

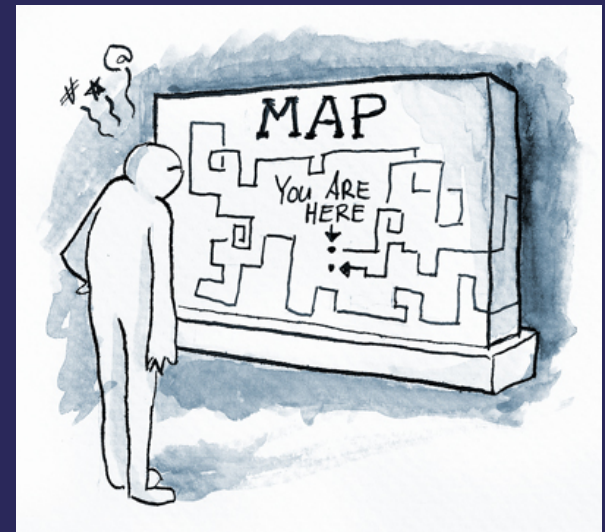
# **TWO-DAY MANDATORY NEW CHAIRS WORKSHOP**

**Recruiting and launching new faculty  
members**



# Roadmap

- The UC imperative to diversify our faculty hires
- Challenges to diversifying our faculty
  - Structural barriers
  - Implicit biases
- The search plan and Search Committee
- The interview- preparation and execution
- Negotiation
- Welcoming and integration
- Sustaining the launch



# The imperative to *hire*

- Under the 2020 initiative, UC Davis is *adding* >>100 new faculty positions in the next 7 years
- In addition, we have many retirements ongoing
  - Over the next 2-4 years, almost 50% of our faculty will be eligible for retirement
  - Retirement contributions have increased, making retirement more attractive financially
- → Consider very broad searches from which multiple hires can be made
- → Build a culture of reciprocity to facilitate hiring of dual-career couples

# The UC diversity imperative: we need fresh ideas, new faces

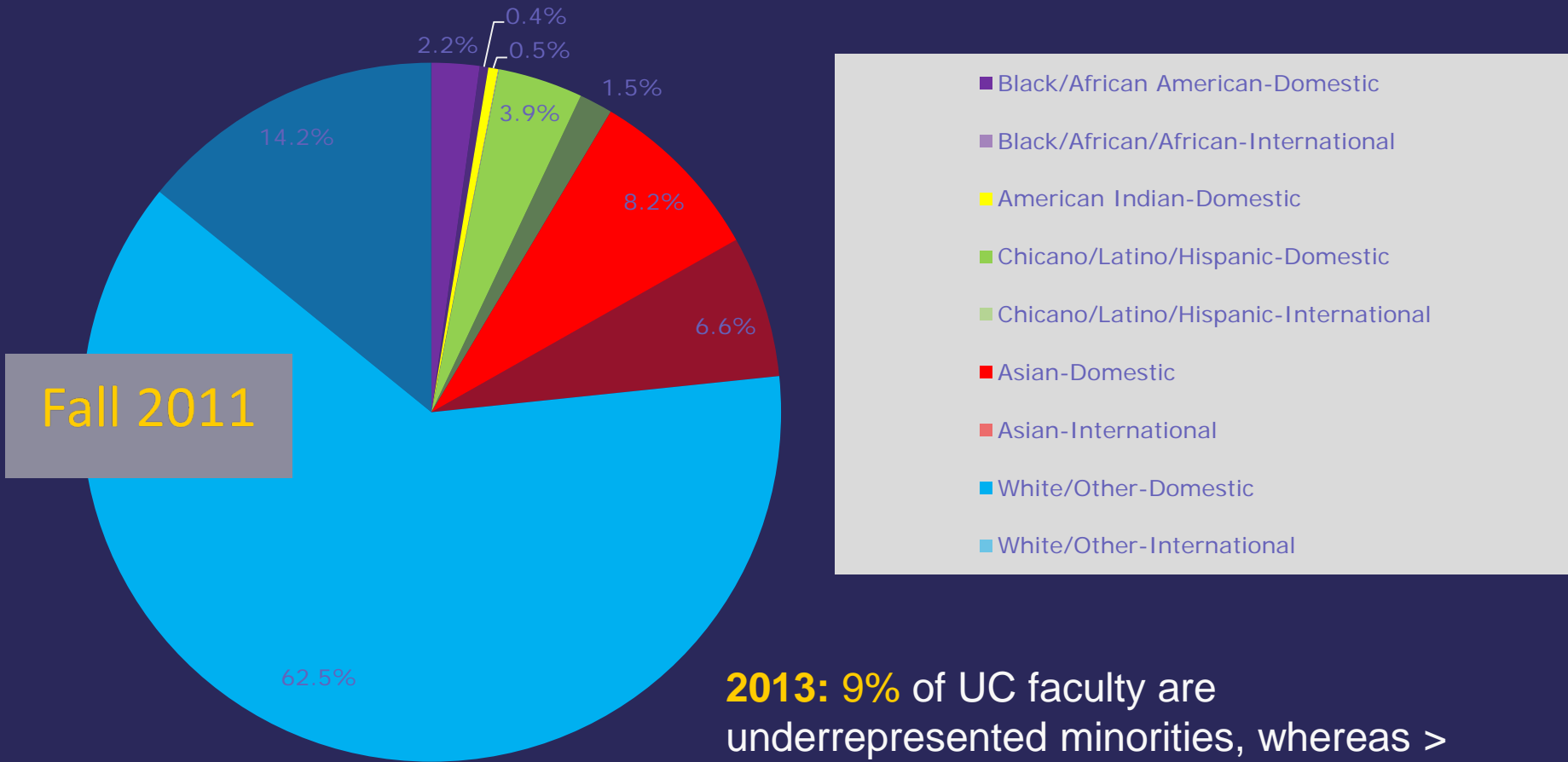
- Faculties across the UC are getting older— ~12% of UC faculty are > 65 years old
- UC Davis and UCLA have the greatest proportion of faculty > 65
- With each passing year, the diversity of the UC faculty lags further behind diversity of our state... and our students







# UC system: race/ethnicity of ladder-rank faculty



**2013:** 9% of UC faculty are underrepresented minorities, whereas > 40% of CA graduating high school seniors belong to these groups



P. 164 **Boston Marathon Bombing: The Untold Story**

P. 164 **Nest's Alarming New Gizmo**

**WIPED**

**Winter Gear 21**  
Essentials for Snowy Adventures  
P. 191

Genius is everywhere— but we're wasting it. How to unleash the great minds of tomorrow.

# The Next Steve Jobs

by Joshua Davis

Seventh grader Palomita Noyola Bueno lives next to a garbage dump in Mexico. Last year, she had the top math score in the country.

WIPED SCHOOL | NOV 2013



# How can a diverse faculty help UC Davis?



- Attract students, researchers and staff from a larger, more competitive population base
- Build a more vibrant campus culture
- Make the campus more relevant to, and engaged with, under-served communities
- Increase competitiveness for extramural funding
- A more diverse faculty catalyzes a more diverse student body
- “Cognitive diversity” can increase innovation and problem-solving capacity

# Ways to minimize impacts of bias on faculty recruitment

## Step I: Know what the likely biases *are*

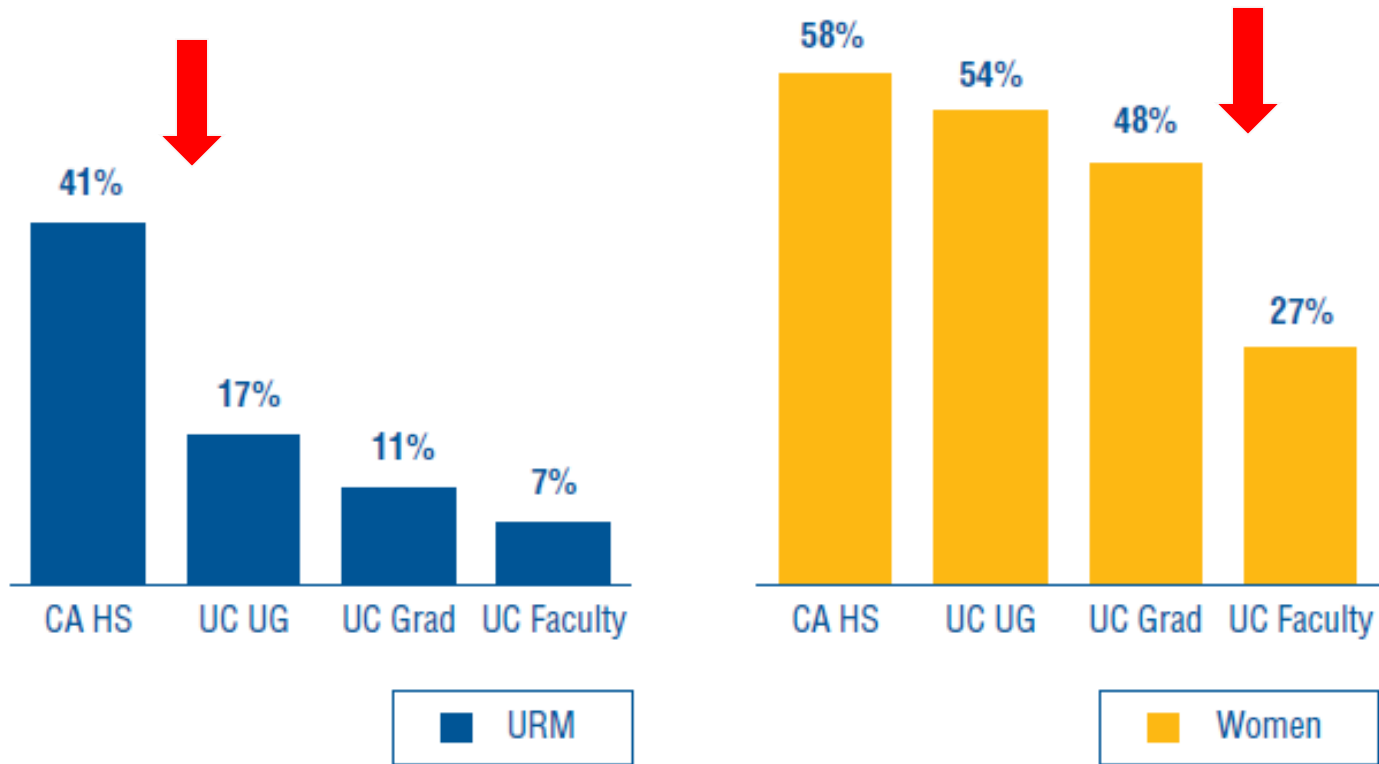


- **Structural factors** that lead to bias in applicant pools and attributes of applicants
- **Unconscious biases** that can influence the assessment of a candidate's achievements and promise
- Hundreds of UC Davis faculty have now participated in the STEAD workshops

# The academic pipeline differs in shape between under-represented minorities and women

2007 UC report

Table 28 • Pipelines for URM and Women



# Structural influences that reduce PhD diversity in our applicant pools

- **Geographic and family constraints**
  - Dual-career couple conflicts, especially for women
  - Regional constraints for under-represented minorities
  - Time schedule of tenure track coincides with childbearing years
- **Reliance on traditional “pool-building” strategies (NAS 2010)**
  - Traditional advertisement text, traditional advertisement outlets
  - Personal networks are insufficient and tend to reinforce homogeneity
- **“Image problem” of academia**, especially in STEM disciplines
  - Seen as incompatible with family commitments (e.g., Sears 2003)
  - Department climate seen as chilly, competitive and non-collaborative (Ong et al. 2011)
- **Attractiveness of non-academic sector that is hiring PhDs**
  - Career track flexibility, competitive pay, team-oriented collaborative work, consistency of resources and support

# Structural geographic and family constraints

- Implications for applicant pool and applicant attributes
  - Academic women often have older, academic partners
    - They may limit their employment search to specific regions
    - They are more likely to have a series of post-doctoral or non-traditions positions ( to coordinate two careers)
  - Under-represented minorities with PhDs are less likely to pursue their academic career far from family, so may attend institutions “atypical” for UC candidates
- Implications for hiring
  - Hiring women more often entails dual-career hires; Negotiations may be more complicated, require more resources, represent a larger investment
  - Women and underrepresented minorities may be less likely to have competing offers, national networks



# Social networks, hiring, and inequality

- Social networks tend to be segregated by gender and race/ethnicity (“homophily” – McPherson, Smith-Lovin and Cook 2001)
- Networks of women and racial minorities are smaller and have fewer connections to high-status individuals (McDonald 2011)
- **Implications for recruitment:**
  - Reliance on established networks is not sufficient
  - Valuation of recommendation based on the “reputation” of the referee or his/her institution may perpetuate inequities

# How to minimize impacts of bias on faculty recruitment

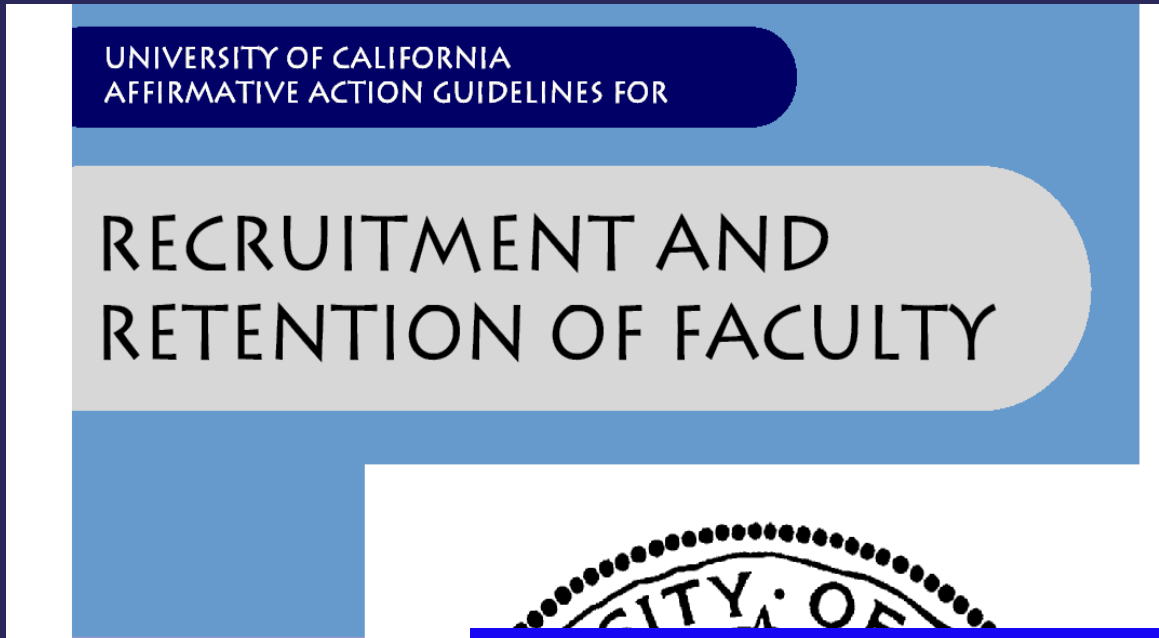
## Step I: Know what the likely biases *are*

- Structural factors that lead to bias in applicant pools and attributes of applicants



- **Unconscious biases** that can influence the assessment of a candidate's achievements and promise
  - Very common biases are based on:
    - Gender “schemas”
    - Race/ethnicity/culture
    - Family status
  - Knowledge of bias patterns can reduce its impacts

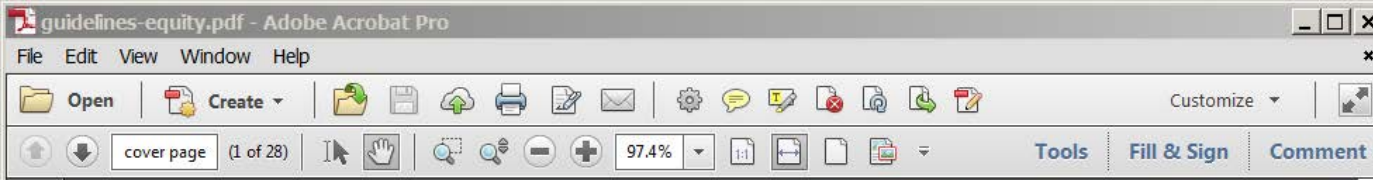
# Resources: best practices for recruitment and retention



[http://www.ucop.edu/academic-personnel/\\_files/documents/affirmative.pdf](http://www.ucop.edu/academic-personnel/_files/documents/affirmative.pdf)

Also see UC Academic Personnel Manual 500:

<http://manuals.ucdavis.edu/apm/500.pdf>



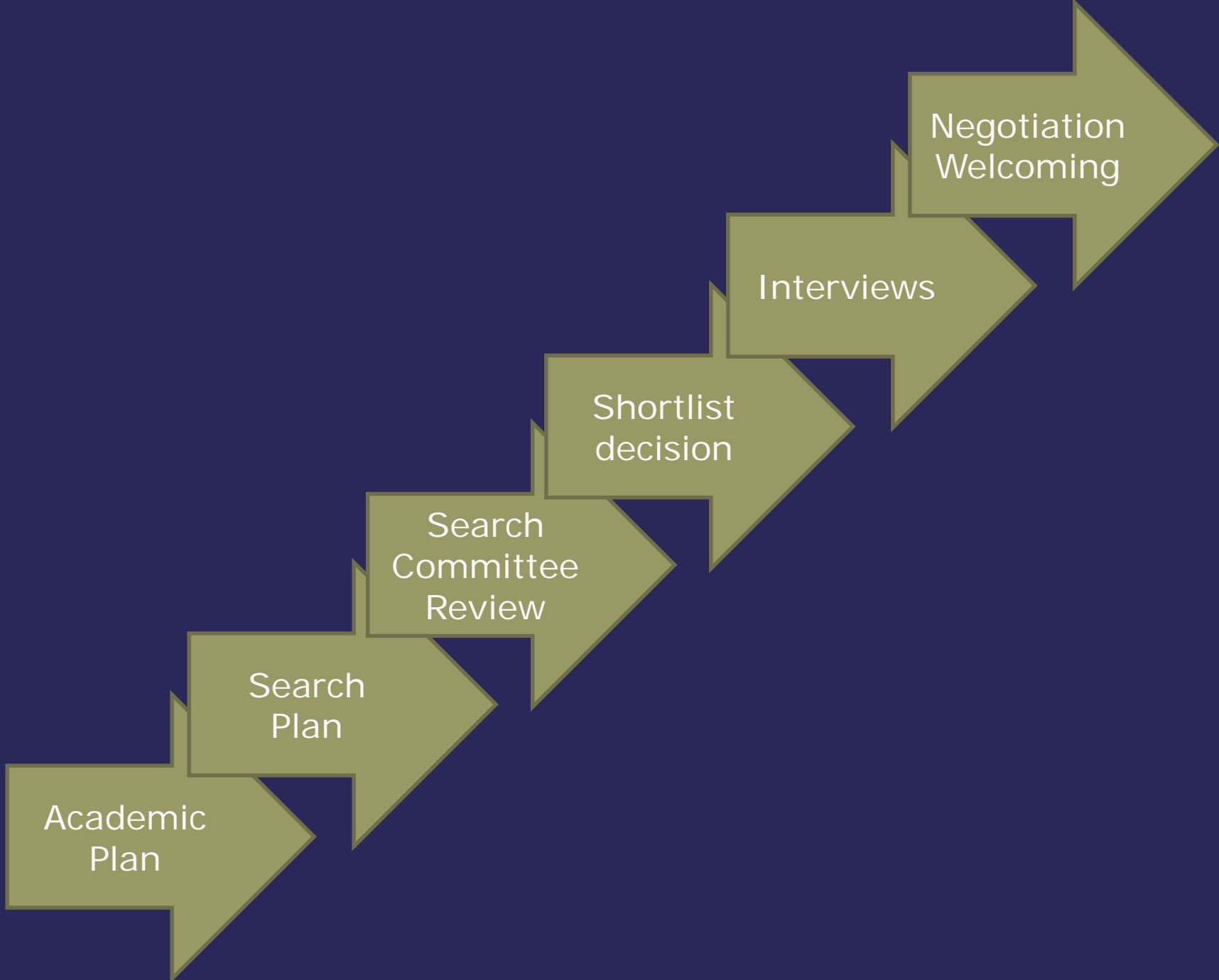
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OF  
CALIFORNIA

<http://www.ucop.edu/general-counsel/guidance/enhancing-diversity-at-uc.html>

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# GUIDELINES FOR ADDRESSING RACE AND GENDER EQUITY IN ACADEMIC PROGRAMS IN COMPLIANCE WITH PROPOSITION 209







# Open recruitment ↔ Targeted Recruitment

- **Open recruitment:** In almost all disciplines, diversity is highest in the workforce pools at the junior ranks
  - However, upgrade requests for recruitment above the Assistant rank are no longer required
  - Choice of ranks in which to recruit should have clear justification—e.g. demographics, pool size, leadership needs
  - The search plan must include *active* recruitment outreach via personal contact with at least 8 scholars/experts who are themselves non-majority and/or who have established programs with a strong diversity-building tradition
- **Targeted recruitment options:**
  - TOEs, UC President's/Chancellor's Postdoctoral Fellows
- **CAMPOS hiring incentive within open recruitments**

# Targeting candidates: Hiring incentives can stretch your resources and build faculty diversity

- **Former and current UC President's / Chancellor's Postdoctoral Fellows**
  - Are chosen from a large nationwide pool by a UC-wide faculty committee
  - Can be hired via an approved search waiver
  - Hiring incentive: \$85,000 / year for 5 years + some STEM startup support (systemwide, a first-come, first-served basis)
- **UC Davis ADVANCE CAMPOS Initiative (STEM disciplines)**
  - Nominated from among very top candidates recruited (no waivers)
  - Selected as CAMPOS Faculty Scholars based on commitment to diversity and engagement with under-served communities
  - Hiring incentive: \$85,000 / year for 5 years

http://ppfp.ucop.edu/info/

UNIVERSITY  
OF  
CALIFORNIA

President's Postdoctoral  
Fellowship Program

Search



*Advancing excellence through faculty diversity*

HOME

HOW TO APPLY

ABOUT PPFP

FELLOWSHIP RECIPIENTS

RESOURCES

CONTACT

The University of California President's Postdoctoral Fellowship Program was established in 1984 to encourage outstanding women and minority Ph.D. recipients to pursue academic careers at the University of California. The current program offers postdoctoral research fellowships, professional development and faculty mentoring to outstanding scholars in all fields whose research, teaching, and service will contribute to diversity and equal opportunity at UC.

**Resources for:**

[Applicants](#) [Fellows](#) [Faculty](#) [Universities](#)



2016-17 President's Postdoctoral Fellowship awards



**CAMPOS**  
Center for the Advancement  
of Multicultural Perspectives  
on Science

**CRN**  
Capital Resource  
Network

**ICCI**  
Inclusive Campus  
Climate

**M&NI**  
Mentorship &  
Networking

**P&PRI**  
Policy & Practices  
Review

**SSRI**  
Social Sciences  
Research

### CAMPOS

- CAMPOS Faculty Affiliates
- CAMPOS Faculty Scholars
- CAMPOS Initiative Events
- Capital Resource Network
- Inclusive Campus Climate
- Mentorship & Networking
- Policies & Practices Review

### Quick Links

- campos initiative committee members
- american association of hispanics in higher education

## CAMPOS Initiative

Center for the Advancement of Multicultural Perspectives on Science

### Mission

To support discovery of knowledge by promoting women in science, starting with Latina STEM scholars, through an inclusive environment that is diversity driven, mentorship grounded, and career success focused. CAMPOS builds on the Chancellor's vision of transforming the University to support women in science, especially Latinas.

### Goals

1. To create an internal Blueprint for action in each of the UC Davis STEM schools/department to implement the Chancellor's vision to sustain the institutional change and transformation that supports women in science, focusing on Latinas through collaboration between CAMPOS and ADVANCE subcommittees
2. To build a permanently diverse STEM UC Davis research community that reflects the changing demography of the United States and

**ADVANCE Helps UCD Rank #1 on Forbes List of Important Colleges for Women in STEM**  
Forbes  
Natalie Sportelli



**2016 SACNAS Workshop Presentation: "Making the Short List—Crushing"**

## Open searches: Crafting the search plan and position announcement

- A broad search will attract a larger and more diverse pool
- Make sure that the announcement stresses UC Davis's work-life flexibility and family-friendly policies
- Use language that makes it clear that your department, and our campus as a whole, values and rewards contributions to diversity and equal opportunity through teaching, service and scholarship...
  - All applicants for faculty positions must now submit a statement about their contributions to diversity (built in to UC Recruit)
- Use UC Recruit to provide additional information, e.g. accommodation for interviewees with children < 2 yrs old



# How position announcements can indicate a commitment to diversifying faculty

- “The program is especially seeking applicants who:
  - ... demonstrate a sustained personal engagement with communities that are underrepresented in the academy, and have an ability to bring this asset to teaching and scholarship”.
  - ... are committed to using the diversity of human experience as a resource in teaching and scholarship”.
  - ... have a record of public service addressing the needs of our increasingly diverse society or of efforts to advance equitable access to higher education”.
  - ... with the potential to bring to their academic careers the critical perspective that comes from their non-traditional educational background or understanding of the experiences of groups historically underrepresented in higher education”.

# The Search Committee makes a difference

- All search committee members are now required to have ADVANCE STEAD certification
- To change ingrained patterns, consider members from outside the department
- A diverse committee is likely to yield a more robust candidate pool
- Including graduate students on committees has been shown to enhance diversity outcomes, but the role of graduate students must be defined carefully
- Remember that tokenism undermines the advantages of a diverse committee.
- **COI Report**— search committee must communicate about conflicts of interest with applicants
  - Submitted with Shortlist Report in UC Recruit

UC Davis: MyInfoVault x UC PFPF -- Yahoo Search ... x Your Resources | Academic... x

academicaffairs.ucdavis.edu/resources/index.html

Most Visited Getting Started Latest Headlines

UC DAVIS

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Home > Your Resources

## Your Resources

- Your Resources**
- Academic Federation
  - Academic Senate
  - Associate Professor Network
  - Complaint Processes & Resources
  - Deans & Chairs
  - FAQ
  - Forms & Checklists
  - Language Support

UC Davis: MyInfoVault x UC PFPF -- Yahoo Search ... x Forms and Checklists | Aca... x

academicaffairs.ucdavis.edu/resources/forms\_checklists/index.html

Most Visited Getting Started Latest Headlines

## Forms and Checklists

### Quick Links

- [Academic Employment Opportunities \(RECRUIT\)](#)
- [Academic Personnel Manual](#)
- [Annual Call](#)
- [Attributes Chart](#)
- [Deans, Directors & Department Chairs List](#)
- [Delegations of Authority](#)
- [FAQs](#)
- [MOUs](#)
- [Salary Scales](#)
- [Step Plus System](#)
- [UCD Policy & Procedures Manual \(PPM\)](#)

### Academic Affairs

Fifth Floor  
Mrak Hall  
University of California,  
Davis  
One Shields Avenue  
Davis, CA 95616  
[Map](#)

### Forms

#### Action Forms

- Appointment To Form [PDF](#)
- Biography Form [PDF](#)
- Candidate's Certification of Reviewer's Comments (Attachment #6) [PDF](#)
- Candidate's Disclosure Certificate [PDF](#)
- Notification of advancement eligibility for an Academic Federation member [DOC](#)
- Recommended Action Form [PDF](#)
- Redelegated Merit Increase Recommendation [PDF](#)
- Teaching, Advising, and Curricular Development [PDF](#)

#### Academic Leave Forms

- Sabbatical Leave(Purchase through Campus Storehouse, UPAY573-1, Calcode 71443-171)
- Request for Teaching Release for Ladder Rank Faculty (Work-Life Leave) [More Info>>](#)

#### Miscellaneous Forms

- Near Relatives Identification and Approval Form [PDF](#)
- UCD 025 Appendix B: Request form for Pre-Approval of Outside Professional Activities [PDF](#)
- UCD 025 Appendix C: Report on Category I and II Compensated Outside Professional Activities [PDF](#)

#### Recruitment Forms

- Faculty Recruitment Committee - Potential Conflict of Interest (COI) Disclosure Form [PDF](#)
- Waiver of Search Form [PDF](#)

[Back to top](#)

# Engage in *active* recruitment that includes targeted outreach

- In addition to the “traditional” listservs and advertisement locations:
- Make a list of non-majority faculty and potential candidates; contact them *directly*
- Identify and connect with professional and media organizations that serve underrepresented scholars, e.g.
  - SACNAS-- Society for the Advancement of Chicanos and Native Americans in Science (SACNAS)
  - Diversescholar.org
  - UC President’s Postdoctoral Fellowship Program
  - Visit and recruit at minority-focused conferences, annual meetings



about diversity+stem career development events research blog

### Diversity+STEM

- Federal Efforts
- State Efforts
- STEM Climate
- Implicit Bias
- Innovation & Diversity
- Recruitment & Diversity
- Evaluating the impact of diversity programs

### Quick Links

ucd graduate diversity network



## Diversifying Faculty Recruitment

When hiring faculty, it's important to remember that diversity and excellence go hand-in-hand. The UC Davis ADVANCE program seeks to facilitate the adoption of the best-practices for conducting fair, equitable, and successful search faculty searches by collecting and disseminating best-practice information and resources.

Research shows that search committees succeed in hiring qualified women and people of color when they are proactive and consciously committed to building a diverse applicant pool and engaging in equitable review processes. We encourage departments and colleges to use the following resources to inform their faculty search and recruitment processes.

## Capital Resource Network



### Mission

To significantly enhance support for the recruitment and retention of dual-career faculty by building an active regional employment network that will significantly expand the existing UC Davis Partner Opportunities Program by formalizing access to the labor market in the Davis-Sacramento region.

### Goals

- The [Capital Resource Network](#) will meet 5 specific goals:
1. Develop a regional employment network
  2. Provide confidential career coaching to partners of UC Davis target hires

### Confronting the Two-Body Career Problem

Rebecca Harrington  
Scientific American

### Register for a STEAD Faculty Search Committee Workshop



about diversity+stem career development events research blog

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## Resources to Broaden Candidate Pools

THIS ITEM APPEARS IN:  
[Recruitment & Diversity](#)

Most fields have listservs, email groups, and other resources that can help you identify or reach qualified underrepresented candidates. Below are some resources that other universities commonly use to diversify their search pools. This list is not exhaustive, so we encourage search committees to investigate discipline-specific resources that may be available through academic and professional organizations.

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[Disciplines](#)

[Women](#)

[African-Americans](#)

[Hispanics/Latinas](#)

[Native Americans](#)



**NSF ADVANCE Program**

The National Science Foundation began supporting ADVANCE initiatives in 2001, and has awarded over \$130M in funding for a variety of programs. The most significant efforts seek to create permanent institutional transformation.

**Professional Associations**

Professional disciplinary groups allow members to meet, engage, and share knowledge. This effort is particularly important to foster supportive, collaborative networks among scientists from under-represented groups.

**Research Databases**

We have compiled multiple publicly available databases of the published research related to NSF ADVANCE program efforts to increase diversity in STEM education and the STEM labor force. These include the literature on implicit bias, mentorship and other topics.

**Work-Life Balance**

Balance is real challenge facing many faculty, particularly women with children. The perception (and reality) of the inflexibility and rigor of an academic career is one cause for the lack of diversity in STEM disciplines.

**UC Davis Recruiting**

Through ADVANCE, UC Davis is working to become a destination campus for diverse STEM scholars. Learn more about our recruitment process and available recruiting resources.

[READ MORE »](#)



# Evaluating candidates— best practices

- Encourage the use of *specific criteria* by which every candidate should be reviewed
  - overall, “gestalt” impressions are the most likely to be influenced by unconscious biases
  - Minimize the reliance on “prestige screening” based on past institutions and reputation of mentors
  - Evaluate the content of letters, not just the letter-writers
- If the pool is not deep enough, consider additional outreach
- In department meetings, discuss issues associated with structural and unconscious bias
  - E.g., faculty should not be dismissive of career gaps or extended time as a graduate student or post-doc, as this biases evaluation against women in their childbearing years and candidates with medical conditions or disabilities

# Department decision: Interview list

## Before the faculty meeting

- Circulate search committee recommendations
- (Invite faculty to nominate other candidates)
- Decide, as a department, what the role of search committee members will be; will they vote?
- Walk the halls beforehand, making a special effort to listen to junior faculty members

## At the faculty meeting

- Be ready to speak on behalf of quiet faculty members
- Make sure all votes (even “straw” votes) are confidential
- Be an agent for positive change

**Use similar processes for vote on top candidate(s) for offer**



## Department preparation for the interviews

- Get faculty buy-in on space(s) and teaching for the new faculty member
  - Adopt space formulae or written standards
  - Use your departmental space committee
- Identify candidate's top teaching interests, and talk with faculty about ways to provide that opportunity
- Select a truly committed faculty host
- If the interviewee has an especially strong commitment to diversity and equal opportunity, consider connecting with CAMPOS to participate in interview
- Have UC Davis Work-Life and Partner Opportunity fliers on hand!

# Communicating with the candidate pre-interview

- Well in advance of the interview visit, give each candidate a clear description of seminar format, expectations, and the nature of the audience.
- Ask if there are any members of the UC Davis community with whom they'd like to meet.
- Ask whether there are special needs such as physical access or dietary restrictions. Utilize campus resources for accommodation needs.
- For non-majority candidates, plan ahead to enable connections with other members of that community at UC Davis (e.g. CAMPOS / UC Davis ADVANCE)
- Refer *all* candidates to the online UC Davis Work-Life brochure: [http://academicaffairs.ucdavis.edu/local\\_resources/docs/work-life/wrklife%20brochure\\_7%206%202015.pdf](http://academicaffairs.ucdavis.edu/local_resources/docs/work-life/wrklife%20brochure_7%206%202015.pdf)

## The interview: family-friendly recruitment practice

- For candidates who are single parents to, or breast-feeding, children < 2 years of age:
  - Travel costs are provided for both the child and an additional person who can provide childcare assistance while the candidate is interviewing at UC Davis
  - Allows increase in accommodations costs, e.g., extra bed or crib added to the existing hotel reservation, up to \$200.
  - Please note that these are taxable benefits (Form 1099)
- *Candidates should not be asked if they qualify for this!* Instead, they should be told the practice exists and directed to your recruitment web site, where you can have this language and provided with the flyer as part of the recruitment materials.



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## Work Life

### Work Life

- Advisor Biographies
- Breastfeeding Support Program
- Campus Work Life and Wellness
- Childcare & Youth Programs
- Elder Care & Senior Resources
- Faculty Advisors for Work Life
- Family Friendly Recruitment Practices
- Partner Opportunities Program (POP)
- Request for Teaching Release for Ladder Rank Faculty (PDF)
- SOM Worklife Program

### UC Davis Chancellor joins national initiative promoting faculty Work Life Balance

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#### ACE and Sloan Awards

September 25, 2006: UC Davis and UC Berkeley were joint recipients (one of five research institutions nationwide) of the 2006 American Council on Education (ACE) and Alfred P. Sloan Award for faculty flexibility. This award was granted to institutions that demonstrate innovative faculty career flexibility programs. See the [UC Davis Dateline article](#) for more information.

### Balancing Work and Life

UC Davis recognizes the necessity of supporting faculty in honoring their often-competing commitments to both family and career. To recruit and retain the best faculty, the campus established a Work Life program in January, 2003 (see Provost Virginia Hinshaw's January 2003 [Work Life Balance Directive](#)). This program provides enhancements to existing systemwide policies as described below. Also in support of the directive, the Office of the Provost-Academic Affairs has [developed](#)

#### UC Davis Faculty Work-Life Information

The [UC Davis Work-Life Brochure](#) and [Work-Life Information Card](#) provide resources and program information for faculty and other academic appointees to support work life flexibility and balance.



# ONE WORLD *One* UC DAVIS

## *UC DAVIS Work-Life*

**A family-friendly program to enhance careers in our academic community**



# The interview: legal dos and don'ts

During the visit and in interviews/talks, *it is unlawful* to ask candidates questions that may relate to protected categories such as:

- family status
- race
- religion
- national origin/citizenship,
- age
- disability, etc.

→ Emphasize the strengths of UC Davis and our broader region, but do so without asking about the candidate's status for the categories above

# Interview and negotiation— selling UC Davis

- Davis is a friendly community in a region with access to a wide range of lifestyles, from urban to rural.
- UC Davis has a culture that values collegiality and cross-disciplinary collaboration.
- UC Benefits are (still) among the best in the nation.
- The UC merit/promotion peer review creates opportunity and transparency
- Strong Work Life Program for Academics
- UC Davis is very proactive in hiring professional couples
- → Give every candidate the W-L and POP fliers!

# Post-interview negotiation

- Typically, UC Davis will match a competing salary offer from a comparable institution—match using off-scale, not by increasing step
  - Dean can authorize up to 3 steps off-scale; VP-AA approves if higher
- Communicate with Dean right away if start-up estimate looks to be insufficient
  - Be creative— consider shared resources, department share, spreading investment over time
- In the Tentative Offer Letter (TOL), do not “promise” appointment *or* a particular rank or step!!
  - Rank and step *cannot* be negotiated
  - We have a formal approval process that takes *time*
  - The TOL should make it very clear that the offer is not yet final; **templates are available from your dean’s office.**

# What if there is a partner???

- Get partner's vita, and find out career preferences
- Treat the partner with great respect
- Inform your dean immediately, and strategize with dean about options if the partner is an academic (~6-8% of hires)
- There is help for you!!
  - The **Partner Opportunity Program (POP)** assists with placing partners into UC Davis positions
  - The **Capital Resource Network (CRN)** can assist during recruitment, community integration and high-level informational interviews for the partner around the Sacramento Region



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- Diversity & Equity

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## Work Life

### Work Life

- Advisor Biographies
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Search Academic Affairs

# Partner Opportunities Program (POP)

## Partner Opportunities Program (POP)

- POP Information Card
- Services for International Students and Scholars (SISS)
- Capital Resource Network
- Work Life
- UC Davis Front Door
- Mortgage Origination Program (MOP)
- Faculty Equity and Inclusion

### What is the Partner Opportunities Program?

Under the direction of the Vice Provost —Academic Affairs, the UC Davis Partner Opportunities Program (POP) is a service designed to support departments and deans offices in the recruitment and retention of outstanding faculty by assisting their partners and spouses in seeking employment at UC Davis.



# POP

- UCD's **Partner Opportunity Program (POP)** is a national model
  - Split of partner salary benefits: originating unit (dept/dean)--receiving unit (dept/dean)--Provost
    - 2 years of support for non-faculty partner hires
    - 3 years of support for faculty partner hires
  - Finding the recipient unit is the biggest task, especially for faculty partners
  - Faculty search waiver is required
    - Receiving department votes to waive recruitment
    - Waiver request must be reviewed by Senate and approved by VP-AA... this takes time
  - Actual appointment dossier must be complete— including extramural letters!

# POP is helping us recruit and retain faculty

- From 2013-2015, POP helped place partners for 43 faculty recruitments and 6 retentions:
  - 14 Senate positions
  - 11 Academic Federation positions
  - 24 other placements (staff, grad school admission, external)
  - Over 50 POP cases are currently ongoing
- POP has been a big success— but don't promise the partner a position!
- Help build a culture of reciprocity across the campus!



Search Academic Affairs

- Programs**
- Capital Resource Network
  - Mortgage Origination Program (MOP)
  - Partner Opportunities Program (POP)
  - Target of Excellence (TOE)
  - Work Life Resources



By the year 2020 UC Davis will employ newcomers to our community. As a employees and their families with a acclimate them to their new home.

Upon receiving an employer's refer employees. Each new-hire referred resources and a plan designed to n

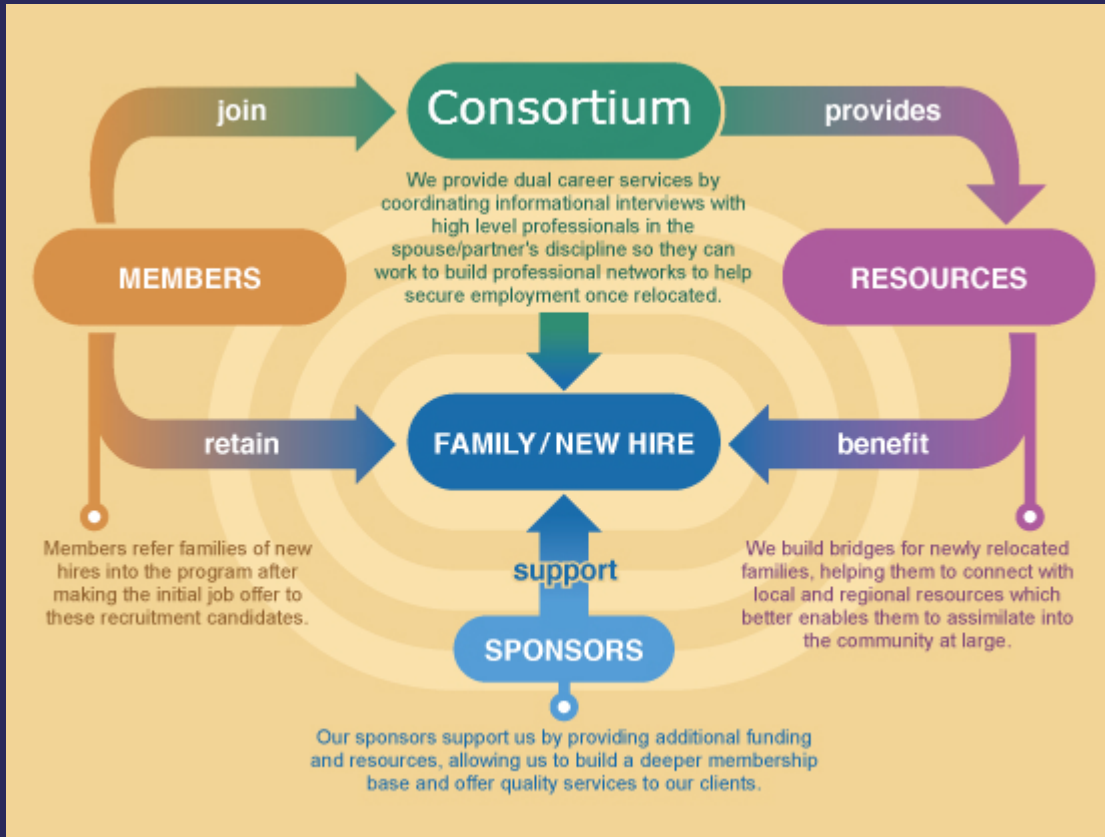
- Quick Links**
- Academic Employment Opportunities (RECRUIT)

**CRN Services**

- ▶ *Initial Consult*
- ▶ *Dual Career Support*
- ▶ *New Arrival Integration*
- ▶ *Cultural Transition*



# The CRN can help you “land” your top candidate

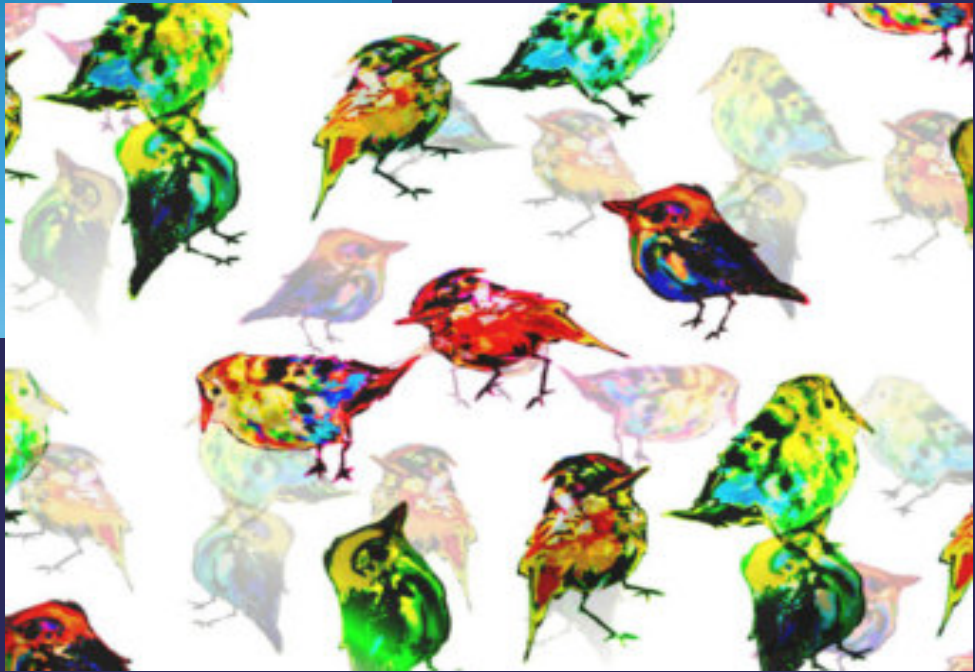


**How the CRN works:** Employers pay membership and service fees to participate in CRN events and referral services. When a member employer refers a new-hire or candidate to network, the CRN coordinator then contacts the new-hire or candidate on behalf of the employer and conducts a thorough consult. The consult serves to answer a myriad of questions for the candidate and also to accurately create an extensive and customized portfolio of services for the new-hire.

CRN referral is done via Forms Online



Launching...  
and including





# Getting a new Assistant Professor started

- Be very present during the settling-in
  - Visit the new office and/or lab space prior to the move— make sure it's ready for the move; if it isn't, establish alternate setting
  - Check on status of home hunt, settling in; maybe a dinner invitation with peers at your home
- Facilitate mentoring and networking interactions
  - Department member advocate / outside contacts
  - Use the campus membership in the National Center for Faculty Development and Diversity; consider funding enrollment in the SUCCESS program (\$3250)
  - UC Davis ADVANCE LAUNCH program for pre-tenure hires in STEM
- In STEM? Request participation in ADVANCE LAUNCH program!
- Explain expected standards, and the schedule of reviews, appraisal, tenure (including the stop-clock option)... develop a **Plan for Progress** together
- For the first teaching experience, consider pairing with a more seasoned instructor
- Check in frequently, encourage outside-of-department networking
- Remember, non-majority faculty are more likely to feel like outsiders

# Getting a new tenured professor started

- Visit the new office and/or lab space
- Check on status of house hunt, etc.
- Mentoring is still important for Associate, early steps in the Full rank
  - Talk about schedule of merit reviews, *and expectations for the next promotion*
  - Associate Professors, especially, can struggle with service load, lack of mentoring, and expectations for promotion to Full Professor
    - Membership in the National Center for Faculty Development and Diversity— a national mentoring network-- Consider sponsoring for NCFDD Faculty Success program
    - UC Davis Associate Professor Network (Academic Affairs)
    - Associate Professor Brown Bags
- Full Professors-- consider mentoring for leadership positions
  - Use their experience to identify better practices at prior institutions
  - Explain high-level merit expectations!

# Potential roadblocks for new, non-majority faculty

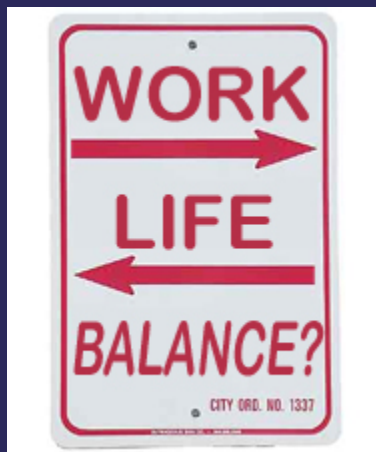
- Greater cognitive diversity may be accompanied by less agreement on which problems are most important
  - Non-majority PHD-holders tend to be more interested in applied work and engagement with underserved communities
- Cognitive diversity may be associated with diversity in experience, training and identity, which in turn may require more nuanced communication
- Individuals who bring such new perspectives to the group may not seem to be a “good fit”
- These issues must be considered in evaluating, interviewing and mentoring non-majority faculty candidates.

# Boosting the trajectory towards excellence

- Monitor the faculty member's progress— grants, publications or other creative works, teaching issues, service
  - Encourage faculty to curate an online academic profile— e.g. *Google Scholar Citations, Research Gate*
  - Funding issues— consider a pre-review set of faculty advisors
  - Make sure that service load is not limiting other activities
    - Volunteer to be the “bad guy” for junior faculty
    - Be cognizant of and document the greater service and mentoring pressures experienced by women and underrepresented minorities
  - Teaching issues— CEE has superb programming!
- Be proactive in nominating deserving faculty for awards and honors
- Gather data that will make the case for Step Plus advancements > 1.0 steps

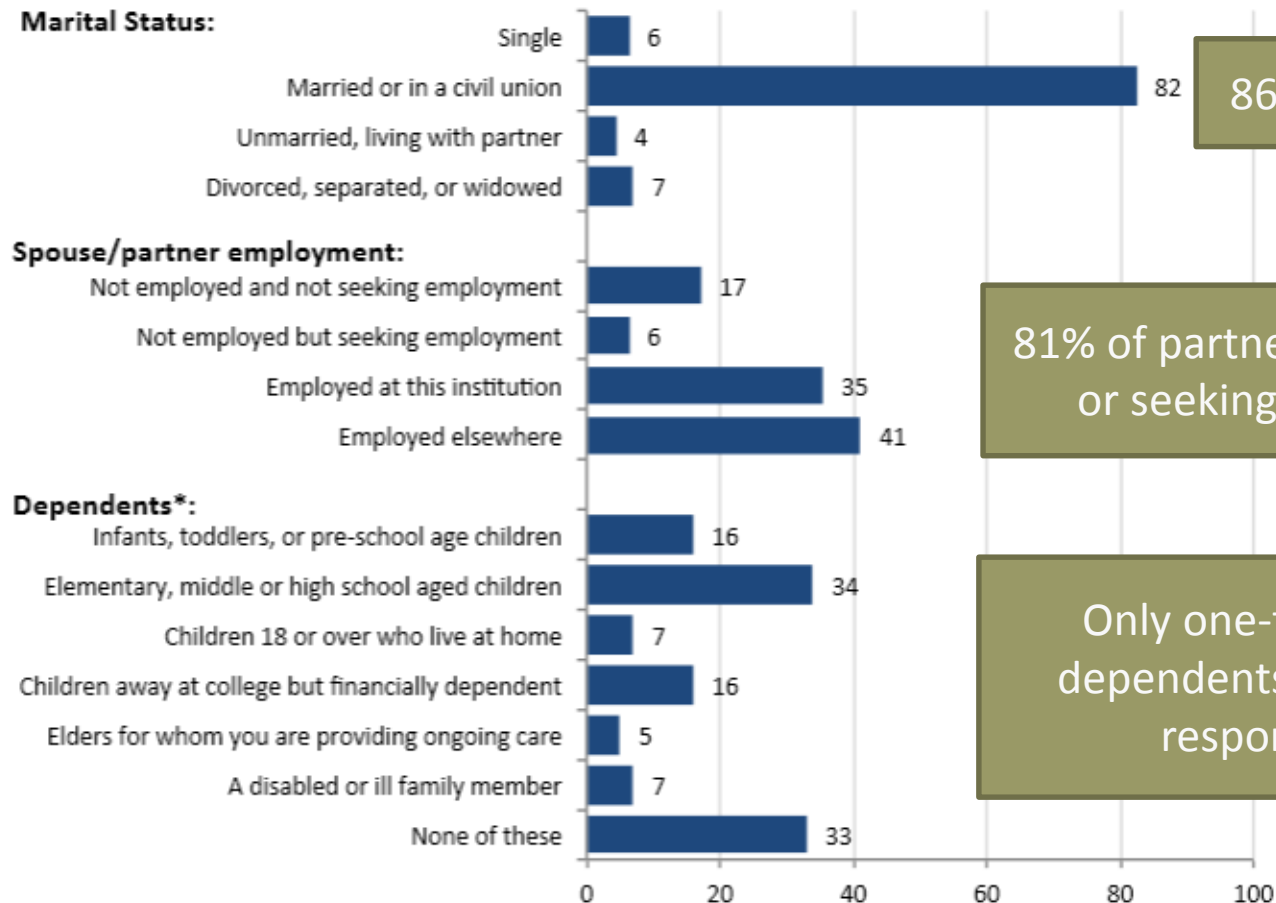
# Enabling work-life balance

- Assistant Professors-- often building families and relationships, while also building career towards tenure
- Associate Professors-- many have children at home, while also coping with eldercare issues
- Full Professor-- eldercare and health issues predominate
- For faculty in all of these stages, career and scheduling flexibility is extremely important!



# 2012-13 COACHE survey of Faculty Job Satisfaction: Family characteristics of UC Davis faculty

Figure 1: Percentage of UC Davis faculty respondents by marital status, employment status of partner/spouse, and types of dependents



86% are partnered

81% of partners are employed or seeking employment

Only one-third have no dependents or caretaking responsibilities

\*Percentages do not sum to 100 because categories are not mutually exclusive.



# Enabling work-life balance

- Avoid scheduling faculty meetings and events before 9am or after 4 pm
- Know and encourage the use of UC Davis Work-Life policies
  - Tenure stop-clock: childbirth, adoption, family illness, lab issues
  - Work-Life postponements of merit/promotion actions
- Be on the look-out for family-status bias
- Faculty with rich family lives are critical role models



# Retaining our valuable faculty members

- Be a leader in building a supportive and inclusive department climate
- Be proactive in merits and promotions, award nominations
- Be cognizant of salary compression-- and work with dean to identify candidates for equity offscapes, other preemptive incentives
- Set the tone for your department as one that values and maximizes opportunity for *all*

# Discussion