TWO-DAY MANDATORY
NEW CHAIRS WORKSHOP
Recruiting and launching new faculty members

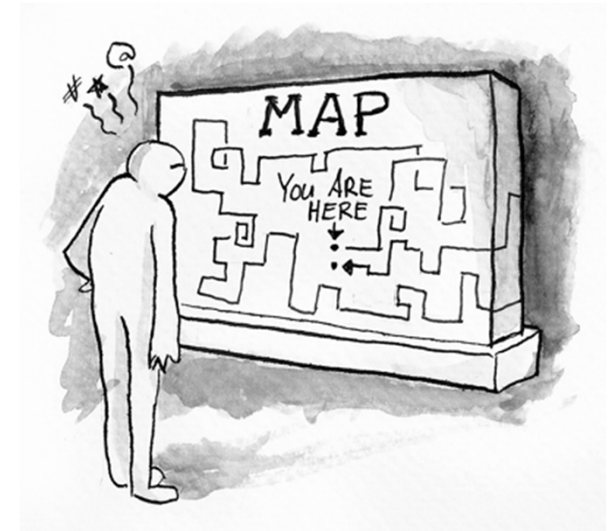## Phil Kass
Vice Provost - Academic Affairs

September 12-13, 2018

UC DAVIS

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 the diversity of our state... and our students
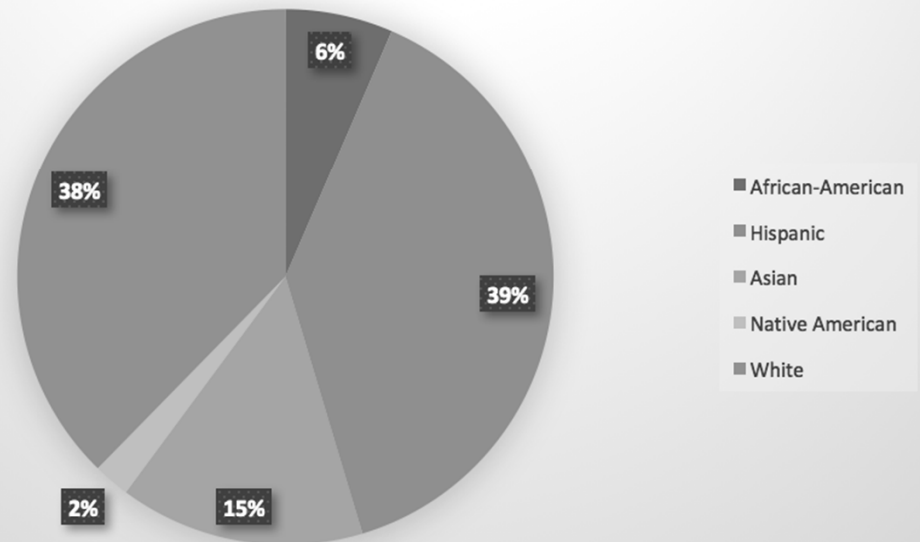
UC System: Race/ethnicity of ladder-rank faculty

Fall 2011

- 2.2%
- 0.4%
- 0.5%
- 3.9%
- 14.2%
- 1.5%
- 8.2%
- 6.6%
- 62.5%
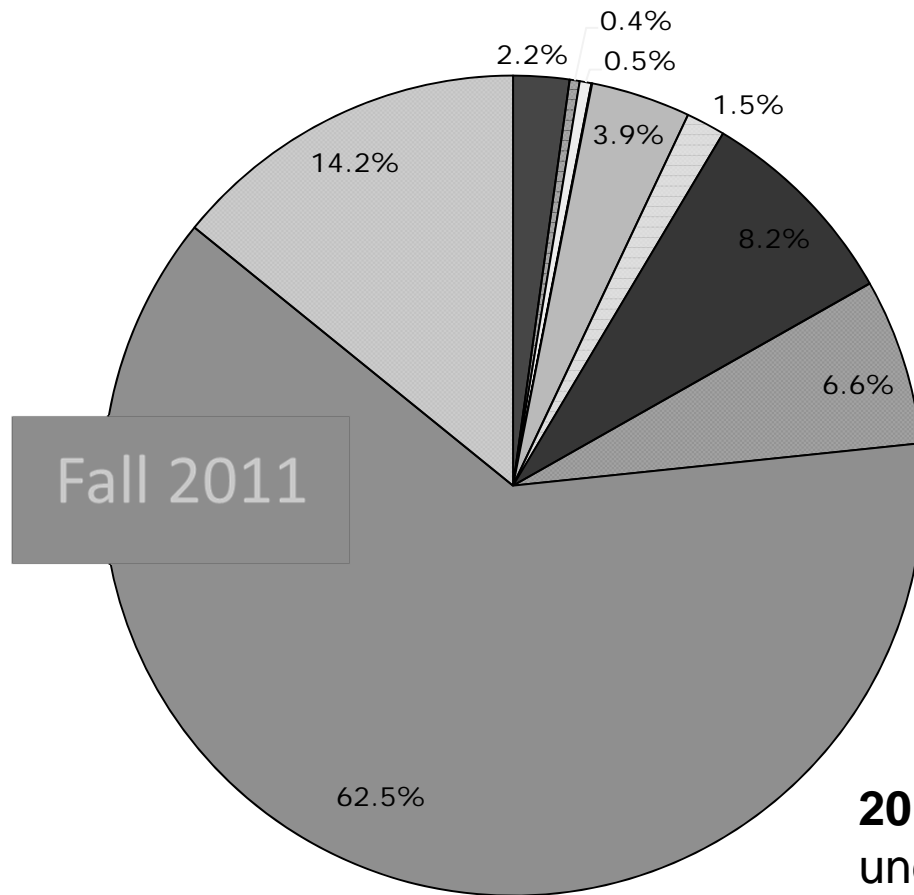
- ■ Black/African American-Domestic
- ■ Black/African/African-International
- □ American Indian-Domestic
- □ Chicano/Latino/Hispanic-Domestic
- □ Chicano/Latino/Hispanic-International
- ■ Asian-Domestic
- ▨ Asian-International
- □ White/Other-Domestic
- □ White/Other-International

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

Ladder rank faculty, 2017

2%
7%
17%
1%
73%

- African-American
- Hispanic
- Asian
- Native American
- White
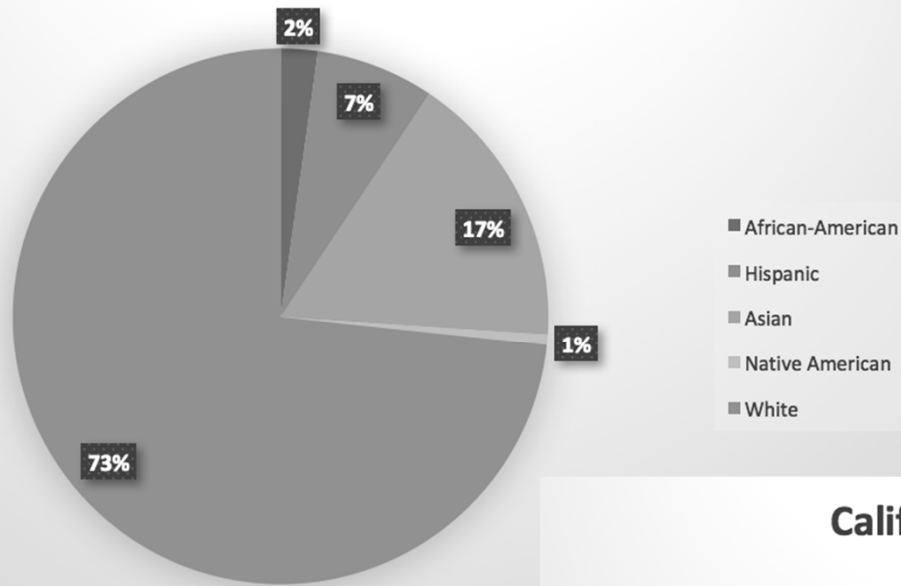
California population, 2017

6%
38%
39%
2%
15%

- African-American
- Hispanic
- Asian
- Native American
- White

JOSHUA DAVIS   BUSINESS   10.15.13   6:30 AM

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?

o Attract students, researchers and staff from a larger, more competitive population base

o Build a more vibrant campus culture

o Make the campus more relevant to, and engaged with, under-served communities

o Increase competitiveness for extramural funding

o A more diverse faculty catalyzes a more diverse student body

o "Cognitive diversity" can increase innovation and problem-solving capacity

Ways to minimize impacts of bias on faculty recruitment
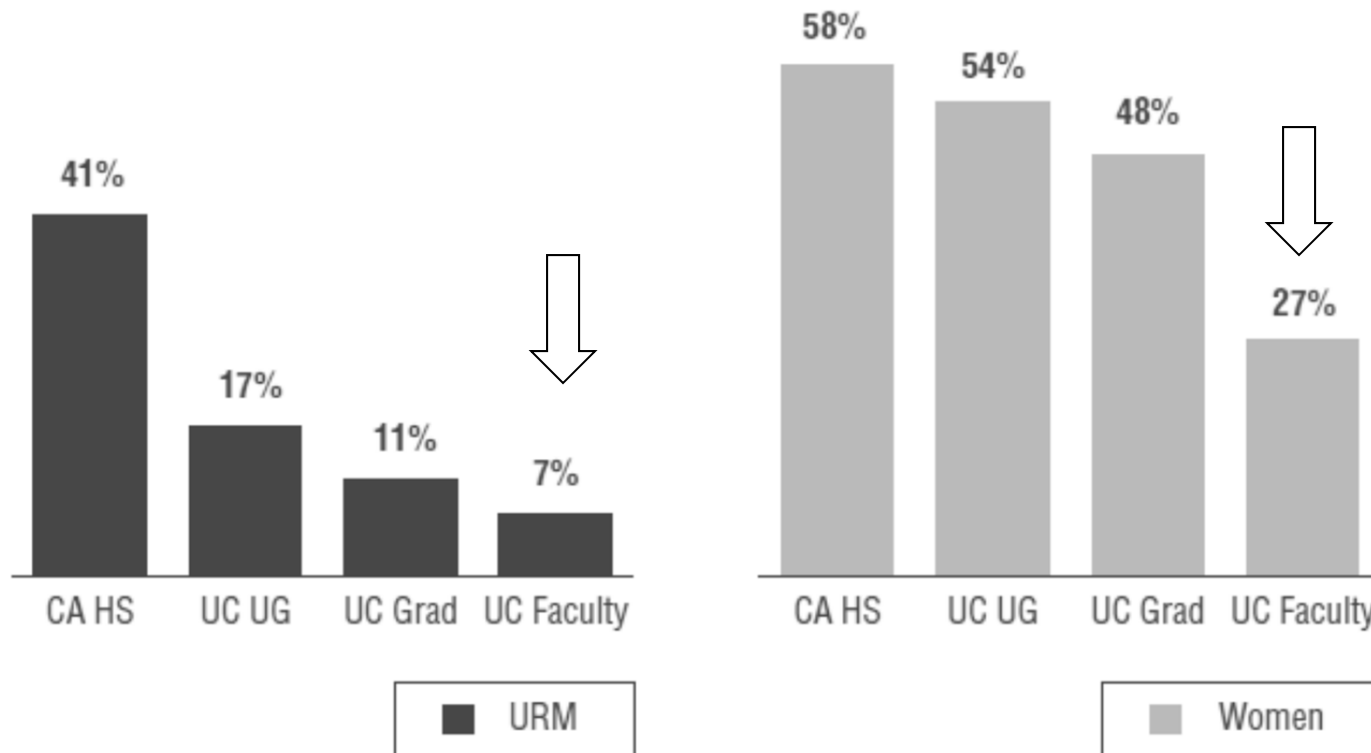**Step I: Know what the likely biases *are***
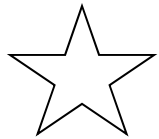
- Structural factors that lead to bias in applicant pools and attributes of applicants

- 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

URM chart:
- CA HS: 41%
- UC UG: 17%
- UC Grad: 11%
- UC Faculty: 7%

Legend: ■ URM

Women chart:
- CA HS: 58%
- UC UG: 54%
- UC Grad: 48%
- UC Faculty: 27%

Legend: ■ Women

Structural influences that reduce PhD diversity in our applicant pools

o 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

o Reliance on traditional "pool-building" strategies (NAS 2010)
- Traditional advertisement text, traditional advertisement outlets
- Personal networks are insufficient and tend to reinforce homogeneity

o "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)

o 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 sometimes 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-traditional positions (to accommodate 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 – but it's worth the effort!

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
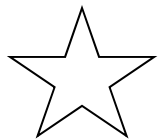
○ Unconscious biases that can influence the assessment of a candidate's achievements and promise

- 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

UNIVERSITY OF CALIFORNIA
AFFIRMATIVE ACTION GUIDELINES FOR

RECRUITMENT AND RETENTION OF FACULTY
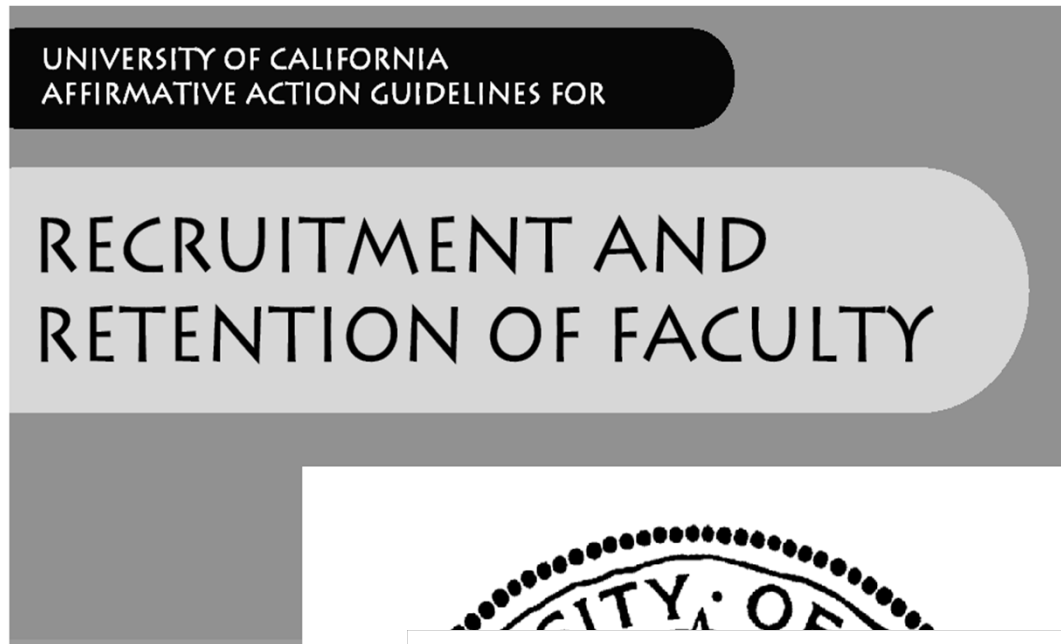
http://www.ucop.edu/academic-personnel/_files/documents/affirmative.pdf

Also see UC and UCD Academic Personnel Manual 500:

http://www.ucop.edu/academic-personnel/_files/apm/apm-500.pdf

https://academicaffairs.ucdavis.edu/apm/500.htm

UNIVERSITY OF CALIFORNIA

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

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

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

- 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/

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

ADVANCE UCDAVIS

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About   Diversity+STEM   Career Development   Events   Research   Blog

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

o A broad search will attract a larger and more diverse pool

o 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)

o Use UC Recruit to provide additional information, e.g. accommodation for interviewees with children < 2 years old

o Reference Checks are required for Academic Senate Ladder Rank Faculty Hires with Tenure or Lecturer/Senior Lecturer with Security of Employment before a final offer can be made. Refer to Academic Advisory 2018-01 for more information about this pilot program

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:
https://aadocs.ucdavis.edu/policies/recruitments-and-removals/how-to-advertise-commitment-to-diversity-inclusion.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

https://aadocs.ucdavis.edu/programs/wl-brochure-version-12-20-2017.pdf
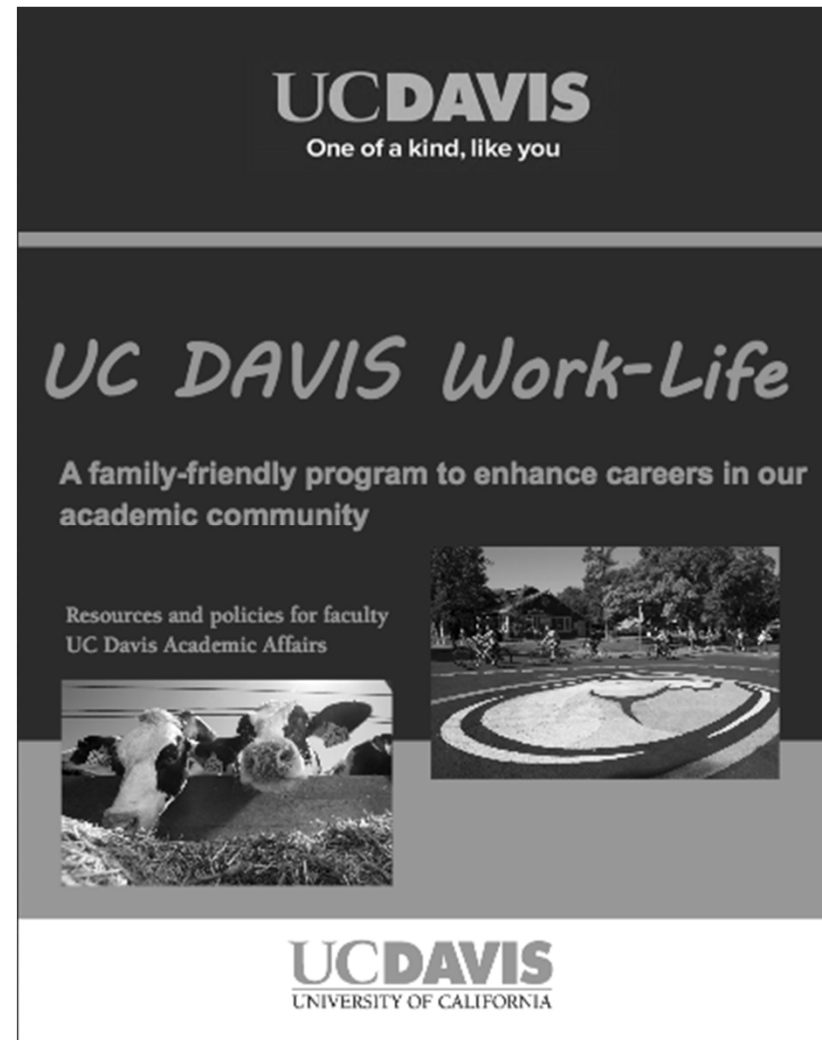
Sign in to Office 365 × | wired magazine cover ... × | Guidelines For Addressi... × | UC Davis Work-Life R... × | Work Life | Academic ... ×

https://academicaffairs.ucdavis.edu/programs/work-life/index.html   Search

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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

UCDAVIS

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Your Resources

Your Resources

Academic Federation

Academic Senate

Associate Professor Network

Complaint Processes & Resources

Deans & Chairs

FAQ

Forms & Checklists

Language Support

Your Resources

Academic Affairs provides a num
Assistant Professors and new fac
for Deans and Chairs, including t

This page also contains resource

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

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, 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*
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*

Back to top

Checklists

Academic Senate Checklists

Checklist for Appointment   *PDF*
Checklist for Appointment – Lecturer w/ PSOE, SOE, Sr. Lecturer w SOE   *PDF*
Checklist for Appraisal   *PDF*

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
Mrak Hall
University of California, Davis
One Shields Avenue
Davis, CA 95616
Map

(530) 752-2072
(530) 752-6359 fax

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

Sign in to Office 365 × | G wired magazine cover next st... × | Guidelines For Addressing Ra... × | Recruitment & Diversity - UC... × ✛

ucd-advance.ucdavis.edu/recruitment-diversity   Q Search

Search | Contact | Member   UCDAVIS   SEARCH

ADVANCE UCDAVIS

- **CRN** Capital Resource Network
- **ICCI** Inclusive Campus Climate Initiative
- **M&NI** Mentorship & Networking
- **P&PRI** Policy & Practices Review Initiative
- **CAMPOS** CAMPOS Initiative

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

CAPITAL RESOURCE NETWORK
CAREER. COMMUNITY. CONNECTIONS.

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

Register

ADVANCE UCDAVIS

CRN Capital Resource Network | ICCI Inclusive Campus Climate Initiative | M&NI Mentorship & Networking | P&PRI Policy & Practices Review Initiative | CAMPOS CAMPOS Initiative

about   diversity+stem   career development   events   research   blog

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Recruitment & Diversity

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Resources to Broaden Candidate Pools

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.

General

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: https://aadocs.ucdavis.edu/programs/wl-brochure-version-12-20-2017.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 <u>taxable benefits</u> (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 provide 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, 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 Work-Life and POP brochure and fliers!

Post-interview negotiation

- Typically, UC Davis may 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 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), 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

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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

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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.

Academic Affairs

Serving the professional Academic Community at UC Davis

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 dual-career model
  - •Split of partner salary benefits: originating unit (dept./deans' office of recruitment/retention effort), receiving unit of POP client (dept/deans' office/administrative unit), and Provost

- Finding the recipient unit is the biggest task, especially for faculty partners.

- Search waivers are required for non-senate and senate appointments

- POP requests can be initiated from the department level or from the deans' office level. This can be done through Forms On-Line (for now)

POP is helping us recruit and retain faculty

- From 2016-2018, POP helped place partners for 45 primary faculty recruitments and 10 retentions into the following positions:

    - •13 Academic Senate
    - •22 Academic Federation
    - •20 Staff
    - •Over 25 POP cases are currently ongoing

- POP has been a big success– but the program does not guarantee employment. 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.

Case studies for the Chairs..

- Your new recruit is relocating and <u>co-parenting their 4 children, one of which has special needs.</u>

- They're on <u>a limited budget</u> and need <u>2 affordable rentals within a block</u> of each other in the DJUSD, preferably the <u>Pioneer Elementary School catchment.</u>

- Co-parent of the main hire is in a <u>niche profession</u> and will have difficulty finding work in the Sacramento area.

- <u>An international recruit has children that need to be registered for school but can't get here due to a visa holdup.</u>

- Additionally, they re arriving in the middle of the <u>night via SF airport</u> and <u>won't have their keys</u> to their home….and their things will be held up in <u>customs for up to 3 weeks.</u>

- The spouse will traveling on <u>an H-4 visa</u> and won't be able to work for their first year until residency is established.

Case studies for the Chairs..

- Your new recruit is single, relocating on their own and is just beginning his career.

- He has concerns about where to live and wants to find a young community where he's comfortable.

- At the CRN—concerns of social and personal isolation and possible later retention cases when folks relocate on their own and don't have the work life balance.

Service Fees

Full Referral, 20 hours or up to 6 mo. $ 3,000
Welcome Basket and lunch on arrival

    Add on service of 10 hours $ 1,500

Recruitment Consultations $ 200-$1,100
Pre-Hire Tier 1, 2 or 3

Recruit VIP, 20 hours of recruitment phase $ 3,000
support, Welcome Basket and lunch on
arrival

External Employer Referrals $ 4,000

Meet the team

We would be happy to schedule individual or phone meetings with anyone looking to learn more about the Capital Resource Network

http://capitalresource.org/

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Client Engagement and Community Relations Manager

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Client Services Coordinator

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 clock extension 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

Department of Population Health and Reproduction

Mentoring Plan

UC Davis School of Veterinary Medicine

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:

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:

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 from 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
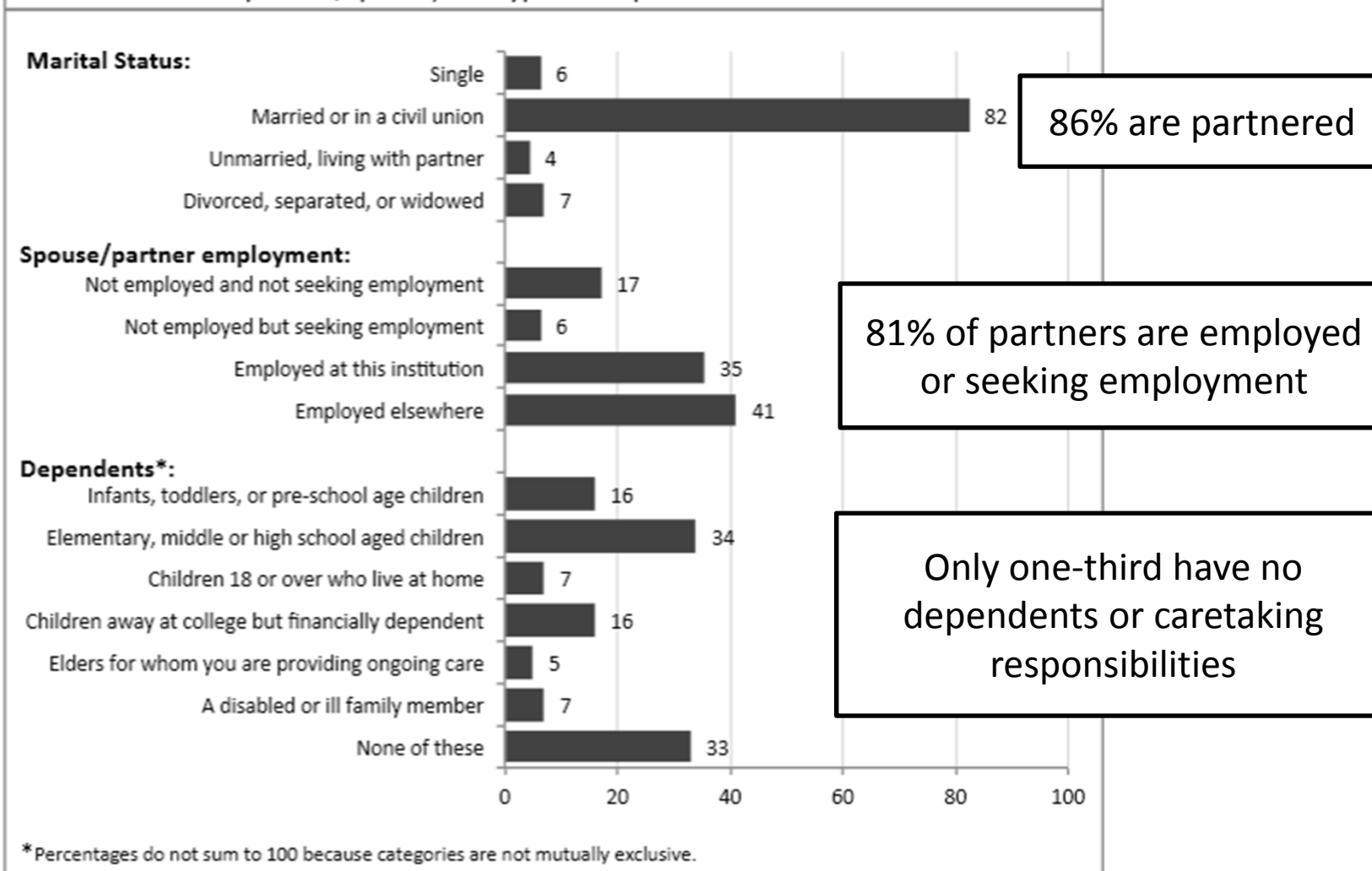
Enabling work-life balance

- 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

Marital Status:

Single	6
Married or in a civil union	82
Unmarried, living with partner	4
Divorced, separated, or widowed	7

86% are partnered

Spouse/partner employment:

Not employed and not seeking employment	17
Not employed but seeking employment	6
Employed at this institution	35
Employed elsewhere	41

81% of partners are employed or seeking employment

Dependents*:

Infants, toddlers, or pre-school age children	16
Elementary, middle or high school aged children	34
Children 18 or over who live at home	7
Children away at college but financially dependent	16
Elders for whom you are providing ongoing care	5
A disabled or ill family member	7
None of these	33

Only one-third have no dependents or caretaking responsibilities

0   20   40   60   80   100

*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
  - Extending the tenure 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 off-scales 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