

**Response to Offsite Review Summary of Lines of Inquiry
Additional Information Request #2:
Efforts to Recruit and Retain Diverse Faculty and Staff
August 2018**

2. Documents that illustrate UCR’s efforts to recruit and retain diverse faculty and staff.

This document provides a chronological overview of UCR’s ongoing efforts to recruit and retain diverse faculty and staff. The information is divided into three columns: “Time Frame” identifies when the effort began and if it is ongoing, “Topic” identifies the type of effort, and the “Summary” column provides more detail about what the effort entailed and who was involved. The document is also divided into two sections, Section 1 focuses on faculty and Section 2 (beginning on page 5) focuses on staff. Links within the document allow access to more in-depth information about each effort and supporting documentation. This structure is intended to provide both a cogent overview of UCR’s efforts and the opportunity to dive deeper into any of the efforts outlined below.

Section 1: Enhancing Diversity in Faculty Recruitment and Retention		
Time Frame	Topic	Summary
Pre-2008-present	Chancellor’s Advisory Committees	<p>The Chancellor’s Advisory Committees provide an opportunity for the Chancellor to seek valuable input and feedback from key community constituencies. Currently, Chancellor Wilcox meets on a regular basis with three committees: The Dr. Barnett and Eleanor Jean Grier Concerned Citizens of UCR (the oldest of the groups representing African American leaders since 1982), the Native American Advisory Committee, and the Chancellor’s Advisory Committee for Chicano/Latino Affairs.</p> <p>Each group is comprised of community, business, education, non-profit and government leaders, as well as engaged UCR alumni. Topics of discussion often include student recruitment and graduation success, recruitment of faculty, staff, and campus leadership, hiring and retention, campus climate and safety, and highlighting new programs and initiatives.</p> <p>The Chancellor’s Advisory Committee on LGBT Students, Faculty & Staff was formed later and has less of an external focus, but also meets regularly and advises the Chancellor on LGBTQ issues.</p>

Pre-2008-present	President's and Chancellor's Postdoctoral Fellowship	<p>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 the University of California.</p> <p>The UC Riverside Chancellor's Postdoctoral Fellowship Program for Academic Diversity offers postdoctoral research fellowships and faculty mentoring to qualified scholars in all fields whose background, life experiences, research, future teaching, or service will contribute to diversity and equal opportunity at the University of California. These contributions may include acting as role models, contributions to university or public service, addressing the needs of our increasingly diverse society, efforts to advance equitable access to higher education for women and minorities, or research focusing on underserved populations or understanding issues of inequalities related to race, gender, disability and sexual orientation. The program seeks applicants 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 members of groups historically underrepresented in higher education.</p> <p>To date, UCR has hired 17 former President's or Chancellor's Postdoctoral Fellows.</p>
Pre-2006-2015	College-based version of cluster hiring	Prior to the campus-wide cluster hiring initiative, the College of Humanities, Arts and Social Sciences created a multi-year initiative to hire in areas with highly diverse availability pools which resulted in multiple faculty hires with expertise in areas such as critical race theory and black studies
2008	Chancellor created Office of Associate Vice Chancellor, Diversity, Excellence & Equity	<p>Now AVC for Diversity and Inclusion [referred to as AVCDI throughout document]</p> <p>The AVCDI reports directly to the Chancellor, serving as his primary discussant on all matters relating to inclusion, equity and campus climate. The AVCDI serves as an innovative leader, promoting a university environment that values differences among its members, fostering communication across groups, and leading strategic initiatives. The AVCDI also partners with other senior administrators and assists all units of the campus, from student service programs and human resources to academic personnel, in their efforts to recruit and retain diverse faculty, staff, and students. The</p>

		AVCDI plans, implements and oversees the development of programs and activities that support a culture of open inquiry, pluralism, mutual respect and engagement throughout the campus.
2008-present	New faculty training	The AVCDI presentation became a standard part of new faculty orientation.
2008-present	Equal Employment & Affirmative Action (EAAA) Review in Faculty and Staff Hiring Process	For all faculty hiring, EAAA must review and approve all search plans prior to the start of a search. EAAA also reviews and approves the short list of applicants to be interviewed, and reviews and approves the final search report to ensure the search met compliance regulations before the department may conduct any additional searches.
2011-2014	NSF Advance Forward Grant for women in STEM	<ul style="list-style-type: none"> • Helped reconstitute Women’s Faculty Association • Enabled quarterly professionalization sessions on topics such as the tenure and promotion process, mentoring, finding and utilizing family resources, professional leadership mentoring, etc. • Enabled fall retreats for women faculty in STEM focused on professional development. Additional funding for all women faculty including non-STEM, provided by the Provost.
2011-present	Women’s Faculty Association	<ul style="list-style-type: none"> • The WFA provides ongoing programming to support professional development of women faculty. Funding since 2015 has been provided by the Provost to continue the Women’s Faculty Association into the present.
2013-present	Diversity of Leadership Team	Since his appointment in 2013, Chancellor Wilcox has actively worked to support participation by women and underrepresented minorities on the leadership team. Currently, 42.3% of UCR’s leadership team identify as female and 26.9% identify as an underrepresented minority.
2014-present	Institutional membership in the National Center for Faculty Development and Diversity	UCR funds 6-10 annual participants in the Faculty Success Program , a 12-week program designed to support faculty professionalization. Participants are required to share what they have learned in campus presentations to help spread the impact of participation.
2014-2018	Advancing Intercultural Studies and Advancing Intercultural Studies II	The Advancing Intercultural Studies project consists of seminars that examine the benefits of and issues surrounding identities and practices formed in the multiethnic, multicultural, and transnational spaces of UCR and Southern California. It also includes public lectures and free film screenings designed to engage public audiences on the project themes. This project was initially funded by a two-year Mellon Foundation grant and has been funded by Mellon again for two more years after the initial success of the series.

2015-2017	Cluster Hiring	A major part of the stated purpose of cluster hiring was to help diversify the faculty and clusters were chosen in part based on the diversity of their availability pools.
2015-present	Diversity Statements	UCR introduced mandatory statements on diversity for all academic senate and executive position searches, and required search committees to incorporate these statements into the candidate evaluation process.
2015-present	Faculty Search Committee Training	Campus leadership recognized upcoming the hiring initiatives as a prime opportunity to work to diversify the faculty. The Offices of Academic Personnel and Diversity and Inclusion collaborated to provide training required for all committee chairs on conducting equitable searches that promote diversity and inclusion.
2015-present	LGBTQ+ Out List	In collaboration with the LGBT Resource Center, the Office of Diversity and Inclusion created the “LGBTQ+ Out List” to bring visibility to LGBTQ+ community and help new community members connect to mentors and support. Additional “Out Lists” for Veterans and Black staff and faculty are in preparation.
2015-present	Assessment of Faculty Cohort Diversity	Since 2015, the Office of the Provost has analyzed incoming cohort diversity for faculty searches and used that information to inform training sessions and as an assessment tool for recently enhanced search practices.
2015-present	Faculty Retention and Exit Survey	UCR maintains a membership with the Collaborative on Academic Careers in Higher Education (COACHE) and separating faculty members take the Faculty Retention and Exit Survey to help UCR identify if faculty separations are caused by climate issues or discrimination of any kind.
2016-2017	Provost Diversity in Engineering Fellowship	Through The Provost’s Diversity in Engineering Fellows (PDEF) program , successful candidates in BCOE received a tenure-track faculty position and funding for up to a year of a research fellowship prior to joining the faculty at UCR. The appointment letters for both the research fellowship and faculty position were signed at the same time, but because the faculty position did not start until after the research fellowship, there was no impact on the tenure clock. In addition, the PDEF program supported professional development and research, covering travel to conferences and resources that enabled the candidate to use research facilities at UCR or elsewhere. Candidates also received training resources including guidance in teaching skills, research ethics, grant writing, and time management. Through the program, BCOE successfully hired three candidates who enhanced the school’s diversity.
2016-present	Faculty Search Committee Training updates	<ul style="list-style-type: none"> • Held an interactive workshop with past search committee chairs to identify best practices for conducting equitable searches • Revised curriculum for faculty search committee training

		<ul style="list-style-type: none"> Required both committee chairs and AACLs to attend
2016-present	Making Excellence Inclusive Graduate Student program	This is a ten-week training program for graduate students modeled on the staff MEI program that helps graduate students contribute to and navigate the academy in ways that are equitable and inclusive. As of 17-18, the program was extended to two quarters
2016-present	Diversity and Inclusion Academic Liaison Officer	The purpose of the Diversity and Inclusion Academic Liaison (DIAL) position, jointly appointed by the Graduate Student Association (GSA) and Grad Division, is to represent graduate student concerns and develop and run programming and activities pertaining to sexual harassment, discrimination, prevention, and compliance—especially as these concern the gender, race/ethnicity, and disability discrimination. The DIAL Officer also facilitates discussions with individual departments and graduate student cohorts upon program request.
2017	Analysis of Faculty Separations	At the request of UCR’s Committee on Diversity and Equal Opportunity (CODEO), The Offices of the Provost and Academic Personnel used COACHE data (described above) and conducted in-depth analysis on all the previous year’s faculty separations with careful attention to climate and race and gender issues. The resulting document was presented to CODEO and identified mentoring and faculty support programming as future steps to prevent separations.
2017-present	Faculty Search Committee Training updates	<p>Revised curriculum for faculty search committee training to include an online portion, in-person review of the diversity statement, and provide a detailed handbook around best practices in the hiring process.</p> <p>All committee members are now required to attend (previously just chairs and AACLs).</p> <p>We have found some evidence that our approach is working: 22 percent of new hires over the last two years identify as underrepresented minorities, or nearly twice our recent historical average for incoming cohorts.</p>
2017-present	Diversity, Equity & Inclusion Advisory Committee	The Office of Diversity and Inclusion has convened the Diversity, Equity & Inclusion Advisory Committee with representatives from all colleges and faculty, staff, and students, to plan the future of D&I efforts on campus. The group is currently helping to pilot the Equity Advisors program for faculty and the LEADS program to help staff MEI graduates continue to contribute to D&I efforts on campus more formally.
2017-present	Black Faculty and Staff Association	This organization was founded to connect black faculty and staff members to one another and to help mentor UCR students on campus

2017-present	HELP Guidebook App	In 2017, UCR developed the Help Guidebook App based on the mandatory Help site to assist students, faculty, and staff in navigating campus resources in response to a range of incidents.
2018-present	Equity Advisors Pilot	In spring 2018, the Office of Diversity and Inclusion conducted a survey to determine how best to implement an Equity Advisors program in three pilot schools. Initial funding for the program will come from the Provost and the Diversity and Inclusion Strategic Workgroup is currently developing a selection process for the program. Equity advisors will be in place in four pilot schools for Fall 2018.
2018-present	Investments in Humanities Faculty	The Center for Ideas and Society at UCR has just been awarded \$1,000,000 from the Mellon Foundation to support a series of fellowships that will enhance the humanities profile of the University, aid in faculty recruitment and retention, and assist post-tenure faculty with second project development.

Section 2: Enhancing Diversity in Staff Recruitment and Retention		
Time Frame	Topic	Summary
2001-present	New staff orientations	<p>All newly hired staff employees are invited to participate in a day-long New Employee Orientation, which is designed to create a culture of inclusion from the start with presentations on topics such as the campus principles of community, and UCR's commitment to equal employment, diversity and inclusion.</p> <p>Every month, EEAA participates in New Staff Orientation and communicates UCR's commitment to maintaining a workplace free from discrimination.</p>
2008-present	Staff Hiring Process designed to encourage equity	<p>UCR is committed to open and competitive recruitment for all staff positions. (Chart outlining staff hiring process, staff recruitment guidelines, recruitment checklist)</p> <p>Waivers are infrequent and require approval by both the Director of Affirmative Action and the Chief Human Resources Officer to assess the impact on diversity. All job listings include a complete job description containing both required and preferred qualifications against which applicants are assessed.</p> <p>UCR averages 650 staff recruitments annually and utilizes carefully constructed recruitment plans that map out the strategy for attracting a broad and diverse pool of</p>

		applicants, which includes women and underrepresented groups including veterans and individuals with disabilities.
2008-present	Staff training for hiring committees	In order to minimize the potential for personal bias, search committees are required for all staff recruitments. All members of the search committee must have demonstrated an understanding of UC's commitment to diversity by completing at least one from a list of six training courses on the topic (under "training").
2008-present	Equal Employment & Affirmative Action (EAAA) Review in Faculty and Staff Hiring Process	For all staff searches, EAAA must review and approve the short list of applicants to be interviewed prior to any interview being scheduled.
2008-present	Rubric in first round staff interviews	Rubrics are required for all first round staff interviews – a best practice for promoting equitable evaluation of candidates. When interviews take place, candidates' qualifications are measured using standardized evaluation tools. To protect against disparate impact and unintentional discrimination, any pre-employment testing is conducted using validated tests from third party vendors.
2009-present	Chancellor's " Making Excellence Inclusive " staff training program	The Making Excellence Inclusive staff training program has trained more than 100 staff members since 2009 in techniques for making UCR more equitable and inclusive. The eight-month program culminates in a group project where staff members research an issue on campus and propose policy or process changes.
2014-present	Talent Acquisition and Diversity Outreach department	In 2014, HR created a department of Talent Acquisition and Diversity Outreach to improve the quality and diversity of applicant pools and reduce time to fill vacant staff positions. The search for a Director focused on candidates with a strong track record of recruiting diverse applicants. All members of the department are responsible for regular participation in community agency groups and events supporting underrepresented minorities. All Talent Acquisition staff have completed extensive training in diversity and inclusion, most recently completing a six-part program on avoiding implicit bias. Staff primary activities are focused on outreach and sourcing to develop strong pools of diverse, well-qualified applicants.
2014-present	Community Partnerships for staff hiring	Talent Acquisition staff partner with local agencies and community-based organizations that serve underrepresented minorities, veterans, and individuals with disabilities to expand the diversity of applicant pools. Partnership activities include sponsoring meetings and networking events, and conducting job preparation workshops for the organization's job seekers. Agencies and organizations we have engaged with recently are available here .

		Talent Acquisition also participates in community job fairs to expand the diversity of applicant pools. Recent efforts have been particularly focused on outreach to veterans and individuals with disabilities. A list of recent examples is available here .
2014-present	Opportunities for staff training and development	UCR's Human Resources Division manages comprehensive training programs designed to retain employees. In 2014 the Employee and Organizational Development department created a competency- based framework for staff development, with diversity and inclusion as one of the core competencies. Currently 9 instructor-led courses and 6 multi-course programs are designed to enhance staff understanding of diversity and inclusion. Additionally, staff have access to a host of online courses and programs addressing issues of diversity and inclusion. One recently launched UC-wide series is the UC Managing Implicit Bias - Online Training Series , a six-course series designed to increase awareness of implicit bias and reduce its impact at the University.
2014-present	Social Media in staff job advertising	UCR HR has used social media to attract qualified diverse talent pools and further brand UCR as a diverse and inclusive employer. Approximately 66% of staff recruitments plans include expanded outreach to specialized job boards as well as social media strategies.
2014-present	HR Monthly Digest	UCR's HR division publishes a monthly digest to keep the campus informed of activities in support of attracting and retaining a diverse workforce.
2015-present	Staff pay equity efforts	In 2015, the campus transitioned to a market-based classification structure for staff positions . Each classification has an associated salary range and HR has developed guidance regarding salary placement in those ranges based on education, experience and job performance. In addition to published procedures to aid in salary setting, HR developed a salary calculator tool for use by hiring departments. HR also implemented an annual equity call to provide an opportunity to address salary inequities, and provides a consistent set of data (salary placement in range years of experience, education, performance rating history) to help inform equity decisions.
2016-present	Staff supervisor training	Annually, EEAA participates in Supervisor Boot Camp to communicate UCR's commitment to maintaining a workplace free from discrimination.
2016-present	Annual EEAA impact analysis on barriers to equal employment	EEAA conducts annual impact analysis to identify if any barriers to equal employment exist in employment actions including hiring, promotions, tenure assessments and terminations. When necessary, EEAA meets with departments on an individual basis to address any barriers.

2016-present	Staff Exit Interviews	<p>In 2008, UCR began administering exit interviews for all departing staff through a contract agency, Wunderlich. The funding for this project was subsequently eliminated. In 2016 HR began administering exit surveys for all departing staff employees using the CEB's Departure View tool.</p>
2016-present	Additional Staff Pay Equity Efforts	<p>In 2016, HR incorporated behavioral anchors into the performance management process and instituted a requirement that calibration occur at the organizational unit level. These changes were made to improve the consistency of performance evaluations (which form the basis for merit program decisions).</p> <p>In 2017, questions regarding salary history were removed from staff job applications to prevent the perpetuation of former salary inequities which disproportionately impacted women and minorities and comply with state law. Salary offers are developed based on the candidate's education and experience. Taken together, these changes have resulted in greater transparency and provide a framework for consistent and equitable compensation practices across diverse staff groups.</p>
2017-2018	Staff Engagement Survey and Taskforce	<p>A staff engagement survey was conducted in 2017 and the results were publicized throughout 2018. In the survey, 77% of staff at UCR indicated that they feel that management at the campus supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identify, ethnicity and disability status. 70% of employees indicated they feel that employees at UCR are treated with dignity and respect, regardless of their position or background.</p> <p>As a result of the survey, the Chancellor convened a Taskforce on Staff Engagement. The taskforce will review results from the 2017, 2015 and 2012 surveys as well as recent campus input from the January 2018 forum and from the 2017 "Campus Conversations." Informed by these data, the taskforce will identify best practices, propose opportunities for improvements at UCR, and develop recommendations for campus actions to address issues raised by staff, with a goal of increasing staff engagement.</p>