TWO-DAY MANDATORY NEW CHAIRS WORKSHOP

## Recruiting and launching new faculty members

Phil Kass
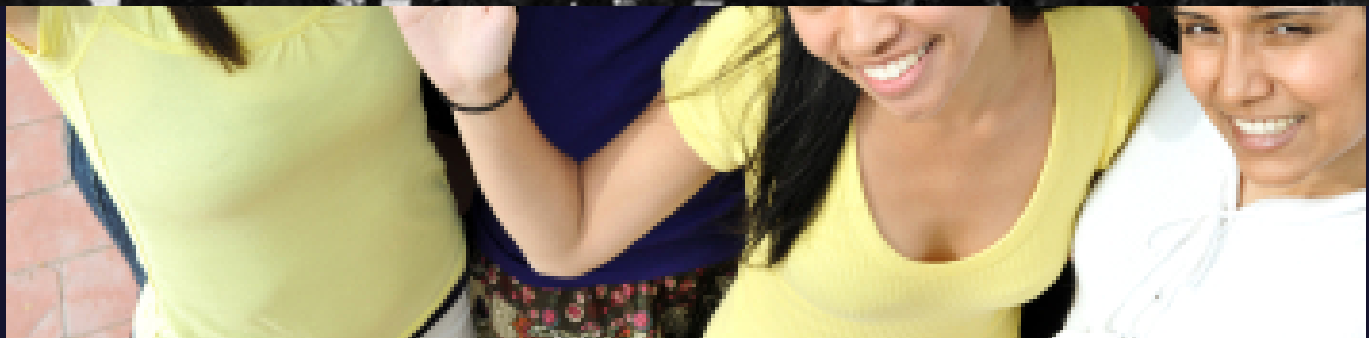### Vice Provost - Academic Affairs
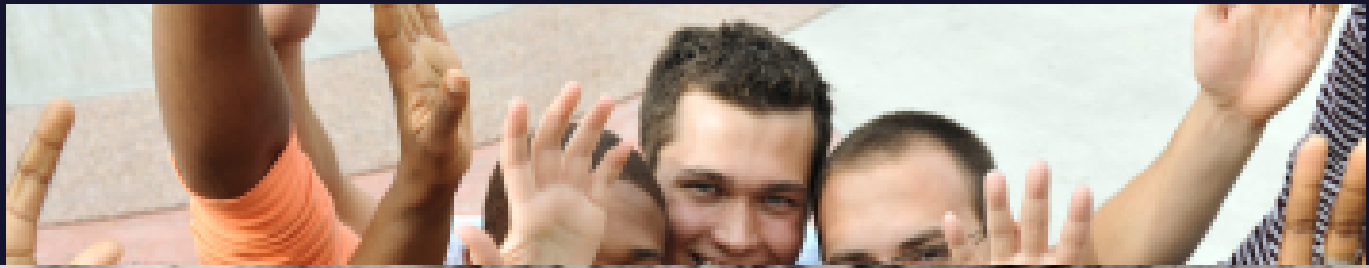
September 10-11, 2019

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
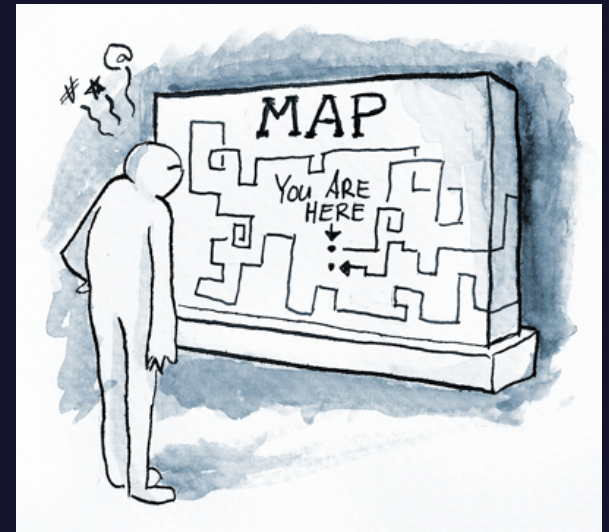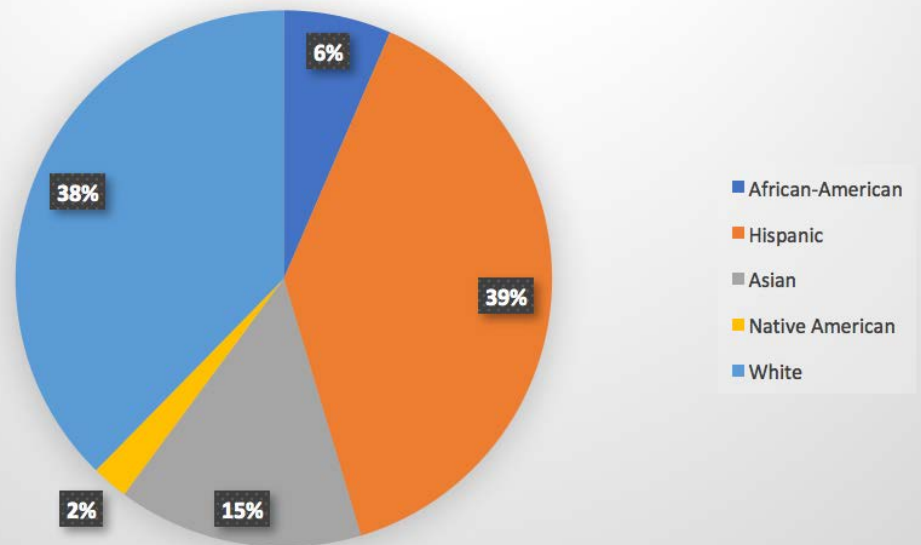
The Imperative to *Hire*

- Under the 2020 initiative, UC Davis is *adding* >300 new faculty positions from 2014 to 2020.
- In addition, we have many retirements ongoing
  - ~62% of UC Davis faculty are eligible for retirement
- Consider very broad ("open") departmental searches from which multiple hires can be made
- Build a culture of reciprocity to facilitate hiring of dual-career couples

Ladder rank faculty, 2018

- 3% African-American
- 7% Hispanic
- 17% Asian
- 1% Native American
- 77% White
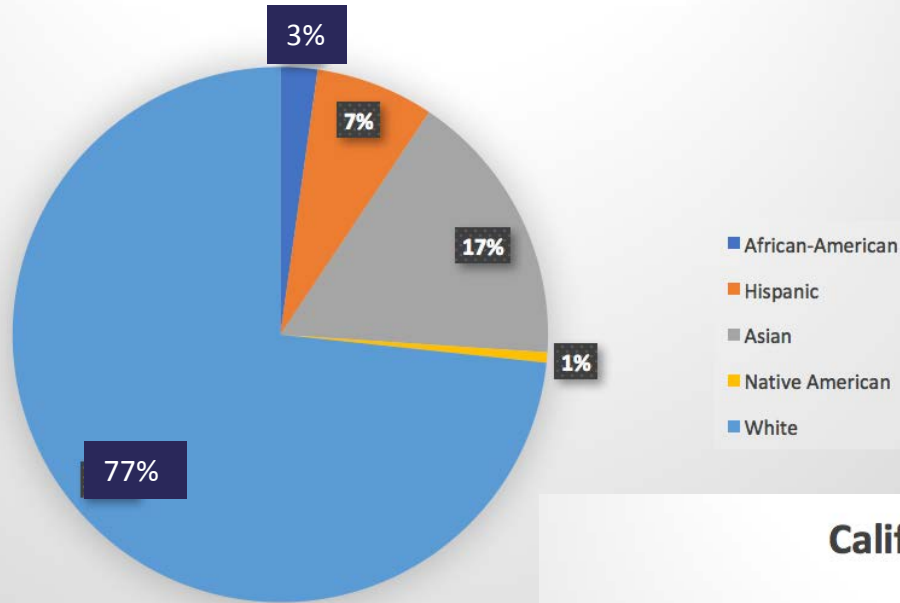
California population, 2017

- 6% African-American
- 39% Hispanic
- 15% Asian
- 2% Native American
- 38% White

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

- Over 1,000 UC Davis faculty have now participated in the STEAD workshops

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 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
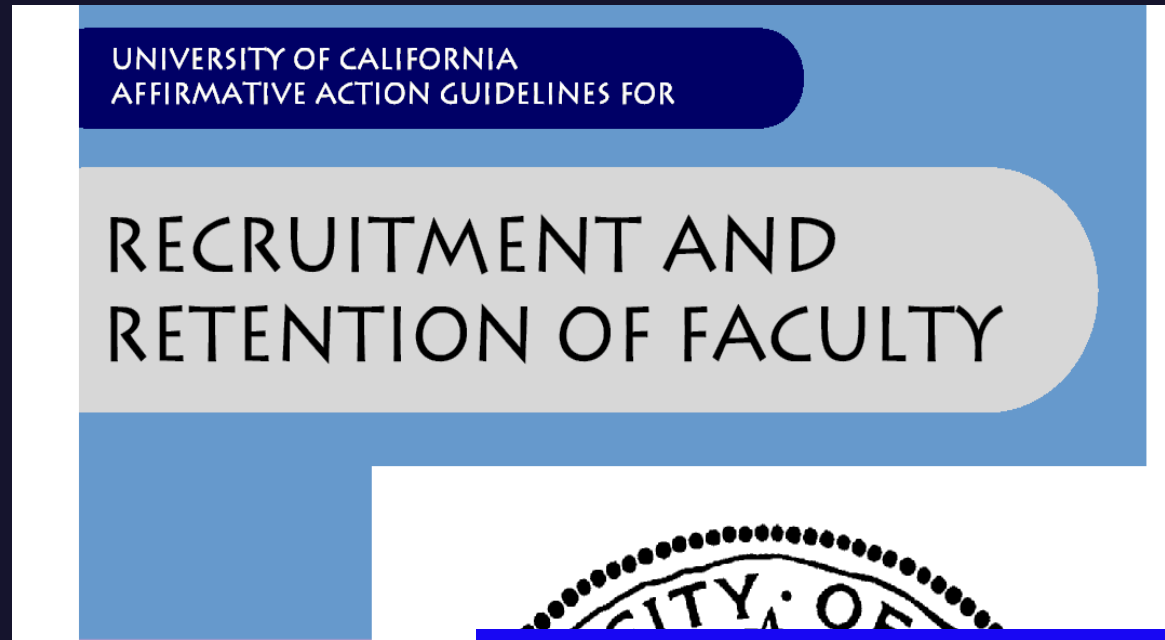
http://www.ucop.edu/academic-personnel/_files/documents/affirmative.pdf

Also see UC and UCD Academic Personnel Manual 500:

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

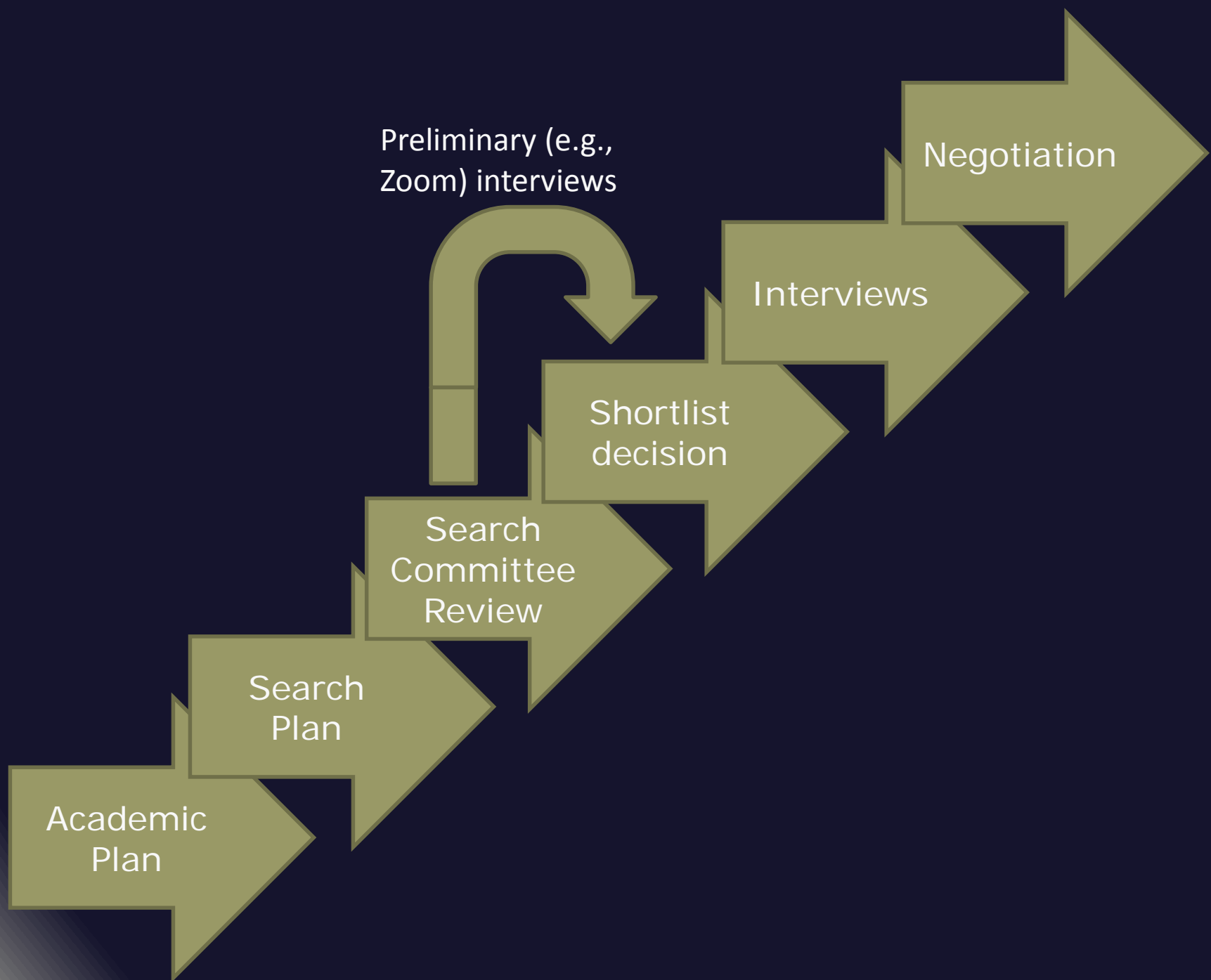https://academicaffairs.ucdavis.edu/sites/g/files/dgvnsk2376/files/inline-files/UCD 500.pdf
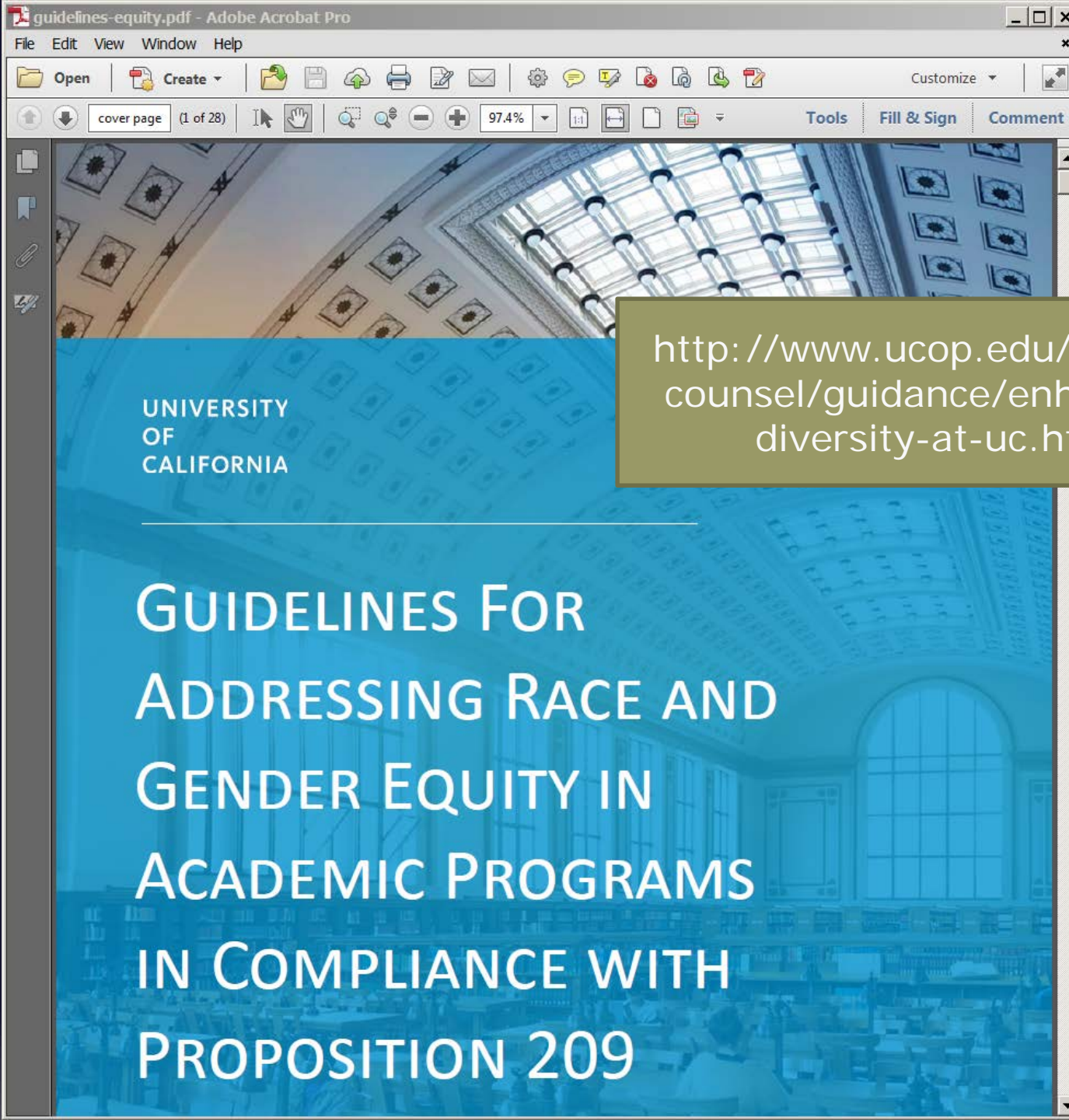
UNIVERSITY OF CALIFORNIA

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

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 and CAMPSSAH Programs**
  - Nominated from among very top candidates recruited
  - Selected as Faculty Scholars based on commitment to diversity and engagement with under-served communities
  - Hiring incentive: $100,000 / year for 5 years

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

Diversity, Equity & Inclusion

CAMPOS

Leaders & Staff

CAMPOS

> Scholars

> ADVANCE Scholar Award

> Affiliates

> News+Events

❦CAMPOS

Center for the Advancement of Multicultural Perspectives on Science (CAMPOS)

With funding from the National Science Foundation (NSF) in 2012, a team of committed faculty at UC Davis embarked on a visionary mission to expand the presence of women and underrepresented faculty in STEM at UC Davis. This vision of institutional transformation was rooted in the premise that attracting unique perspectives from both gender and cultural diversity within our faculty would increase UC Davis' contributions to STEM and yield a research community with:

1. career advancement that included mentorship and networking;

2. an inclusive and equitable environment by integrating policies and practices that reflected an inclusive campus

CAMPOS Mission

Support the discovery of knowledge by promoting women in science, starting with Latina STEM scholars and expanding to all underrepresented groups in STEM through building an inclusive environment that is diversity-driven, mentorship-grounded, and career-success focused.

Home > News > CAMPSSAH: A New Center for Faculty

CAMPSSAH: A New Center for Faculty
CAMPOS-Like, for Social Sciences, Arts, Humanities

By Dateline Staff on June 11, 2019 in University

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UC Davis' Center for the Advancement of Multicultural Perspectives on Science, or CAMPOS, dedicated to expanding the numbers of women and underrepresented minorities among science faculty, now has a counterpart for the social sciences, arts and humanities.

In announcing the Center for the Advancement of Multicultural Perspectives in the Social

Quick Summary

› **Centers for the Advancement of Multicultural Perspectives** for greater representation in faculty ranks in science, other disciplines

› **Kimberly Nettles-Barcelón,** associate professor of gender, sexuality and women's studies, named inaugural faculty director of **CAMPSSAH**

› **The centers will explore interdisciplinary collaboration and the possibility of joint programming**

Related Stories

IN MEMORIAM: Margery Magill, Kendra Chan
September 5, 2019
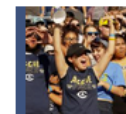
UC Davis Earns Top Marks Among Nation's Universities
September 4, 2019

Chancellor's Statement on Kendra Chan
September 4, 2019

Top Stories

IN MEMORIAM: Margery Magill, Kendra Chan
September 5, 2019

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 express:

o Indication of awareness of inequities and challenges in education faced by historically underrepresented minority students and faculty (African-American, Latino (a)/Chicano (a)/Hispanic, and Native American), and the negative consequences of underutilization.

o Demonstration of a track record tied to career stage and measure of success in activities (such as mentoring, teaching, or outreach) that aim to reduce barriers in education or research for underrepresented minority students and faculty (African-American, Latino (a)/Chicano (a)/Hispanic, and Native American).

o Description of specific plans to contribute through campus programs, new activities, or through national or off-campus organizations.

o Provision of a clearly articulated vision of how their work at UC Davis will continue to contribute to the University's mission of serving the needs of our diverse state and student population.

- For more examples, see:
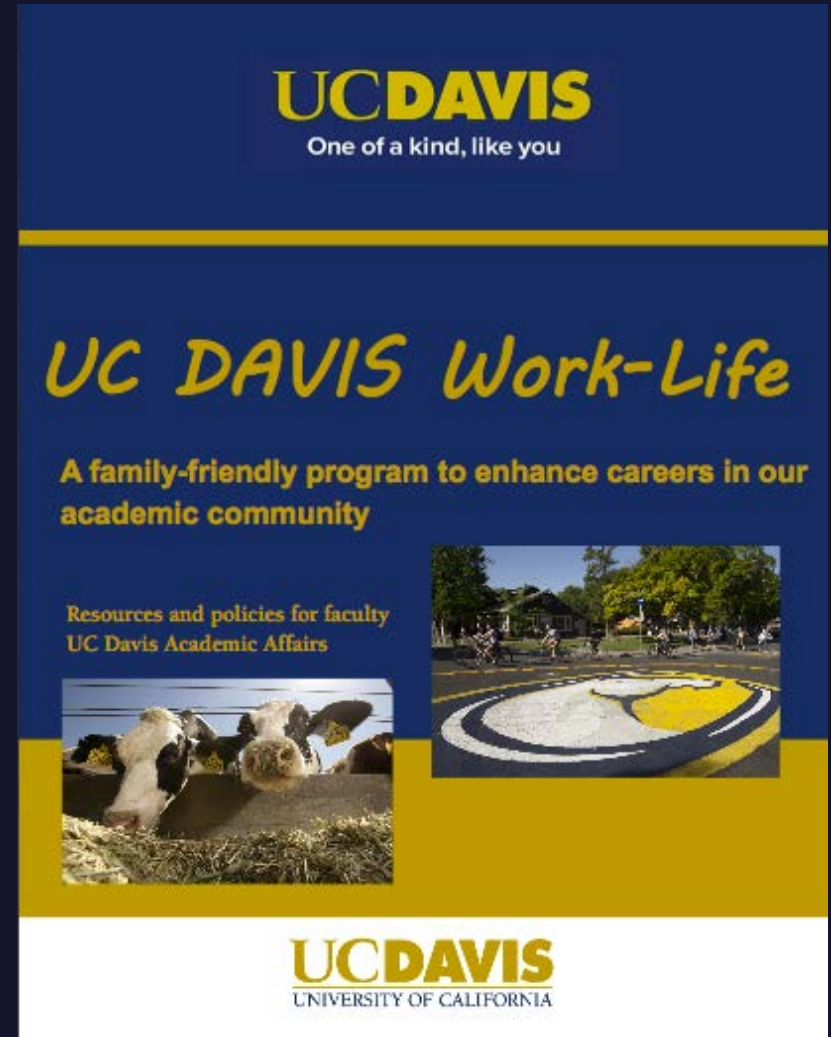https://aadocs.ucdavis.edu/policies/recruitments-and-removals/how-to-advertise-commitment-to-diversity-inclusion.pdf

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/work-life-resources/wl-brochure-version-7.15.19.pdf

Academic Affairs

Serving the Professional Academic Community at UC Davis

Work Life

Work Life Resources

Breastfeeding Support Program

WorkLife (Human Resources)

Childcare & Youth Programs

Elder Care & Senior Resources

Faculty Advisors for Work Life

Family Friendly Recruitment Practices

Partner Opportunities Program

Integrating 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 language for faculty members to use when submitting a request to not go forth with an advancement (i.e., defer) due to the birth or placement of a child.

In January, 2006, the UC Office of the President updated the systemwide Academic Personnel Manual (APM) 760, "Family Accommodations for Childbearing and Childrearing," which expands the previous policies

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› Capital Resource Network

› Faculty Salary Equity Program

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 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
- Conflict of Interest Report– search committee must communicate about conflicts of interest with applicants
  - Submitted with Shortlist Report in UC Recruit

Forms

Action Forms

Appointment To Form   **Coming Soon**
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   **Coming Soon**

Academic Leave Forms

Leave of Absence Request (UPAY 573)   *PDF*
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 Forms

Authorization Release Form *PDF*
Faculty Recruitment Committee - Potential Conflict of Interest (COI) Disclosure Form   *PDF*
Planned Outreach to Traditionally Underrepresented Groups   *DOC*

Back to top

Academic Senate Checklists

Checklist for Appointment   *PDF*
Checklist for Appointment - Lecturer/Sr. Lecturer PSOE or SOE   *PDF*
Checklist for Appraisal   *PDF*
Career Equity Review Checklist   *PDF*
Chair's Sequential Checklist for Personnel Actions   *PDF*
Checklist for Deferral   *PDF*
Checklist for Five Year Review   *PDF*
Checklist for Merit   *PDF*
Checklist for Promotion   *PDF*

› Academic Federation

     Academic Federation FAQs

     Guidelines for Academic Federation Peer/ Voting Groups

     Memorandums of Understanding (MOUs)

› Academic Senate

     Academic Senate FAQ

› Associate Professor Network

     Collegial Advice for Assistant Professors

› Complaint Processes & Resources

› Deans & Chairs

› Delegations of Authority

› Frequently Asked Questions (FAQs)

› Forms & Checklists

› Investigatory and Adjudicatory Procedures

Engage in *active* recruitment that includes targeted outreach

- In addition to the "traditional" listserves 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

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
  - Use rubrics to evaluate Contributions to Diversity, Equity, and Inclusion statements

- 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/work-life-resources/wl-brochure-version-7.15.19.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.

In addition, it is unlawful to ask candidates what their salary is!

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; VPAA 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

Serving the Professional Academic Community at UC Davis

PEOPLE ›   RESOURCES ›   POLICIES ›   PROGRAMS ›   TOOLS ›   WORKSHOPS ›   HONORS ›   DIVERSITY ›

Partner Opportunities Program (POP)

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.

Who is Eligible?

Eligibility is limited to prospective or current full-time Academic Senate Ladder Rank faculty (Assistant, Associate or Full Professor), Lecturers with Potential Security of Employment, Cooperative Extension Specialists, Deans, Faculty Administrators and members of the Senior Management Group.

How are POP Services Initiated?

POP services may be requested by contacting the Department Chair. If approved at the department level, the department initiates a POP request that is routed for additional approval through the Dean of the school

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› Capital Resource Network

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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.

- POP is very successful – but the program cannot guarantee employment. Please don't make promises!

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.

Meet the team

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

Linda Assadian
530-574-8480
llassadian@ucdavis.edu
Director

Brent Bynum
530-752-6587
bbynum@ucdavis.edu
Client Engagement and Community Relations Manager

Maggie Gonzalez
530-752-2961
mmgonzalez@ucdavis.edu
Client Services Coordinator

http://capitalresource.org/

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

Cindy Pickett

Associate Vice Provost for Faculty Equity and Inclusion

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)!

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:

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!

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
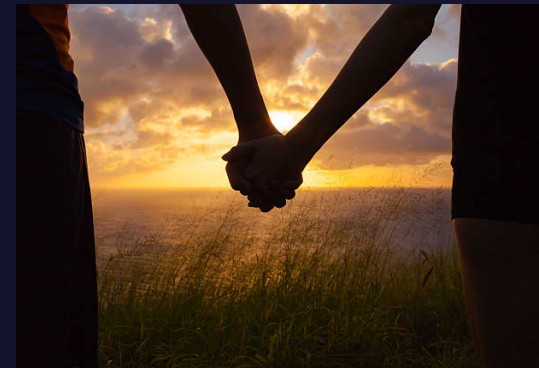
Retaining our valuable faculty members

- 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*

New Faculty Network (UCD-NFN)

Welcome Reception for New Faculty Network

hosted by Academic Affairs Office

When: October 3, 2019, 5:00 pm – 8:00 pm

Where: Bistro 33, 226 F St. in Davis

NOTE: Attendance is not mandatory and will not be monitored.

For questions, please contact Lilliane Cruz, Program Analyst at licruz@ucdavis.edu.

Discussion