

9 April 2001

Report of the Chancellor's Task Force on the Recruitment of Women and Underrepresented Faculty

Chancellor Berdahl:

On 14 February you appointed our committee and charged it to gather together suggestions designed to increase our recruitment of women and underrepresented faculty, to evaluate them with special attention given to their suitability for early implementation at Berkeley, and to recommend those found to be most likely to have a substantial effect on faculty hiring in the near future.

Our committee met weekly to carry out its mission and is pleased to present the following recommendations, which are grouped under three headings:

Information.

The information now made available on the composition of availability pools and on our hiring performance at the department level is characterized by a lack of timeliness (much of it is after the fact) and a low level of credibility (much is generated to comply with formal reporting requirements and is perceived to be too highly aggregated to be relevant to the specialized academic markets in which we compete).

We need to supply departments (where basic hiring decisions are made) with relevant, credible data that can act as a spur to action, as an aid to effective recruitment, and as a benchmark of accountability. Consistent with these aims, the Campus has already required every department to engage in a Self Study of its hiring performance over the past five years preliminary to the filing of FTE requests for 2001-02. These studies are now being submitted. In addition, the Vice Provost for Academic Affairs, acting on the recommendation of our committee, directed all current faculty search committees to report on the composition of their applicant pools, short lists, and, where applicable, final selections. These reports were due on 23 March, and will soon be summarized and analyzed.

For the future we recommend:

- Utilizing the Human Resources Management System (HRMS) for applicant tracking, so that applicant pools can be monitored without undue delay to the search process.
- Asking the Office of the Faculty Equity Associate (FEA) to provide an annual status report on the hiring of women and minority faculty to the Budget Committee and to the Committee on the Status of Women and Ethnic Minorities.
- Generating improved applicant pool data, and comparative performance data, relevant to Berkeley's academic markets, for dissemination to departments. For example, in fields where Post Docs form the pool of junior applicants, data should be assembled on this population. Augmented FEA staffing and the cooperation of SWEM, the Academic Senate Committee on the Status of Women and Ethnic Minorities, will be needed for this task.

- Establishing a Campus website focused on diversity issues. The website could supply data, clarify do's and don'ts concerning affirmative action policies, provide a forum and a resource for information in support of recommendations for training, discussed below.

Training and Accountability.

Neither declarations of good intentions nor accusations of bad faith can, by themselves, have much purchase on the outcome of faculty recruitment efforts. We need to implement more effective ways to train departments and their search committees in effective recruitment and to establish effective measures of accountability applicable to deans, chairs and the search committees. To these ends we recommend the following training measures:

- More extensive training of deans and chairs, probably at the annual deans' and chairs' retreat. This training, conducted by the FEA, could include interactive theater and presentation of diversity data.
- A mandatory Fall workshop for departmental affirmative action officers to be coordinated by the FEA.
- Meetings between the FEA and search committee chairs to tailor appropriate search plans for each recruitment. Departmental Affirmative Action officers should also attend these meetings. In view of the number of searches, these meetings should group search committees according to the types of challenges they face and the track records of their departments.

The following accountability measures were discussed by our committee:

- Require each search committee to submit a list of potential women and minority candidates that they will contact and encourage to apply early in the search process (1 October for searches launched at the beginning of the academic year).
- Establish a review of applicant pools at the close of each search (to be conducted by faculty committees) to determine whether the pool is sufficiently representative to allow the search to proceed.
- Require submission of the short list candidates to the FEA before interviewing can commence.

A "Time Line Flow Chart" is appended to this report identifying the new steps of a standard faculty search under these recommendations. Our ability to implement all these steps without introducing fatal delay to the work of the search committees is a concern, but the key issue of applicant pool review should be possible as soon as the HRMS system is functioning.

Additional accountability recommendations:

- Add wording to our advertisements that call attention to the diversity of the student body.
- Include a commitment to diversity in the wording of job descriptions and advertisements for new deans.

Faculty resource allocation.

The perception is widespread that the recent decline in our rates of hiring of both women and minority faculty is directly related to changes introduced by SB1-2 and Prop. 209 in our allocation of faculty positions. Our review of these issues has led to the following recommendations:

- Programmatic FTE allocation. The Campus can increase its commitment to making academic appointments in fields of study that address the problems and opportunities arising from the changing composition of the population of the United States and of California. Questions of race relations, ethnic identities, immigration and labor markets, and the effect of gender on many issues, among others, offer opportunities to make appointments in areas with “diversity rich” availability pools.
- Non-tenure level hiring. At present only 14% of ladder-rank Berkeley faculty are assistant professors. Six years ago this percentage was nearly 18% and twenty years ago it was over 20%. Even now, it is nearly 2% below the average for the U.C. system. At the Campus-wide level, junior searches have been substantially more likely to select women candidates than have senior searches. Among the many reasons to increase the percentage of junior appointments is the prospect of capturing the benefits of availability pools that are more diverse, especially by gender, than potential candidates for senior appointments.
- In fields where women are very few, such as Engineering and Science, and in many fields seeking an ethnically diverse faculty, senior appointments should be used to attract candidates of national stature to Berkeley.
- Post-doctoral teaching positions. The Faculty Fellows program, now being implemented, and possible future Campus-sponsored programs that resemble it, can be used to bring qualified new Ph.D.s to the Campus for two-year research and teaching appointments. These temporary appointments can be a tool whereby departments bring promising candidates to Berkeley for possible future consideration in tenure-track searches.

Start up funds. Consistent with the policy recently announced by the Office of the President (3 January and 27 February 2001), the Campus can supplement UCOP start-up funds in support of faculty recruitments with the programmatic focus of the first recommendation of this section. This committee also considered the special issue of spousal/partner employment and recommends the following:

- The Campus should establish and maintain a Dual Career Office to support the spouses of new faculty appointees in their searches for suitable employment in the Bay Area. This office may be linked to the Career Center, and could have a liaison with the Campus staff employment office. Its purpose should be to offer useful information and advice to job-seeking spouses and offer introductions to potential employers.
- The policy for spousal appointment to ladder-rank faculty positions should continue to be guided by the following elements:
 1. there must be a time-related need (retention or recruitment of a spouse/partner)
 2. the position is consistent with the long-range plans of the potential receiving department
 3. the candidate is judged by the department to be of “short-list quality”
 4. the department votes in support of the appointment by normal procedures.

These guidelines aim to assist such appointments by loosening the ordinary constraints of FTE availability and departmental priority while retaining normal standards of quality assessment.

In addition to the recommendations made here, there are many other proposals and ideas that have emerged in the several reports issued in the past year and the recent conferences on women in the academy. In order to assess and develop these ideas and to carry forward and implement several of the proposals made here it is important that the Office of the Faculty Equity Associate be strengthened. A proposal to reorganize the FEA office, changing the title of its head to Associate Vice Provost for Equity Services, will be made in a separate report.

Respectfully submitted,

Members of the Committee:

Vice Provost Jan de Vries, Chair

Professor Alice M. Agogino

Professor Margaret W. Conkey

Executive Vice Chancellor and Provost Paul R. Gray

Professor Charles Henry

Professor Judith P. Klinman

Dean Paul Licht

Vice Provost Christina Maslach

Professor Deborah Nolan