

**Academic Senate Chair Shane White**  
**Remarks to the University of California Board of Regents**  
**May 2018**

**Towards a More Diverse Faculty.**

*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, socioeconomic status, and geographic region, and more. You likely recognize these words from the introduction to the Academic Senate's 2006 statement on diversity, subsequently adopted as Regents' Policy 4400.*

In 2005 the Academic Senate initiated revision of the Academic Personnel Manual (APM) to specifically instruct campus reviewers to evaluate contributions to diversity and equal opportunity in all three categories of the academic appointment, review, and promotion process (teaching, research, and service). In 2015 this was strengthened to read: *"Contributions in all areas of faculty achievement that promote equal opportunity and diversity should be given due recognition in the academic personnel process, and they should be evaluated and credited in the same way as other faculty achievements"*, explicitly codifying such efforts in the appointment and promotions process. Diversity statements are now sought from applicants to faculty positions. The Academic Senate's University Committee on Affirmative Action, Diversity, and Equity (UCAADE) amongst its other duties, issues annual reports on the state of diversity at the University. There is absolutely no doubt as to faculty determination.

**We know why we must achieve:** *"A diverse faculty reflects inclusiveness and opportunity that are essential if UC is to maintain excellence and legitimacy... UC will remain competitive as a leading institution of higher education only if it fully utilizes the available talent pool. UC will retain its leadership as the premier public research institution in the world only if it is inclusive, so that all members of our heterogeneous society can participate in the educational and research programs necessary for our future."* From President Dynes's 2006 Report.

**We know where we need to be; progress has been steadily made, but not enough.** Progress has been made in hiring; in **1986-87** our new faculty hires were 6.8% URM, 11.5% Asian and 81.7% White; by **2000-01** this had moved to 7.4% URM, 17.4% Asian, and 75.2% White; and by **2016-17** this had moved to 17.1% URM, 19.9% Asian, and 63% White. This progress in hiring has changed our faculty body; in **2000-01** our faculty was 79% White, 12.6 Asian, and 7.4% URM; by **2016-17** our faculty had become 66.1% White, 20% Asian, and 9.0% URM. More progress has been made in the past year, and it will continue to accelerate as recent hires build their long careers and as more baby-boomers retire and are replaced. But, we have a long way to go, and we must move far more quickly.

**We know why progress has been slow.** Faculty careers are long and turnover is low, so the enlightened replacement of normal attrition is insufficient. From then Senate Chair Blumenthal in 2005

(<https://senate.universityofcalifornia.edu/files/committees/ucaade/ucaad.gradtf.addendum.rpt.08.05.pdf>): *“In the area of recruitment we are not financially competitive. UC’s attractiveness to underrepresented minorities may be comprised of a number of elements, but successful recruitment of top tier applicants is almost entirely about support packages that can be offered in competition with other institutions or with other career choices. With enhanced financial packages we would improve the number of graduate students from underrepresented minority categories and maintain quality. Second, diversity is a “pipeline” challenge and needs to be seen in the larger context. Graduate students represent a critical link in the academic hierarchy spanning faculty, undergraduates, and high school students. Unless the educational establishment remedies the problem of underrepresented minorities at all levels, no lasting progress can be made.”* Now, the availability of URM and female candidates in the national availability pool is limited, more so in some fields than in others, but the bigger problem is our failure to tap the pools that are available.

**We have identified the necessary actions.** We have an excellent UC Faculty Diversity Logic Model (<https://ucop.box.com/s/dkap22jma5p3g5nnnh0jmedi51m3u9ks>) which is built upon a firm foundation.

The 2006 Report of the UC President’s Task Force on Faculty Diversity identified 6 areas of recommended action: Leadership; Academic Planning; Resource Allocation; Faculty Rewards; Faculty Recruitment and Retention; and Accountability (<https://www.ucop.edu/academic-personnel-programs/files/faculty-diversity-task-force/report.pdf>). The 2012 Final Report of President Yudof’s Faculty Diversity Working Group, largely reiterated the 2006 Report’s recommendations.

The 2016 UC-CORO Northern Cohort Report, Creating a More Equitable and Inclusive Environment, recommended that: demonstration of equitable and inclusive behavior be expected, measured and evaluated; leaders model expectations and practices; and all communication with new hires reinforce a culture which values equity and inclusion ([https://www.ucop.edu/human-resources/coro/2017\\_forms/2016-CORO-Projects-Northern-California-Final-Report.pdf](https://www.ucop.edu/human-resources/coro/2017_forms/2016-CORO-Projects-Northern-California-Final-Report.pdf)).

The 2016 Academic Senate 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, urged institutionalizing hiring practices and fuller engagement of the President’s Postdoctoral Fellows (PPFs) and Chancellor’s Fellows (CFs) programs across campuses ([https://senate.universityofcalifornia.edu/files/reports/documents/DH\\_AD\\_DiversityHiringBestPractices.pdf](https://senate.universityofcalifornia.edu/files/reports/documents/DH_AD_DiversityHiringBestPractices.pdf)).

The 2017 Report on the Use of One-time Funds to Support Best Practices in Equal Employment Opportunity in Faculty identified best practices in recruitment of a diverse faculty by concentrating funds on a few targeted pilot interventions: enhanced outreach; associated use

of PFP/CFP recruitments; targeting potential faculty early through support for post-doctoral work; strong leadership from the Dean; rubrics to guide decision-making by faculty members; use of “contributions to diversity statements” in candidate evaluation; and partner opportunity investments ([https://www.ucop.edu/operating-budget/files/legreports/17-18/Final\\_2016-17UseofOne-timefundstoSupportBestPracticesinFacultyEmployment-Nov-15-17.docx.pdf](https://www.ucop.edu/operating-budget/files/legreports/17-18/Final_2016-17UseofOne-timefundstoSupportBestPracticesinFacultyEmployment-Nov-15-17.docx.pdf)).

The 2018 UC Berkeley study, Searching for a Diverse Faculty - Data-Driven Recommendations, critically evaluated 55 faculty search practices. It found that describing the search area in a way that was likely to tap especially rich applicant pools of women and URMs was the most promising practice; that intensive outreach, departmental discussion of its diversity priorities in relation to other priorities, and appointment of women and URM faculty to search committees were promising practices; and that gathering of comparative data about diverse hiring at peer institutions was a harmful practice ([https://ofew.berkeley.edu/sites/default/files/searching\\_for\\_a\\_diverse\\_faculty-data-driven\\_recommendations.pdf](https://ofew.berkeley.edu/sites/default/files/searching_for_a_diverse_faculty-data-driven_recommendations.pdf)). Yes, compared to peer research institutions, UC places 3rd in terms of gender balance and 2nd in terms of URM faculty diversity. But, setting the bar too low, complacency, is a very big mistake; we must lead.

#### **Here is what I ask:**

First, let leadership at all levels be measured and held accountable. Chairs are required through APM 245 *“to maintain a climate that is hospitable to creativity, diversity, and innovation”*, and are *“responsible for maintaining a departmental affirmative action program for faculty and staff personnel, consistent with University affirmative action goals”*. Deans are required through APM 240 to *“maintain a climate that is hospitable to creativity, diversity, and innovation”* and *“is responsible for the recruitment, selection, and evaluation of both the faculty and the staff personnel”*. I am unaware of any chair or dean failing to be renewed for such a lapse. I am unaware of such language describing the responsibilities of chancellors, or the president. Furthermore, verbiage is one thing, but priorities, accountability, and consequences must be crystal clear.

Second, let the President’s Postdoctoral Fellowship Program be radically expanded (<https://ppfp.ucop.edu/info/documents/PPFP%20Annual%20Report%202016-17.pdf>). This program has been incredibly effective; last year it received 854 qualified applicants for just 24 slots; it has been emulated nationally and internationally. Let it be scaled up 4 or 5 fold, without delay.

Third, the resources need to be prioritized and put in place. The University is often not competitive in recruitment or in retention (COACHE Report). We know what initiatives work; let them be funded and broadly enacted.

We know what to do: the recent one-time funds from the State have shown that funding and incentives will work; faculty are willing to do the hard work of changing climate, culture and evaluation practice; and accountability is essential. This, and other fundamental work cannot be done without steady predictable and adequate State funding. Let us work together with the State on its and our business.