissions, EA initiated interventions to improve campus climate).
- d. Make recommendations to modify the EA program, as needed.

These recommendations provide systemwide guidelines for the Equity Advisor programs. Ultimately, the success of the Equity Advisor programs depends on the strong and visible commitment of campus leadership as well as on the authentic interest of faculty, staff, and administrators to improve campus practices in order to achieve greater success in diversity, equity, inclusion, and campus climate.