Appendix 26
Initiatives to Enhance Diversity

The **Diversity Website** at UCSF was launched in August 2008. The site features the Chancellor's welcome message, stories about diversity news and events, related sites and resources, and a section to recognize Diversity Champions. The site also provides demographic information about the university. Another feature of the site is VOICES, a new video series profiling diverse members of the campus community. This section is expanded in an ongoing manner to reflect the full breadth of campus diversity.

A **diversity brochure** focusing on UCSF's commitment to diversity was developed and distributed beginning in 2008. The brochure was designed to reflect the look and style of the diversity website and to be used for recruiting faculty, staff, students, and trainees. It includes a statement from the Chancellor about diversity as well as links to important websites for all of the groups.

Other recent accomplishments include a diversity listserv, a calendar of key annual events that UCSF representatives can attend and provide a booth and/or advertisements. Other methods to maximize diversity of our faculty is the Academic Demographic System, standardization of definitions and reporting, generic advertising, improvements to the search committee tools and the Academic Affairs website, and exit surveys for faculty who leave UCSF (CFR 1.5). More details on these activities are included below.

The **Academic Demographic System** was developed to track faculty searches, applicant demographics, national availability data, and current and trend information of existing faculty. It will facilitate best practices for academic searches and improve transparency by providing timely demographic information about the current faculty. Training will continue, and the Director of Academic Diversity will review pool information earlier in the search process (CFR 4.6).

An **advertisement** to publicize UCSF's commitment to diversity was developed and placed on 20 online sites and in journals of organizations likely to reach a diverse pool of applicants. The ad directs potential applicants to the Academic Affairs website where there are links to job opportunities. A link to the academic diversity e-mail address was incorporated into the advertisement for those interested in making direct contact about a particular position. Although the response rate was low, several of the online ads received substantial traffic. This was an important step taken to enhance UCSF's visibility to organizations most likely to attract diverse applicants.

A **Search Committee Checklist and Tool Kit** for conducting faculty searches has been developed and included in the new Academic Search Chair Orientation Tool Kit and on the Academic Affairs website. It provides a step-by-step guide for establishing a new search and includes best practices to ensure a diverse and

qualified applicant pool. In the next two years, the Director of Academic Diversity will strive to meet with search chairs for orientation on best practices and disseminate the Best Practices in Faculty Searches Tool Kit (CFR 1.3).

The **Academic Affairs Website** page has been updated to feature a Recruitment and Diversity header. The recruitment section has forms, policies, and best practices for conducting academic searches and is easily accessible to search committees and their staff. The diversity section includes important documents and resources related to diversity and a link to the UCSF diversity website. The Faculty Orientation Program includes a section on "Who We Are" and Principles of Community (Revised CFR 3.3).

An **exit survey** developed by the Academic Senate Clinical Affairs Committee has been expanded and sent to all faculty to determine reasons for leaving UCSF. This allows any differences among demographic groups to be identified and addressed. The movement from a paper survey to online input has increased the response rate from less than 20% to greater than 60%.

Efforts to improve the diversity of trainees and postdoctoral fellows follow similar paths as those described for faculty. Some of those activities are described below (CFR 1.5).

Diversify Postdoctoral Candidate Pool The Dean of the Graduate Division, Patricia Calarco, and Assistant Dean of the Graduate Division, Christine Des Jarlais, have defined principles for indentifying a diverse pool of postdoctoral candidates. In collaboration with the Director of Academic Diversity, they also have developed guidelines to expand searches to increase the hiring of underrepresented individuals.

The last diversity action in the Institutional Proposal concerns accountability and incentives. Progress to date and plans are described below (CFR 1.1, 1.3, 1.5).

Dissemination of Implementation Guidelines for APM 210 The University of California Academic Personnel Manual policy governing faculty appointment and advancement (APM 210) was amended effective July 2005 so that faculty contributions to diversity would receive recognition and reward in the academic personnel process. The guidelines for evaluating contributions to diversity have been added to the Annual Call and the Academic Affairs website, distributed to department chairs, and discussed in the retreat with the Committee on Academic Personnel (CFR 1.3).

Evaluation of the Stewardship Review Process Diversity is one component in the evaluation of the stewardship of a department or school. The Director of Academic Diversity is now able to provide departmental demographic data (including trend data) for the review (CFR 4.6, 4.7).

Inclusion of all segments of the faculty in the Chancellor's Council on Faculty Life Activities Broad participation is encouraged for all CCFL activities, including leadership training, faculty development, faculty mentoring, and stress management programs (Revised CFR 3.2). Diversity of participants is monitored, and intervention has not been necessary.