

# TWO-DAY MANDATORY NEW CHAIRS WORKSHOP

## Recruiting and launching new faculty members

Phil Kass

Vice Provost -- Academic Affairs

September 19-20, 2017



# 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

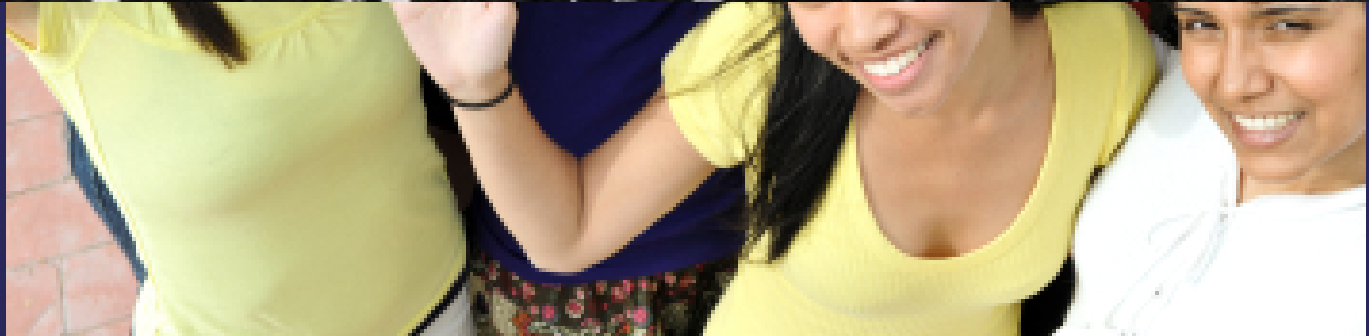


# The imperative to *hire*

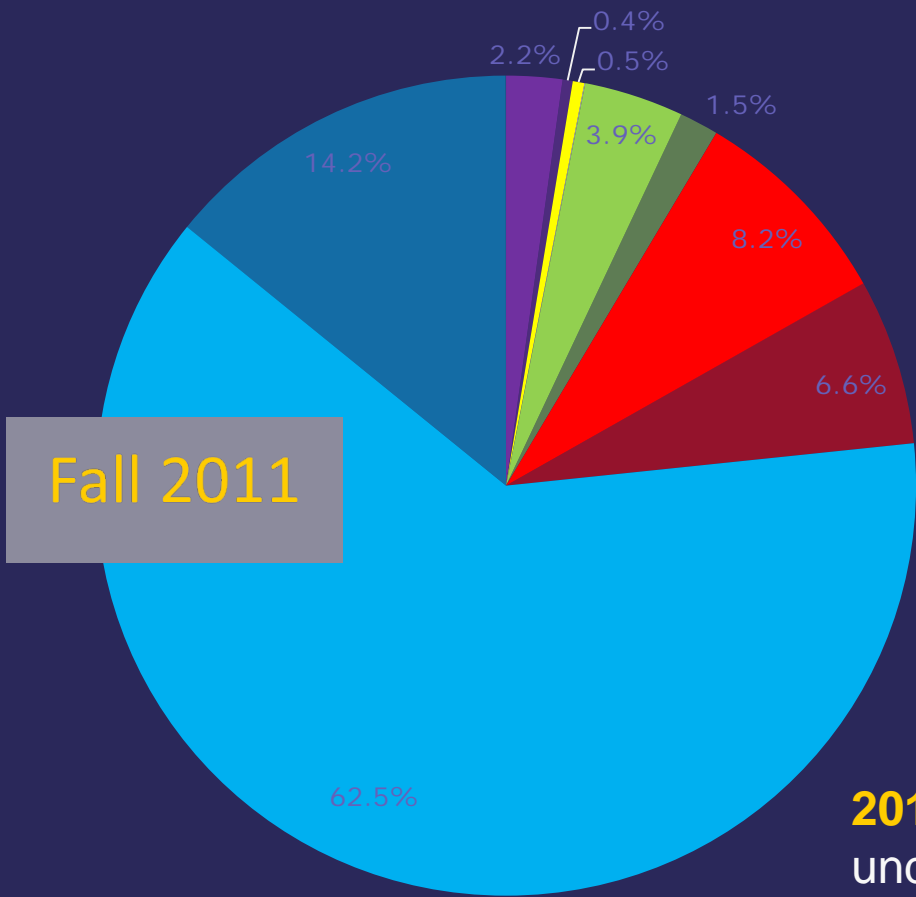
- Under the 2020 initiative, UC Davis is *adding* >>300 new faculty positions from 2014 to 2020.
- In addition, we have many retirements ongoing
  - Over the next 2-4 years, almost 50% of our faculty will be eligible for retirement
- Consider very broad (“open”) searches from which multiple hires can 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



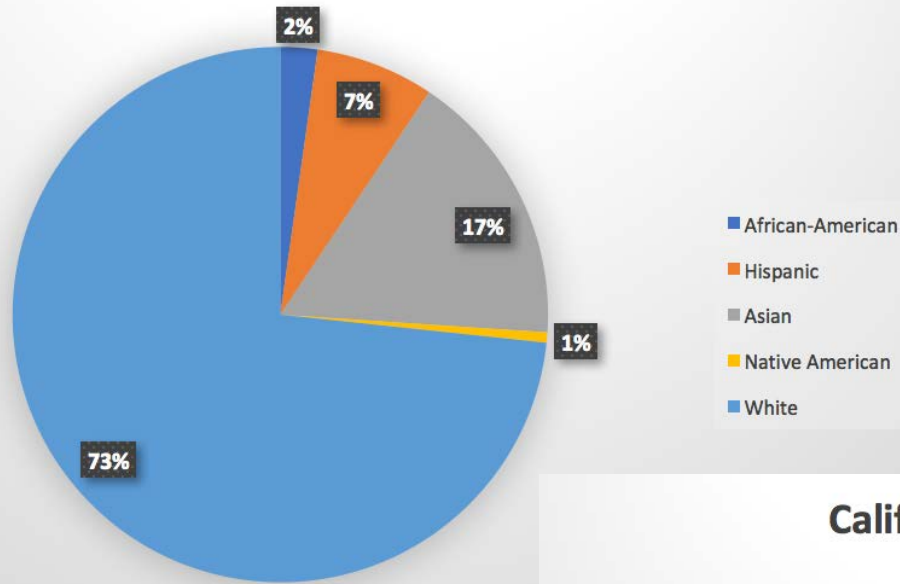
# UC system: race/ethnicity of ladder-rank faculty



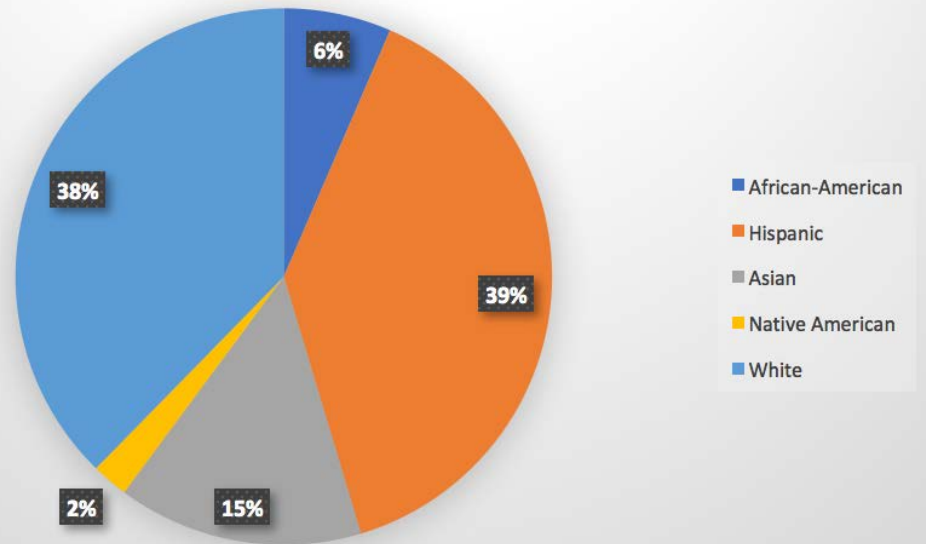
- Black/African American-Domestic
- Black/African/African-International
- American Indian-Domestic
- Chicano/Latino/Hispanic-Domestic
- Chicano/Latino/Hispanic-International
- Asian-Domestic
- Asian-International
- White/Other-Domestic
- White/Other-International

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

### Ladder rank faculty, 2017




### California population, 2017



# A RADICAL WAY OF UNLEASHING A GENERATION OF GENIUSES



These students in Matamoros, Mexico, didn't have reliable Internet access, steady electricity, or much hope—until a radical new teaching method unlocked their potential. 

PETER YANG



# 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*

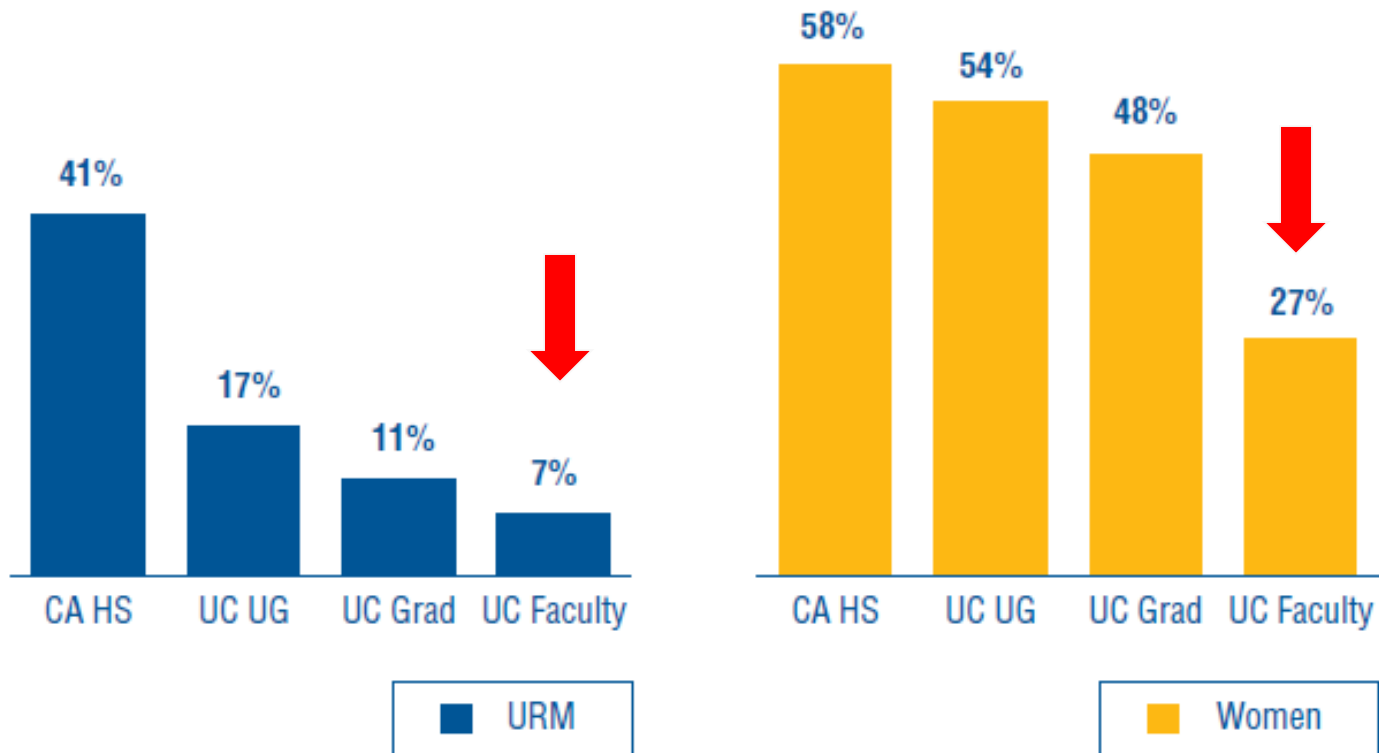


- **Structural factors** that lead to bias in applicant pools and attributes of applicants
- **Unconscious biases** that can influence the assessment of a candidate's achievements and promise
- Hundreds of UC Davis faculty have now participated in the STEAD workshops

# 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, and represent a larger investment

# 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

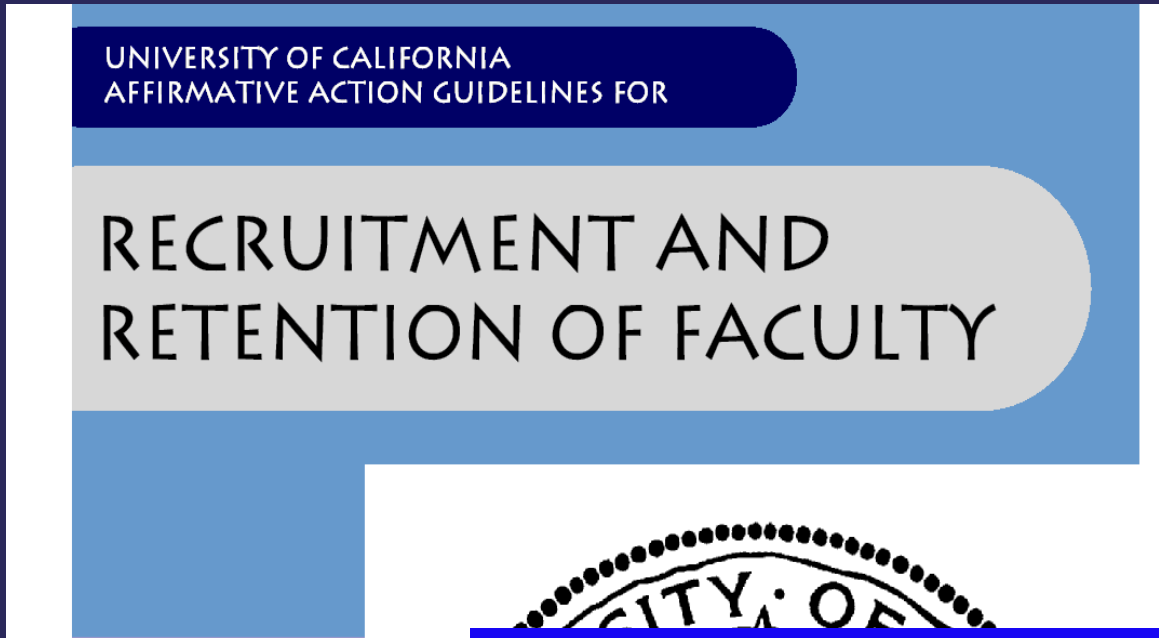
## Step I: Know what the likely biases *are*

- 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

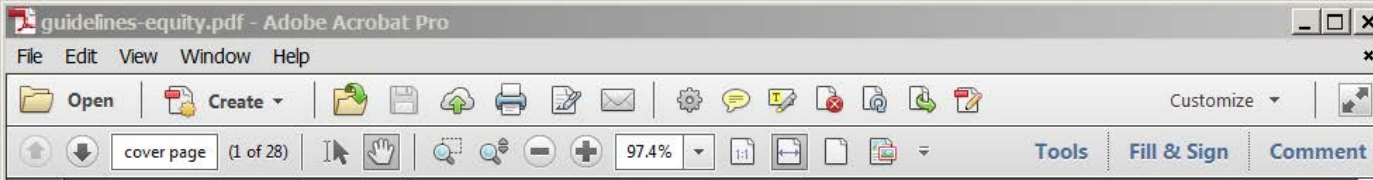


[http://www.ucop.edu/academic-personnel/\\_files/documents/affirmative.pdf](http://www.ucop.edu/academic-personnel/_files/documents/affirmative.pdf)

Also see UC Academic Personnel Manual 500:

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

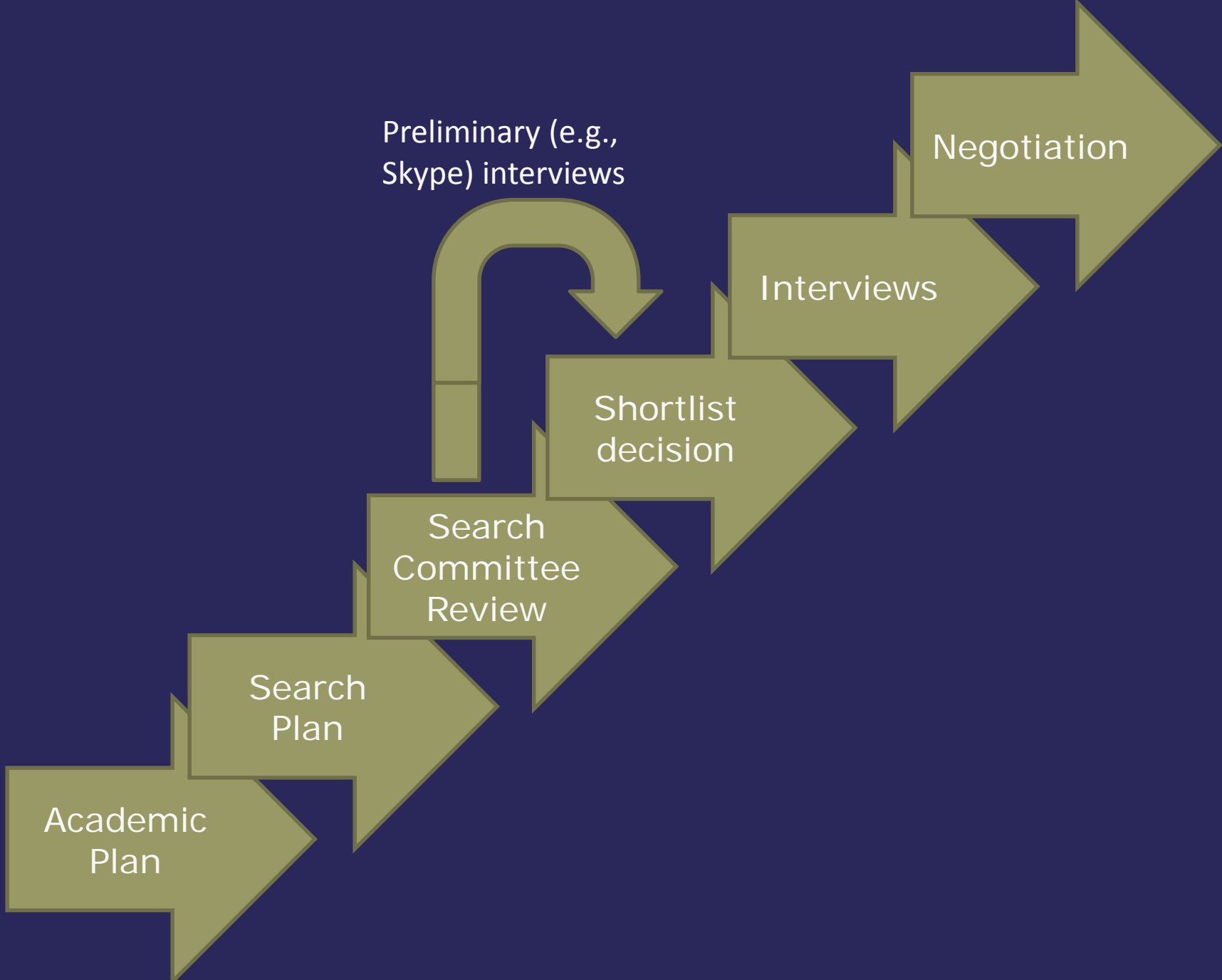




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<http://www.ucop.edu/general-counsel/guidance/enhancing-diversity-at-uc.html>

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



Academic  
Plan

Search  
Plan

Search  
Committee  
Review

Shortlist  
decision

Interviews

Negotiation

Preliminary (e.g.,  
Skype) interviews

# 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 now decided by the Dean
  - 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/Impact Recruitment Incentive 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
- **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/>

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President's Postdoctoral  
Fellowship Program

Search



*Advancing excellence through faculty diversity*

[HOME](#) [HOW TO APPLY](#) [ABOUT PFP](#) [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](#)





**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
- 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 Contributions to Diversity Statement about their contributions or aspirations 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

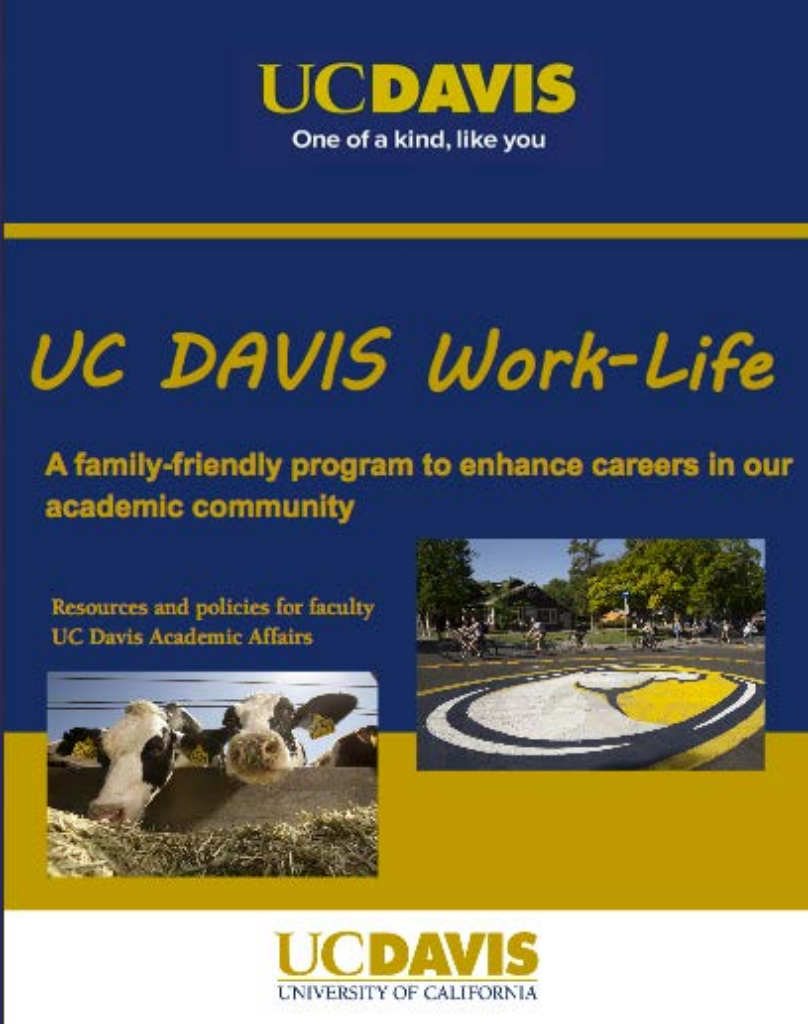
- “The program is especially seeking applicants who:
  - ... demonstrate a sustained personal engagement with communities that are underrepresented in the academy, and have an ability to bring this asset to teaching and scholarship”.
  - ... are committed to using the diversity of human experience as 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”.
- For more examples, see:  
[http://academicaffairs.ucdavis.edu/local\\_resources/docs/diversity/Advertising%20suggestions.pdf](http://academicaffairs.ucdavis.edu/local_resources/docs/diversity/Advertising%20suggestions.pdf)



# How position announcements can indicate a commitment to diversifying faculty

Make sure that the announcement stresses UC Davis's work-life flexibility and family-friendly policies

[http://academicaffairs.ucdavis.edu/local\\_resources/docs/work-life/wrklife%20brochure\\_12\\_13\\_2016.pdf](http://academicaffairs.ucdavis.edu/local_resources/docs/work-life/wrklife%20brochure_12_13_2016.pdf)



The image shows the cover of a brochure titled "UC DAVIS Work-Life". At the top, the UC Davis logo is displayed in yellow and white, with the tagline "One of a kind, like you" below it. The main title "UC DAVIS Work-Life" is written in a large, yellow, cursive font. Below the title, the text "A family-friendly program to enhance careers in our academic community" is written in a smaller, yellow, sans-serif font. The brochure features two photographs: one of a cow's face and another of a circular path with a yellow and blue design. At the bottom, the UC Davis logo is repeated in white on a dark blue background, with "UNIVERSITY OF CALIFORNIA" written below it.

**UC DAVIS**  
One of a kind, like you

*UC DAVIS Work-Life*

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

Resources and policies for faculty  
UC Davis Academic Affairs

**UC DAVIS**  
UNIVERSITY OF CALIFORNIA



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- Diversity & Equity ▶

Home > Programs > Work Life

## 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

June 20, 2013: Chancellor Linda P.B. Katehi has joined the heads of nine other universities and colleges as a founding partner of a national initiative to promote work-life balance for faculty as a way to enhance academic excellence. See [UC Davis News and Information article](#) for more information.

### 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.

# The Search Committee makes a difference

- All search committee members are now required to have ADVANCE STEAD (i.e., Strength Through Equity and Diversity) certification, to be recertified once every 3 to 4 years
- 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
- **COI Report**— search committee must communicate about conflicts of interest with applicants
  - Submitted with Shortlist Report in UC Recruit

UC Davis: MyInfoVault UC PPEP -- Yahoo Search ... Your Resources | Academic... +

academicaffairs.ucdavis.edu/resources/index.html

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UC DAVIS

# Academic Affairs

Serving the professional Academic Community at UC Davis

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## Your Resources

Academic Affairs provides a number of resources and new faculty for Deans and Chairs, including:

This page also contains resources:

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

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Home > Your Resources > Forms & Checklists > Forms and Checklists

### Quick Links

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

**Academic Affairs**  
 Fifth Floor  
 Mark Hall  
 University of California, Davis  
 One Shields Avenue  
 Davis, CA 95616  
[Map](#)  
 (530) 752-2072  
 (530) 752-6359 fax

## Forms and Checklists

### 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](#)

#### Academic Leave Forms

- [Sabbatical Leave\(Purchase through Campus Storehouse, UPAYS73-1, Calcode 71443-171\)](#)
- [Request for Teaching Release for Ladder Rank Faculty \(Work-Life Leave\) More Info >>](#)

#### Miscellaneous Forms

- [Near Relatives Identification and Approval Form PDF](#)
- [APM 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 Form

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

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### Checklists

#### Academic Senate Checklists

- [Checklist for Appointment PDF](#)
- [Checklist for Appointment - Lecturer w/ PSOE, SOE, Sr. Lecturer w SOE PDF](#)
- [Checklist for Appraisal PDF](#)

Aggie Guardian

Use this free mobile app for



# 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* – *nothing beats a personal touch*.
- 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



### 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



« Back

## 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, initial impressions are the most likely to be influenced by unconscious biases
  - Minimize the reliance on “prestige screening” based on past marquis 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
- 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 Program 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.

# 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.
- California is a socially and environmentally progressive state
- 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 and fairness
- UC Davis is proactive in addressing salary equity
- 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 – but match by using off-scale salary, not by increasing step
  - Dean can authorize up to \$4,000 above college/school average offscale; 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), never “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 resume or CV, 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



# Academic Affairs

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## Work Life

### Work Life

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- Campus Work Life and Wellness
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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.



# 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), and Provost
    - 2 years of support for non-senate/staff partner hires
    - 3 years of support for senate partner hires
  - Finding the recipient unit is the biggest task, especially for faculty partners
  - Faculty search waiver for potential senate hire is required
    - Receiving department votes to waive recruitment
    - Waiver request must be reviewed by Senate (CAP, CPB) 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 2015-2017, POP helped place partners for 56 primary faculty recruitments and 14 retentions into the following positions:

- 12 Academic Senate
- 29 Academic Federation
- 29 other placements (staff, grad school admission, external)
- Over 50 POP cases are currently ongoing

- POP has been a big success— but please *don't* promise the partner a position!

- **Help build a culture of reciprocity across the campus!**

# Capital Resource Network

A Concierge program that **WELCOMES**, **INTRODUCES** and **INTEGRATES** newly relocated **STAFF**, **FACULTY** and their **FAMILY** for the purposes of enhanced recruitment and longer term retention.



# CRN Glossary

**Pre-hire Consult:** A standalone consult, separate from the full referral and is available in 3 tiers. A pre-hire is provided in advance of an offer, usually to the short list of top candidates. It does not imply a commitment.

(\$200, \$400, \$1,100)

**Recruitment VIP:** A Pre-hire and Full Referral hybrid. (\$3000)

**Full Referral:** The Client has not received a Pre-hire Consult. As a new employee, the client will receive approximately 20 hours of support services: consult, integration, dual career support. (\$3,000)

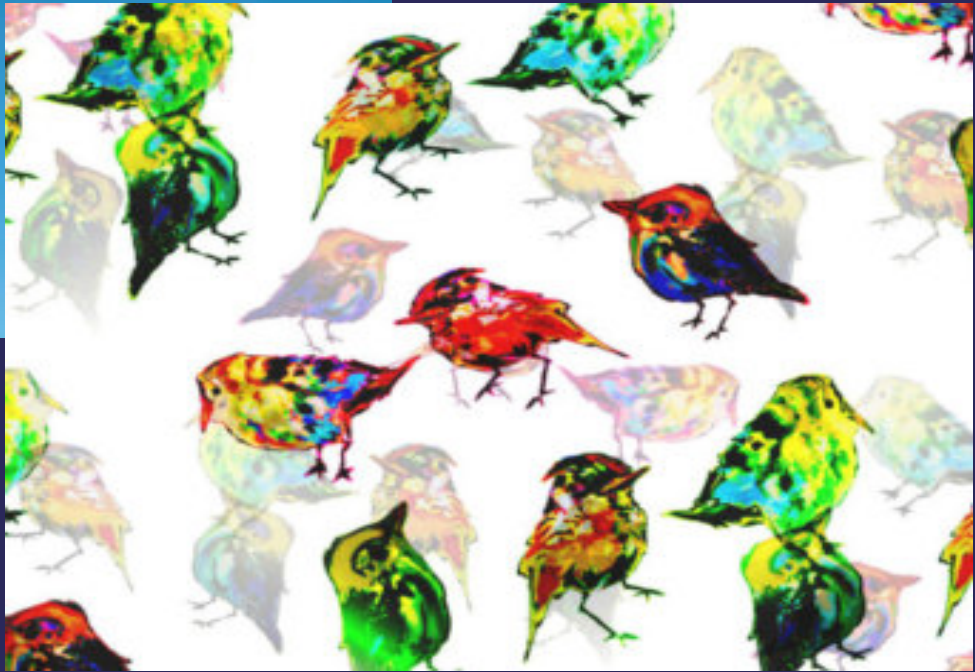
**Initial Consult:** A confidential conversation between the client and CRN to explain services and establish initial priorities, part of the full referral.

**Continuing Referral:** The Client received a pre-hire consult and would like to continue with full services of integration and dual career support. (\$3,000)

**Additional Hours:** Add 10 hours extra service time to a full or continuing referral. (\$1,500)



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
- 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



Faculty member being mentored:

Current rank and step:

Attendees:

Meeting called by:

Date of Meeting:

Research	
Focus:	
Peer-reviews publications since last meeting:	
Grants since last meeting:	
Strengths and successes:	
Weaknesses and/or areas for improvement:	
Opportunities for growth:	
Action items:	Deadline:

Teaching	
Major responsibilities:	
Quality of teaching evaluations:	Annual instructional contact hours:
Graduate student mentoring:	
Weaknesses and/or areas for improvement:	
Opportunities for growth:	
Action items:	Deadline:

Professional competence and service	
Focus:	
Notable presentations at meetings:	
Reviewing activities:	
Recognitions:	
Weaknesses and/or areas for improvement:	
Opportunities for growth:	
Action items:	Deadline:

University and public service	
Major School responsibilities:	
Major University responsibilities:	
Weaknesses and/or areas for improvement:	
Opportunities for growth:	
Action items:	Deadline:

# 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 Professors
  - 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 (P6, Above Scale)!

# 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— Center for Educational Excellence 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

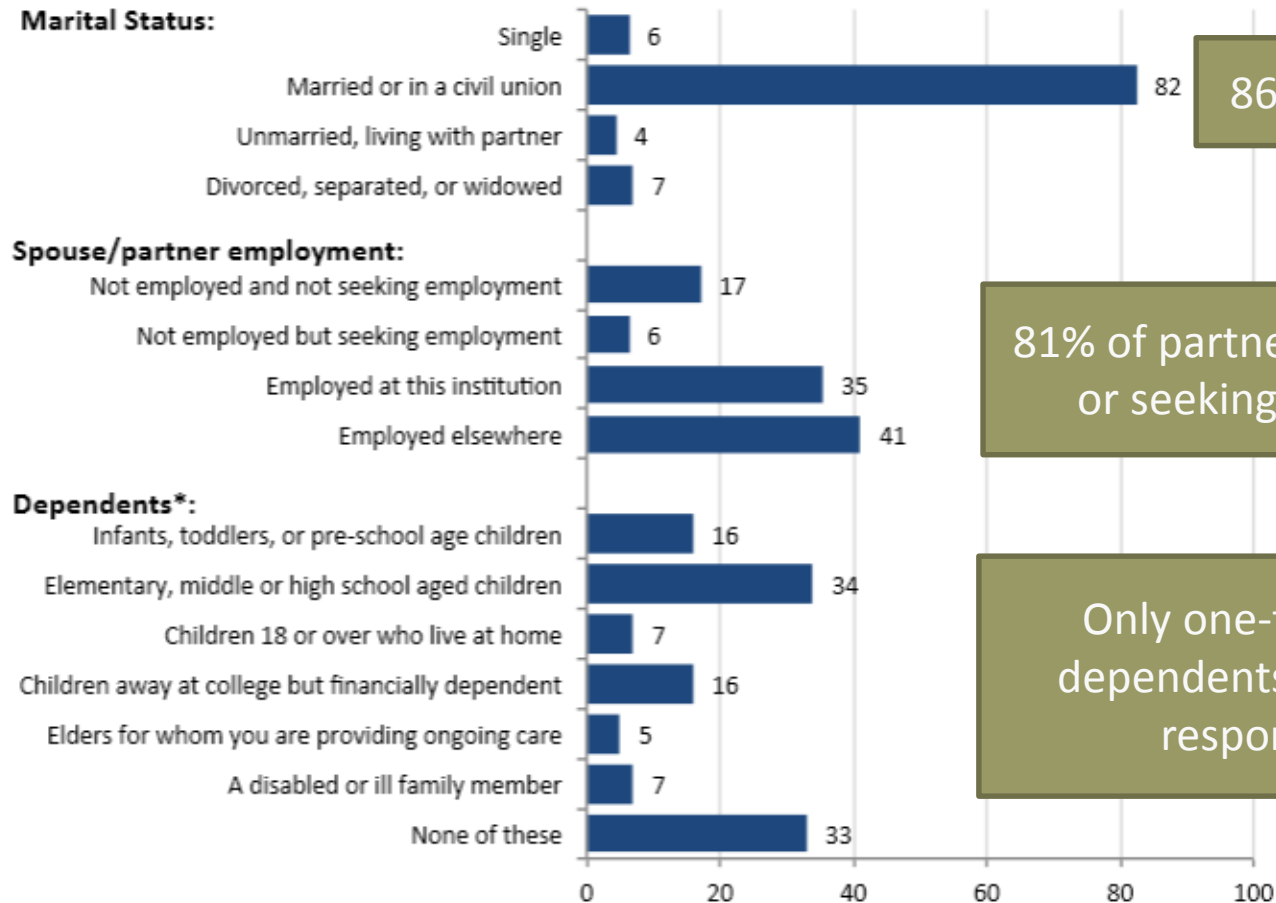
# Enabling work-life balance

- 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

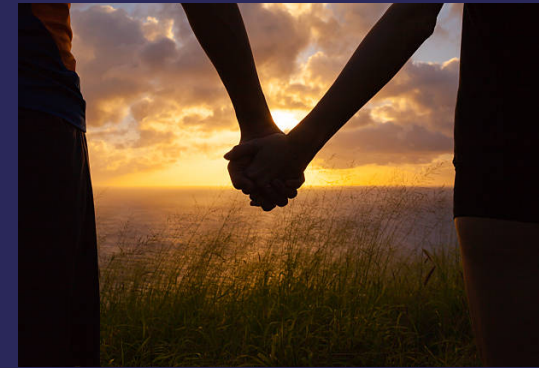
81% of partners are employed or seeking employment

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

- Please avoid scheduling faculty meetings and events before 9am or after 4 pm
- Know and encourage the use of UC Davis Work-Life policies
  - Tenure stopping the 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 for students



# Retaining our valuable faculty members

- Be a leader in building a supportive and inclusive department climate
- Do not allow senior faculty to overwhelm or intimidate junior faculty
- Be proactive in merits and promotions, award nominations
- Be cognizant of salary compression/inversion, which can be very demoralizing and motivate faculty to seek outside offers -  
- and work with dean to identify candidates for equity offscals and other preemptive incentives to avoid losing them or having to provide expensive retention packages
- Set the tone for your department as one that values and maximizes opportunity for *all*

# Discussion

