

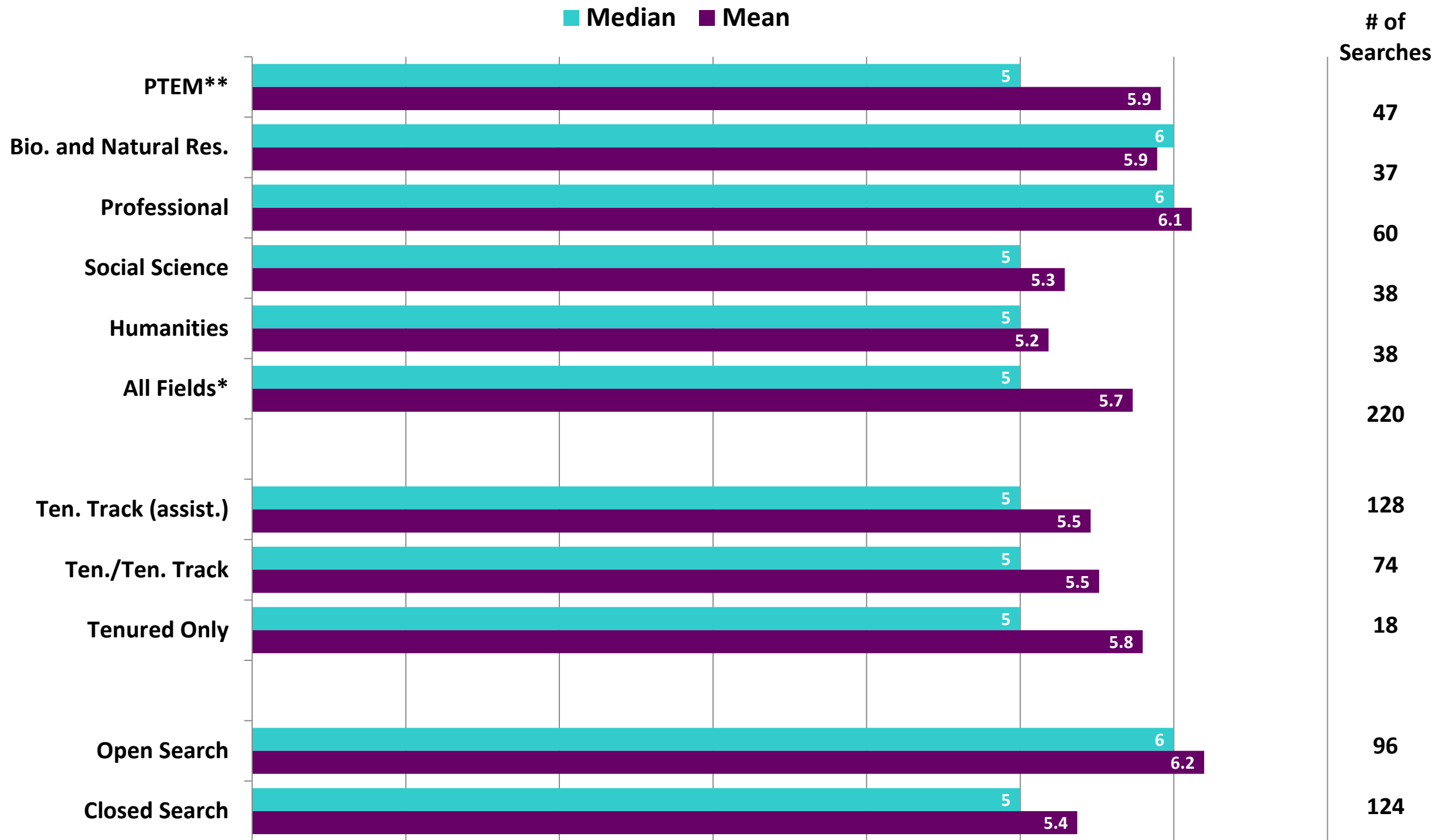
Slide 1: UCB Faculty Hiring Levels, AY2012-13—2015-16*

Hiring Level	No	Yes	% Yes**
<i>Made Long List</i>	25,148	2,751	9.9%
<i>Made Short List</i>	26,750	1,149	4.1%
<i>Made Proposed Cand.</i>	27,623	276	1.0%
<i>Offered Position</i>	27,659	240	0.9%
<i>Accepted Position</i>	27,701	198	0.7%
Total Applicants	27,899		100.0%
	Declined	Accepted	% Accept.
<i>Accepted Position</i>	35	198	85.0%

*Only searches with responses to the search methods survey are included above and going forward (220 job searches in total).

**% Yes=percentage of applicants among total applicants successfully advancing to specified hiring level.

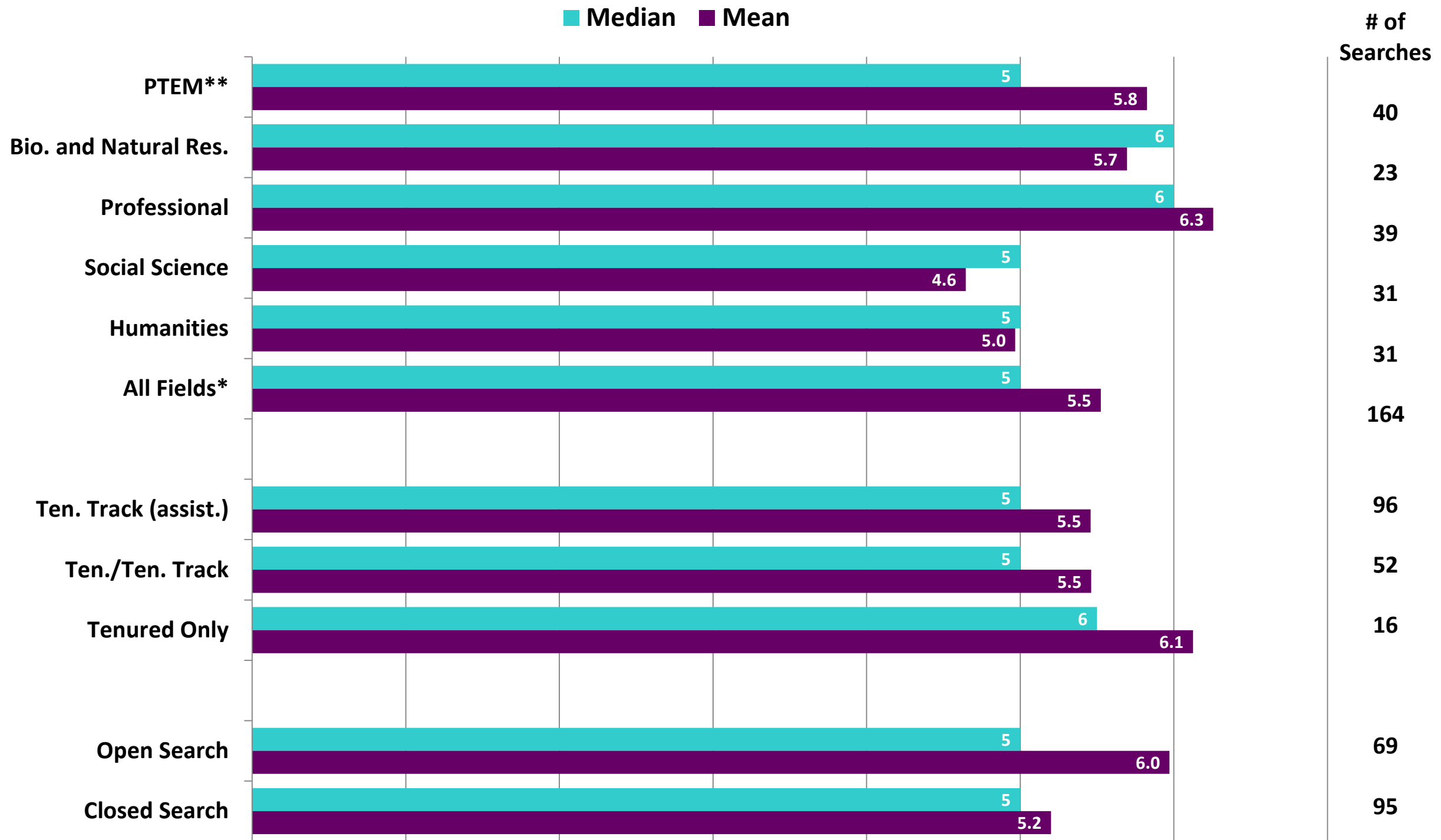
Slide 2: UCB Fac. Job Searches 2012-2015 (n=220*): Total Committee Members (median, mean) per Job Search, by Broad Field, Job Rank, Open/Closed



*Includes all searches, even ones with more than 20% missing gender/ethnicity data for committee members.

**Physical Sciences, Technology, Engineering, & Mathematics.

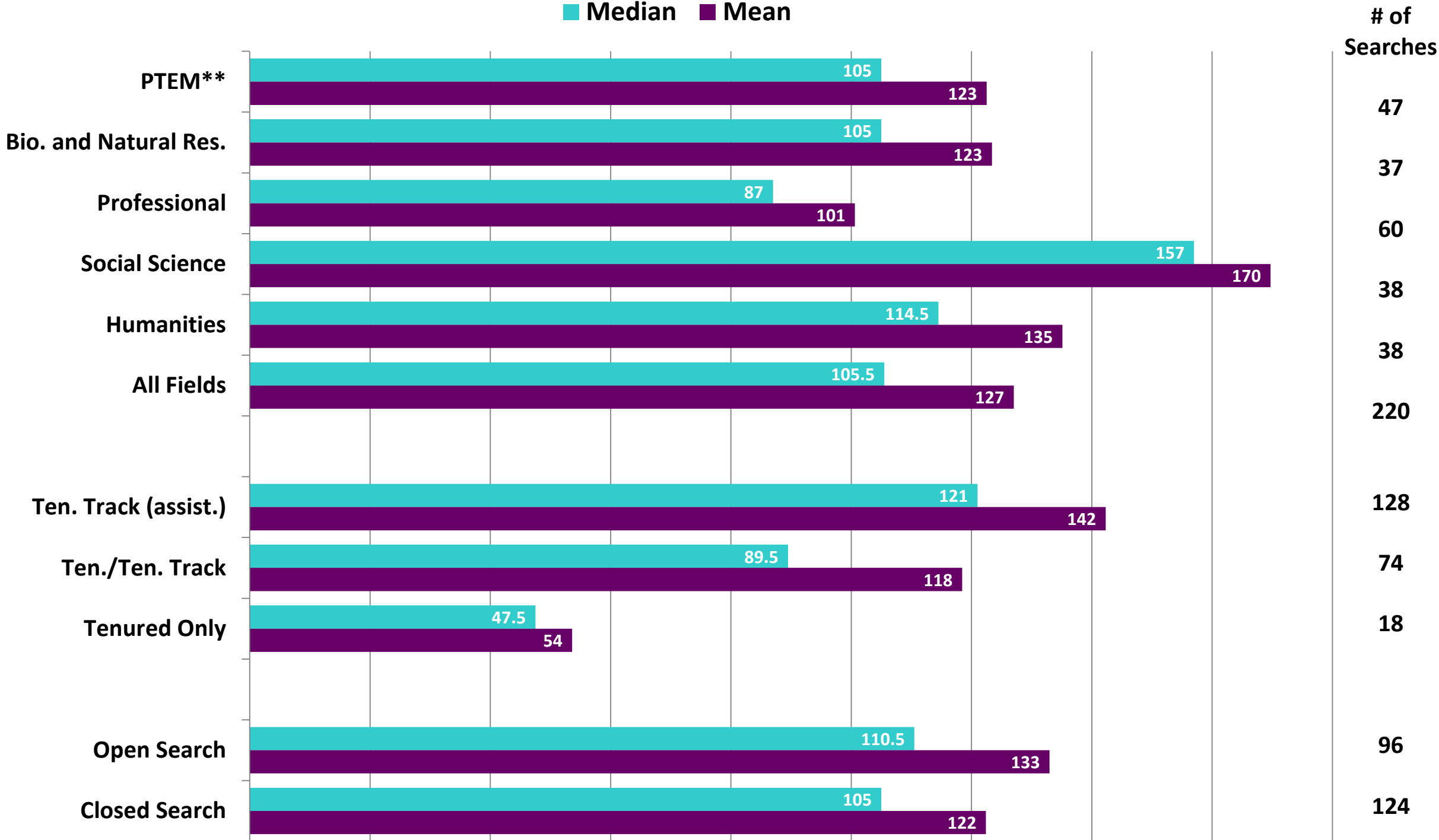
Slide 3: UCB Fac. Job Searches 2012-2015 (n=164*): Total Committee Members (median, mean) per Job Search, by Broad Field, Job Rank, Open/Closed



*Searches with more than 20% missing gender/ethnicity data for committee members are excluded.

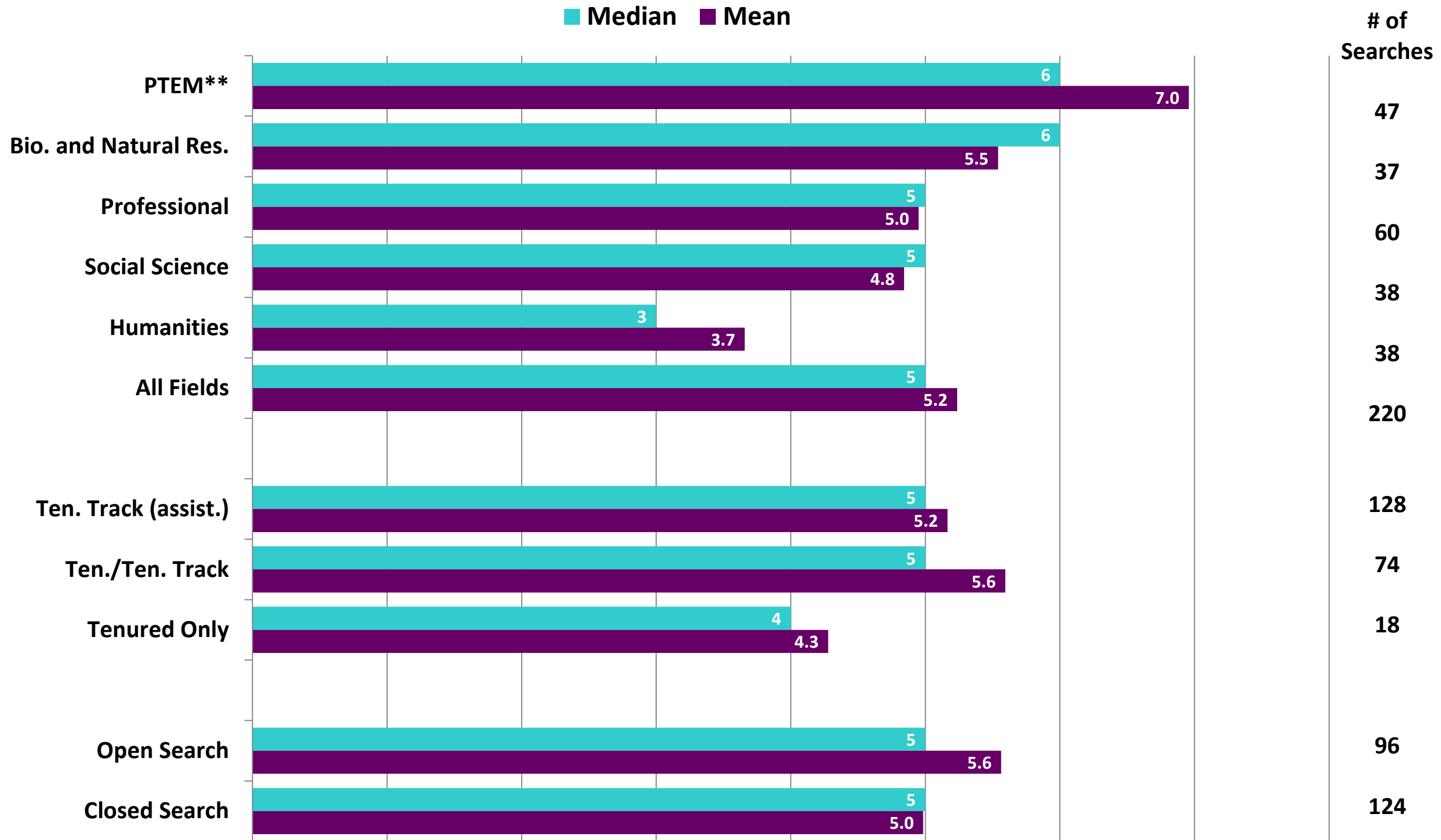
**Physical Sciences, Technology, Engineering, & Mathematics.

Slide 4: UCB Fac. Job Searches 2012-2015* (n=220): Total Number of Applicants (median, mean) per Job Search, by Broad Field, Job Rank, Open/Closed



*Only searches with responses to the search methods survey are included.
 **Physical Sciences, Technology, Engineering, & Mathematics.

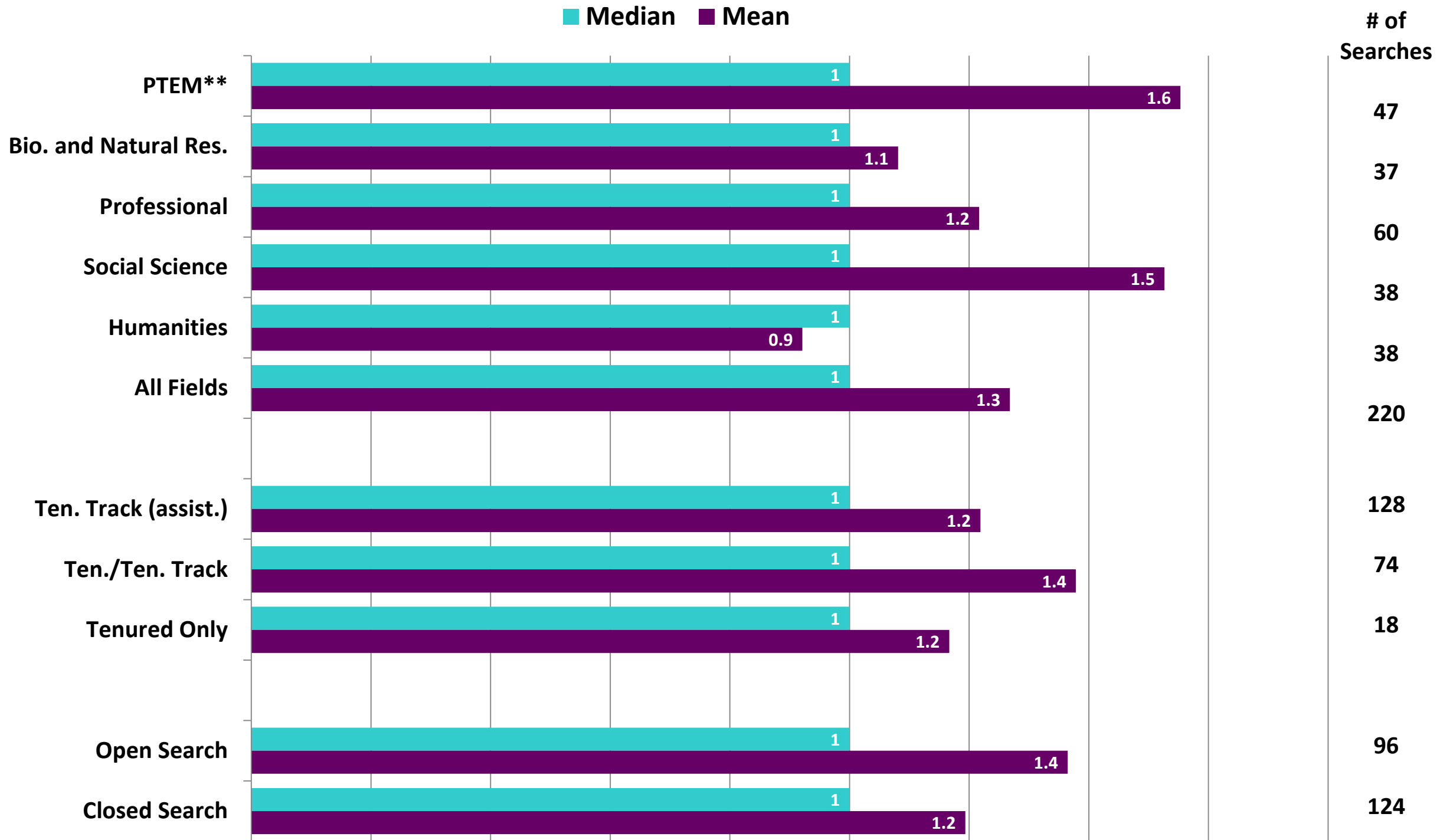
Slide 5: UCB Fac. Job Searches 2012-2015* (n=220): Total Number of Short List (median, mean) per Job Search, by Broad Field, Job Rank, Open/Closed



*Only searches with responses to the search methods survey are included.

**Physical Sciences, Technology, Engineering, & Mathematics.

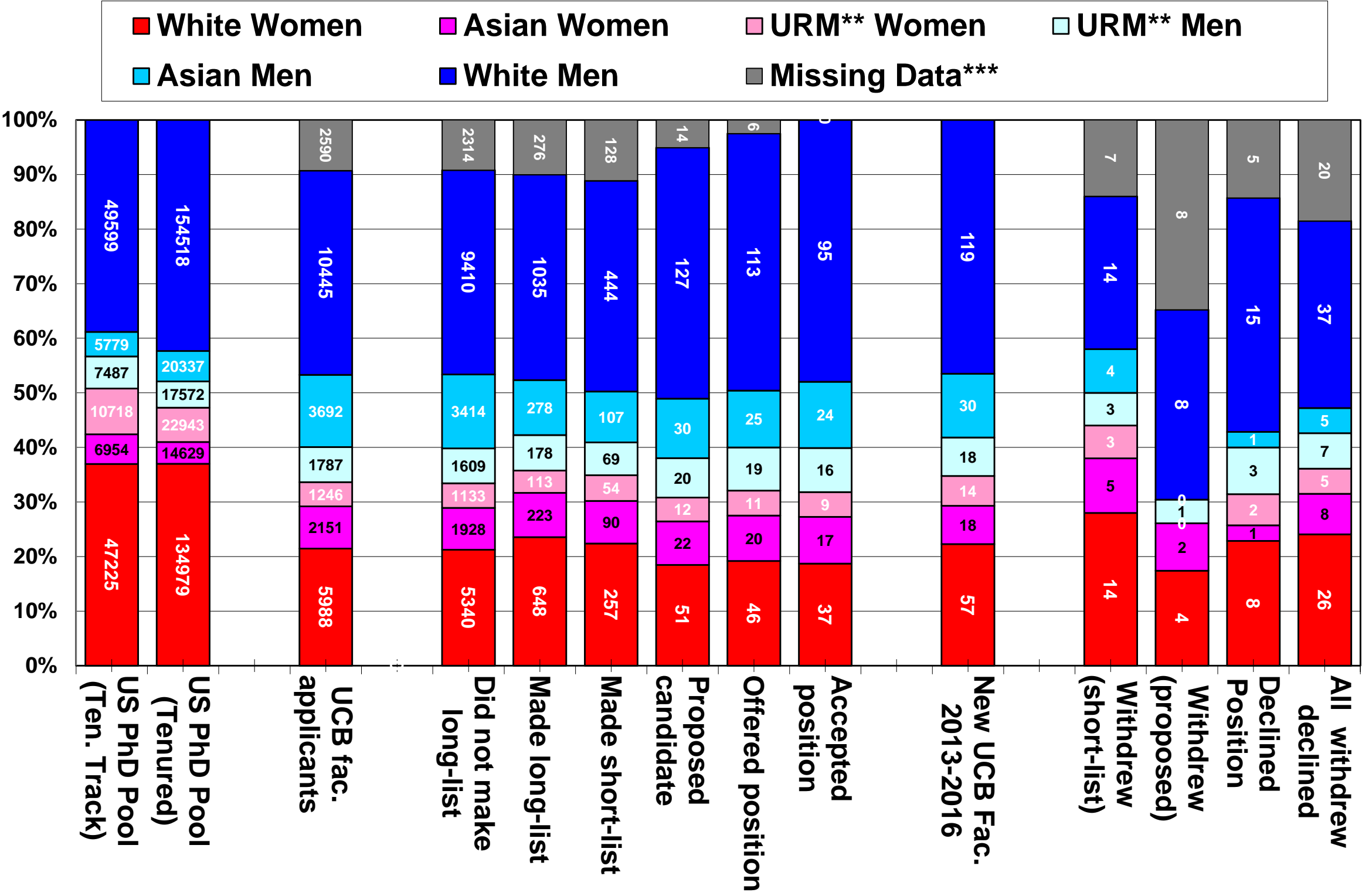
Slide 6: UCB Fac. Job Searches 2012-2015* (n=220): Total **Proposed Cand.** (median, mean) per Job Search, by Broad Field, Job Rank, Open/Closed



*Only searches with responses to the search methods survey are included.

**Physical Sciences, Technology, Engineering, & Mathematics.

Slide 7: UCB Faculty Applicants, Diversity Pipeline, AY2012-13—2015-16*

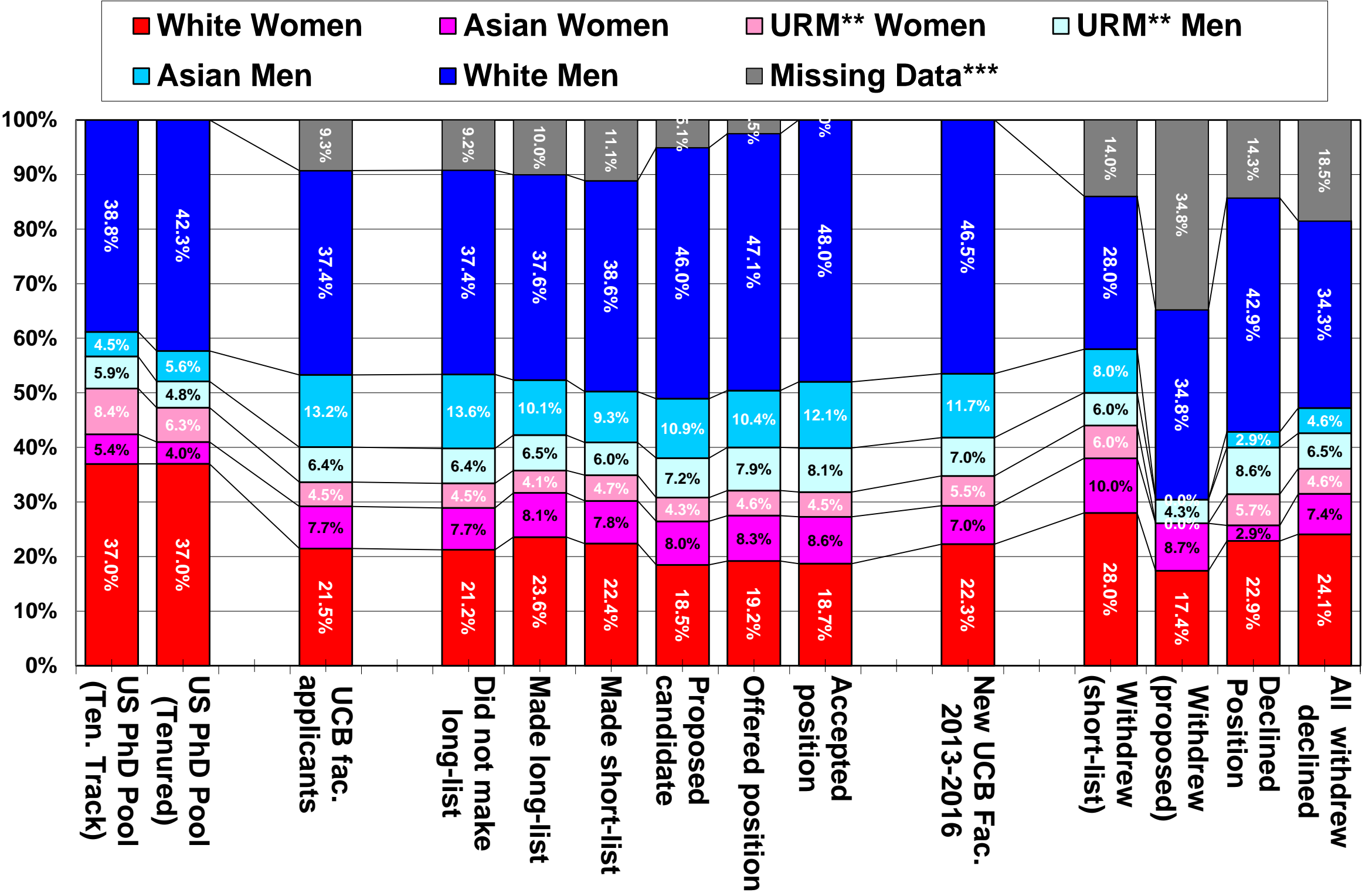


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am.

***Includes missing gender or ethnicity data, decline to state, and no demographic survey response.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016); UCB Faculty Personnel Records, AY2013-14—2016-17.

Slide 8: UCB Faculty Applicants, Diversity Pipeline, AY2012-13—2015-16*

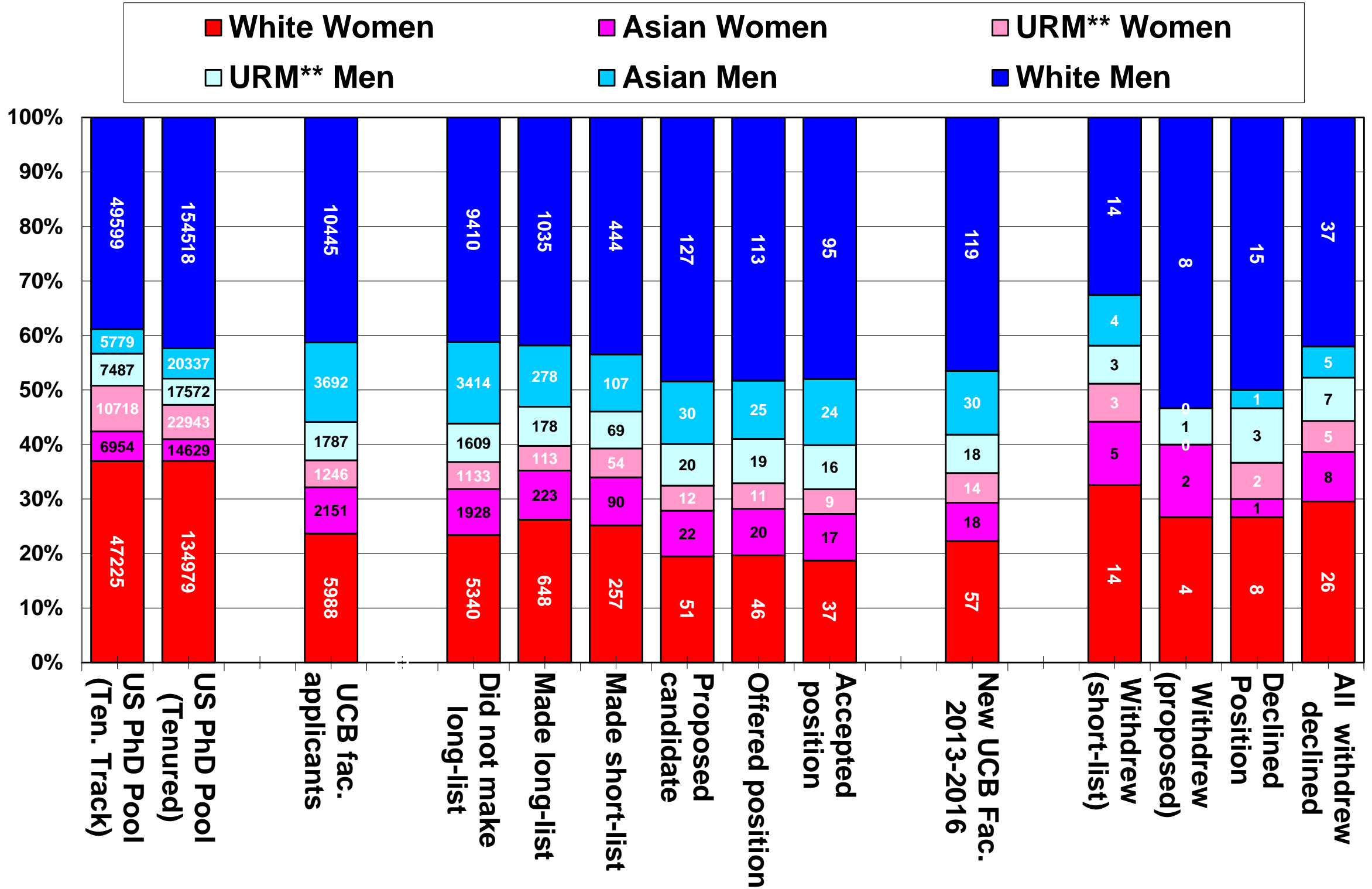


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am.

***Includes missing gender or ethnicity data, decline to state, and no demographic survey response.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016); UCB Faculty Personnel Records, AY2013-14—2016-17.

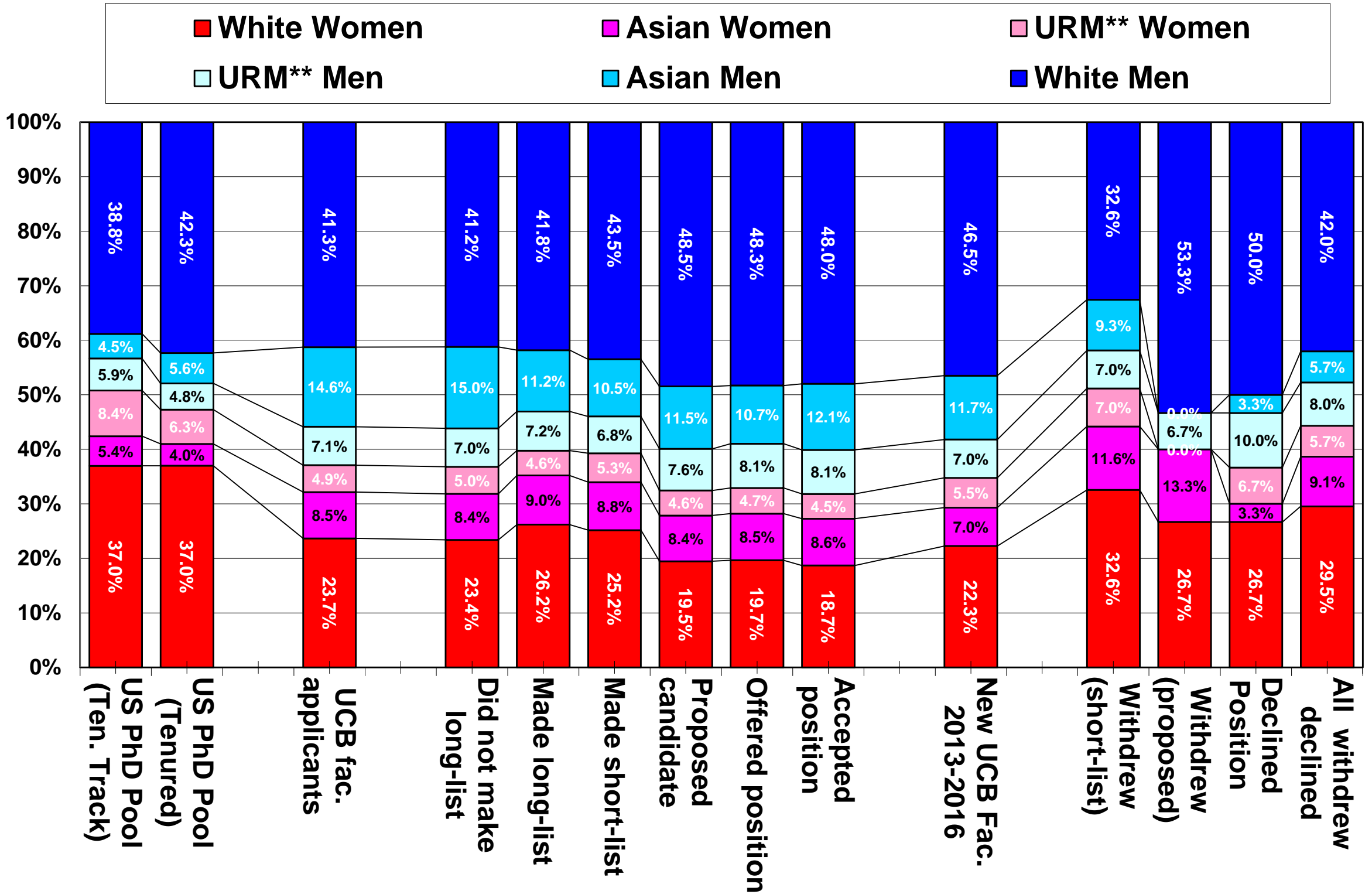
Slide 9: UCB Faculty Applicants, Diversity Pipeline, *Missing Data Excluded*, AY2012-13—2015-16*



*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016); UCB Faculty Personnel Records, AY2013-14—2016-17.

Slide 10: UCB Faculty Applicants, Diversity Pipeline, *Missing Data Excluded*, AY2012-13—2015-16*



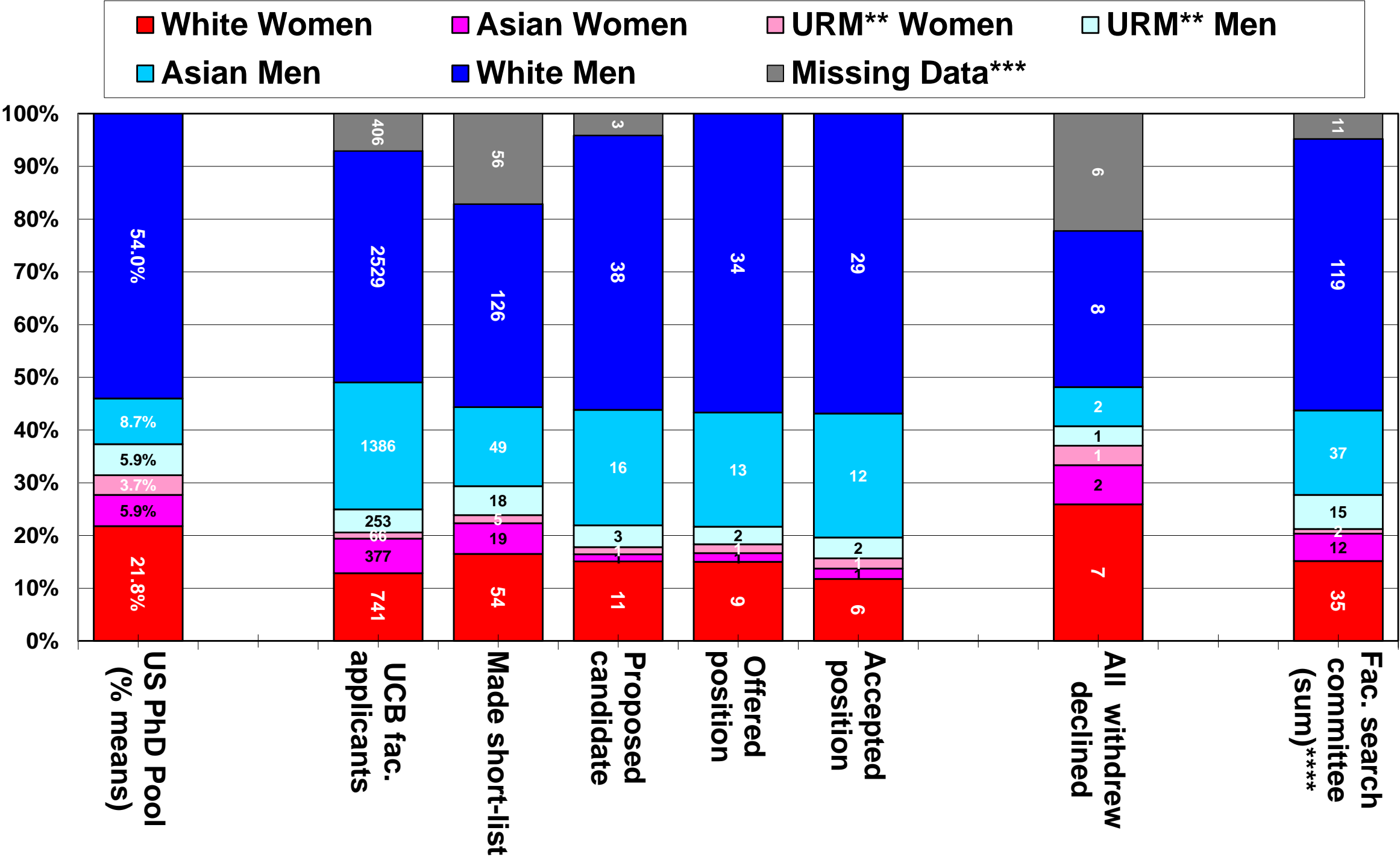
*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am.

***Includes missing gender or ethnicity data, decline to state, and no demographic survey response.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016); UCB Faculty Personnel Records, AY2013-14—2016-17.

Slide 11: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

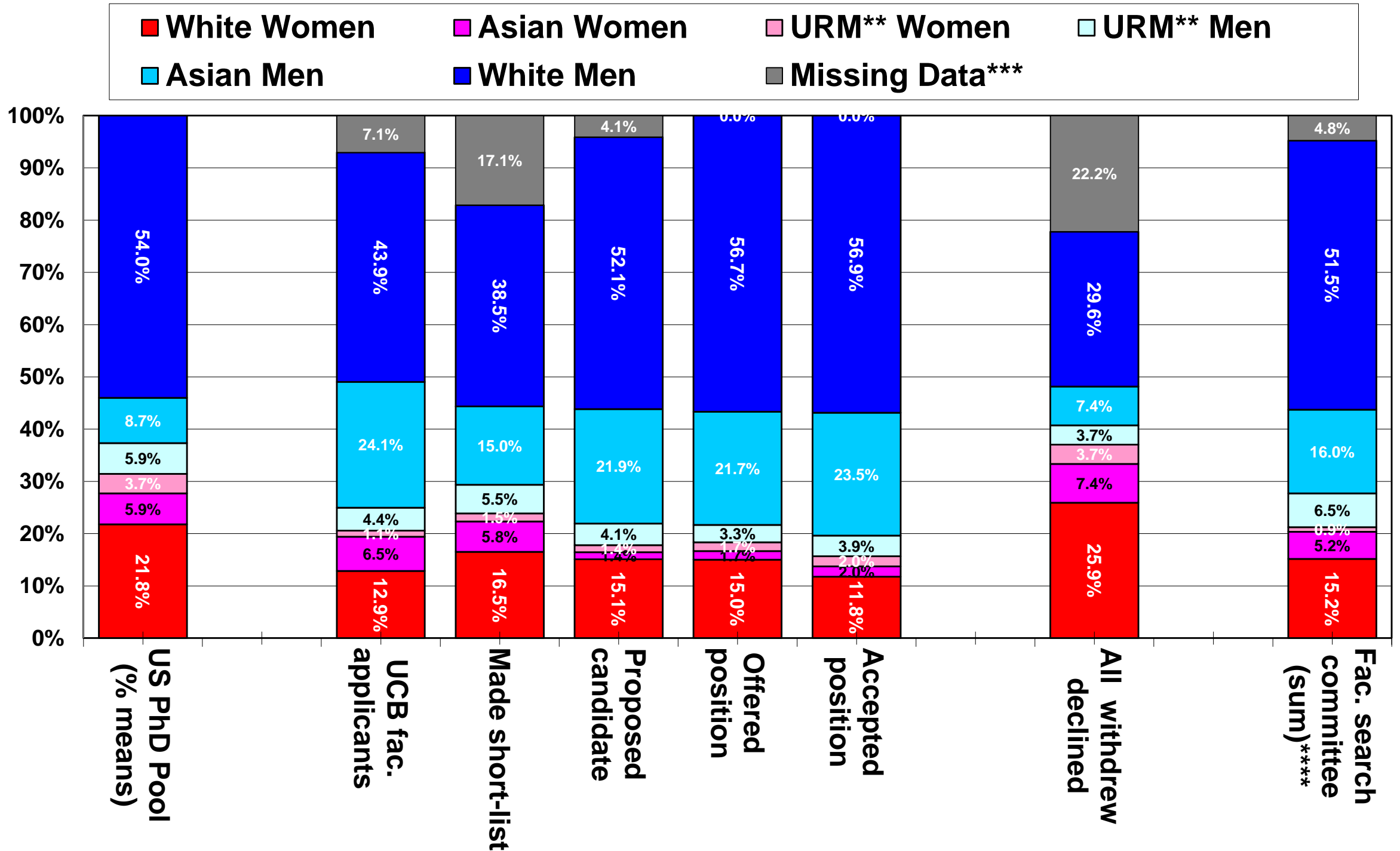
Physical Sciences, Technology, Engineering, and Mathematics



*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****40 out of 47 searches included necessary data.

Slide 12: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Physical Sciences, Technology, Engineering, and Mathematics

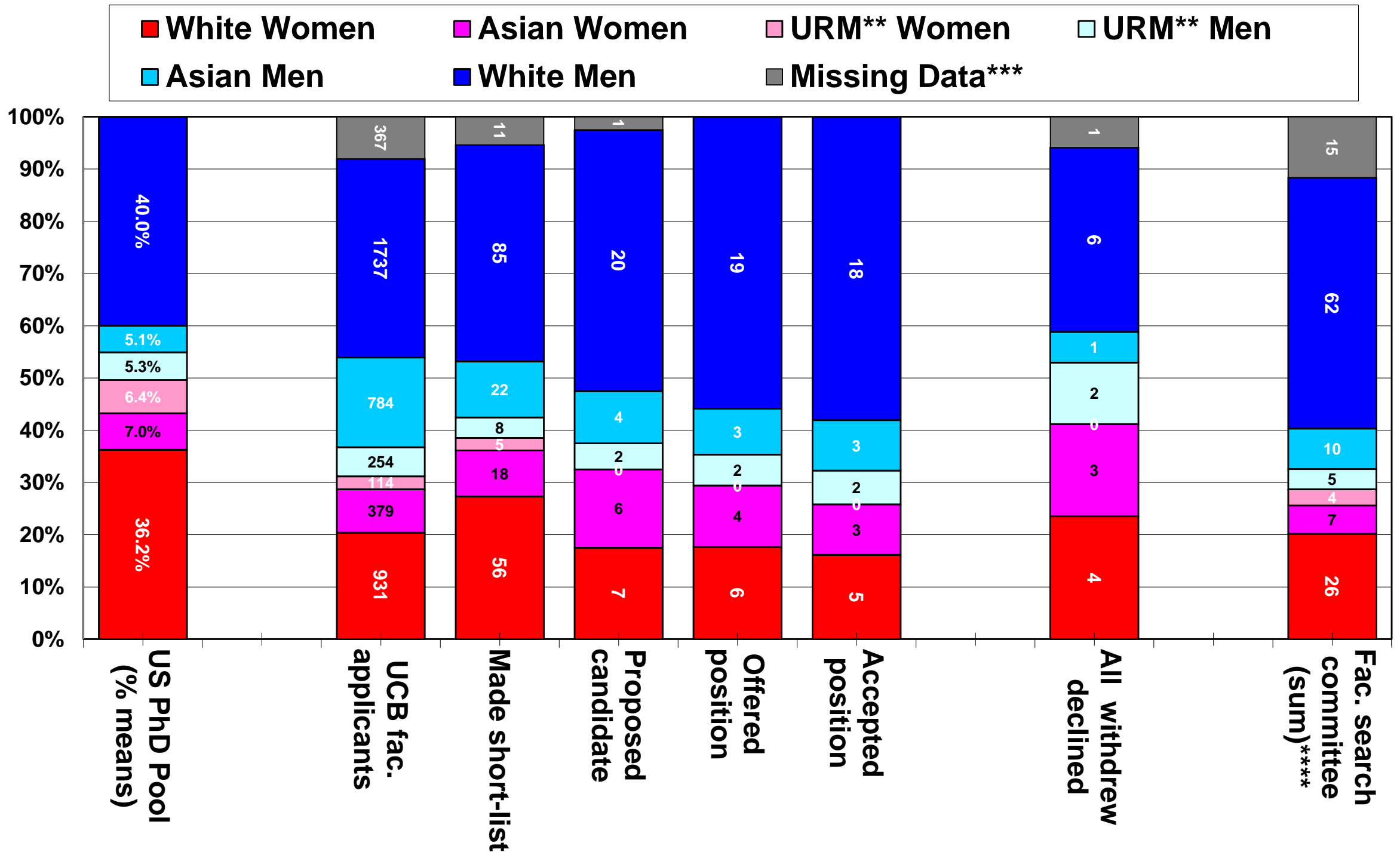


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****40 out of 47 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 13: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Biological Sciences and Natural Resources

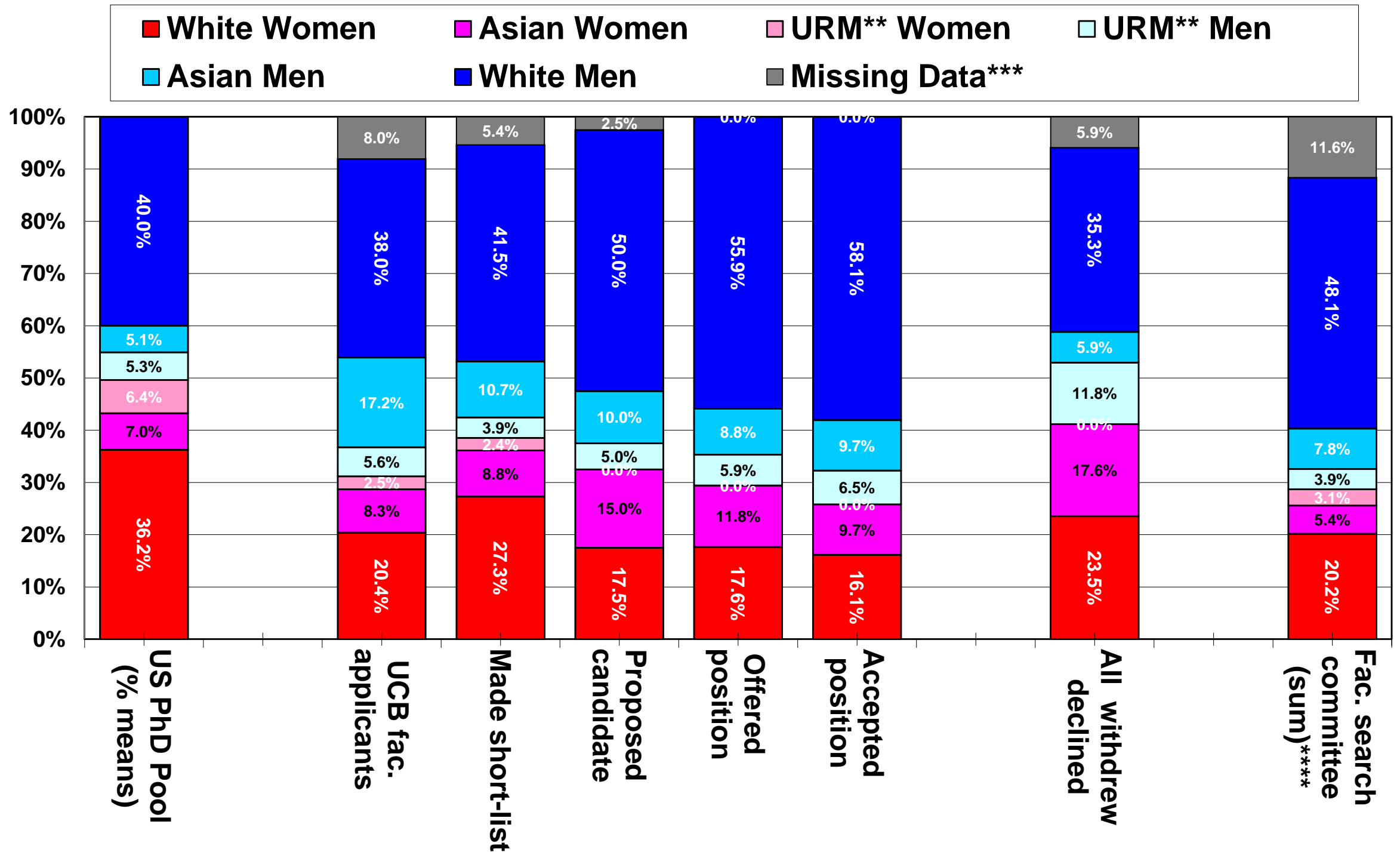


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****23 out of 37 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 14: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Biological Sciences and Natural Resources

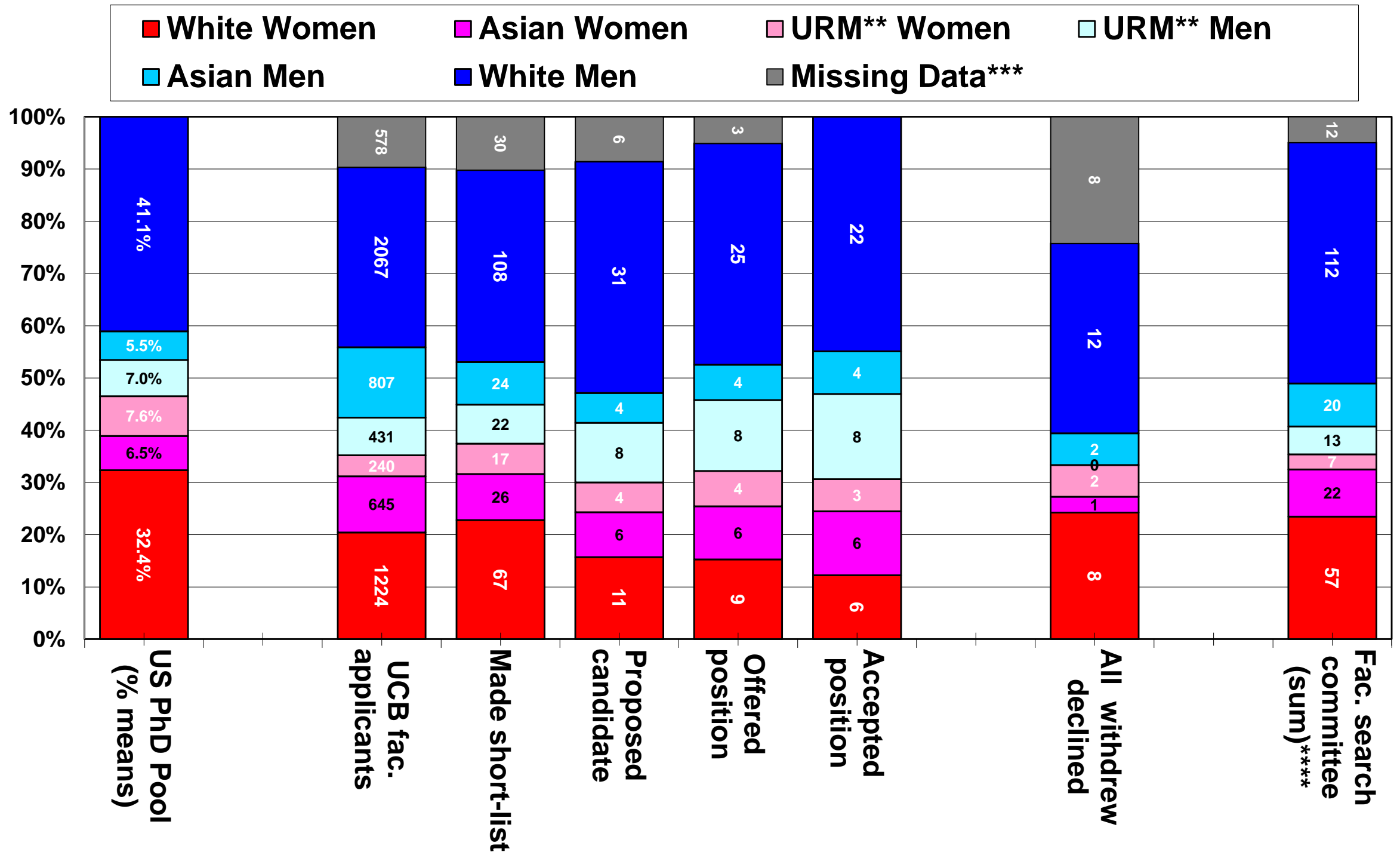


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****23 out of 37 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 15: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Professional Schools

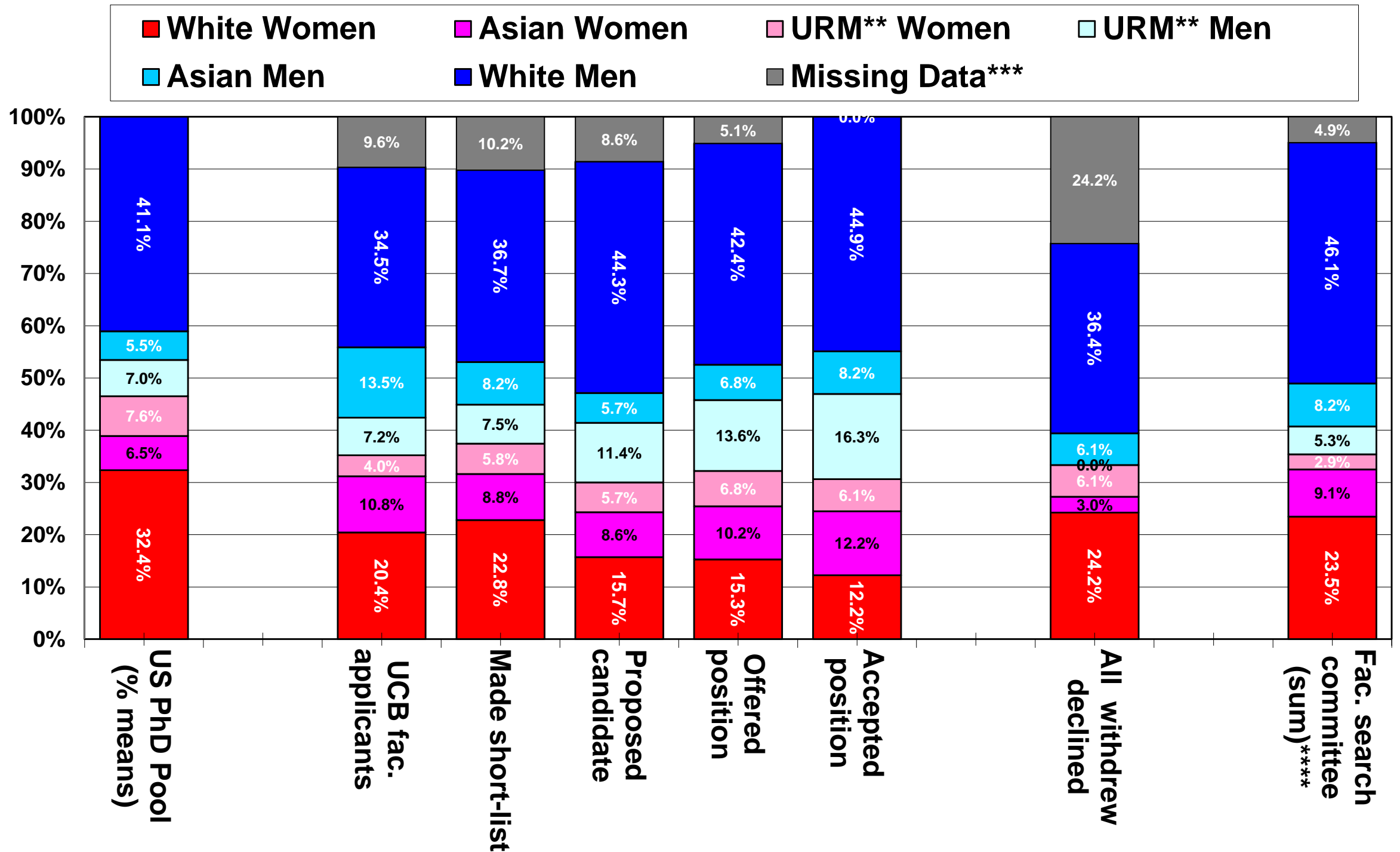


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****39 out of 60 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 16: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Professional Schools

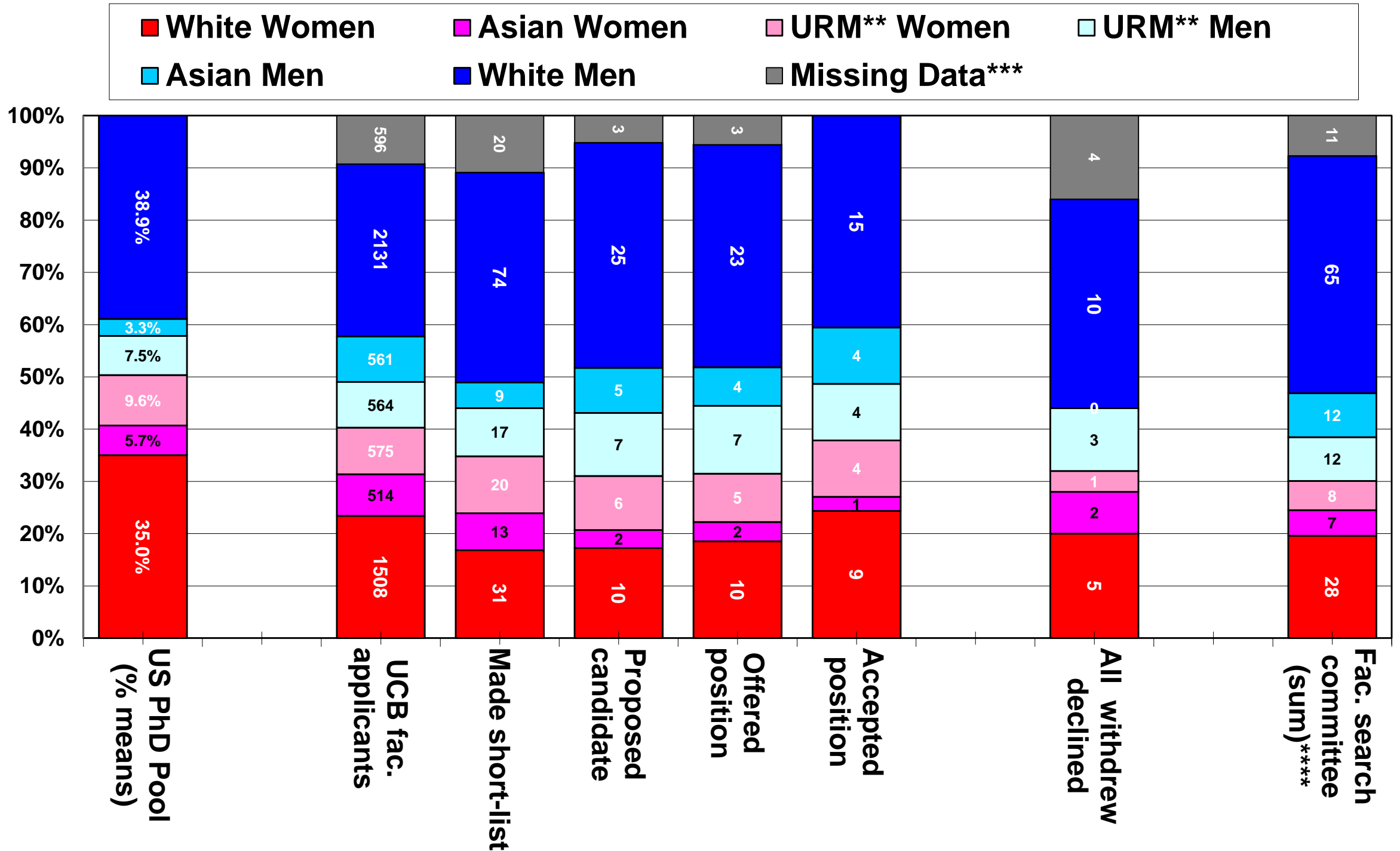


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****39 out of 60 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 17: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Social Sciences

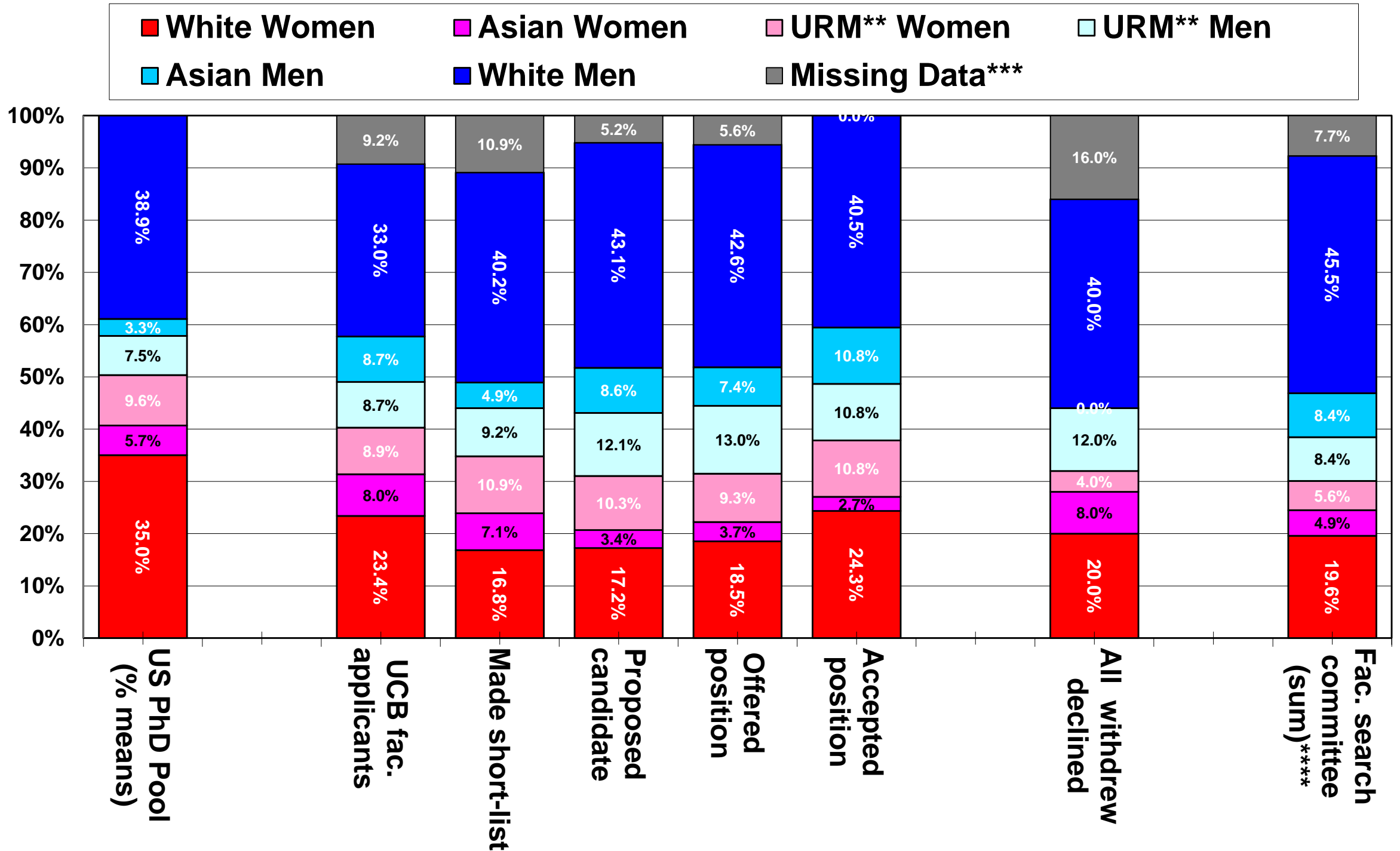


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****31 out of 38 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 18: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Social Sciences

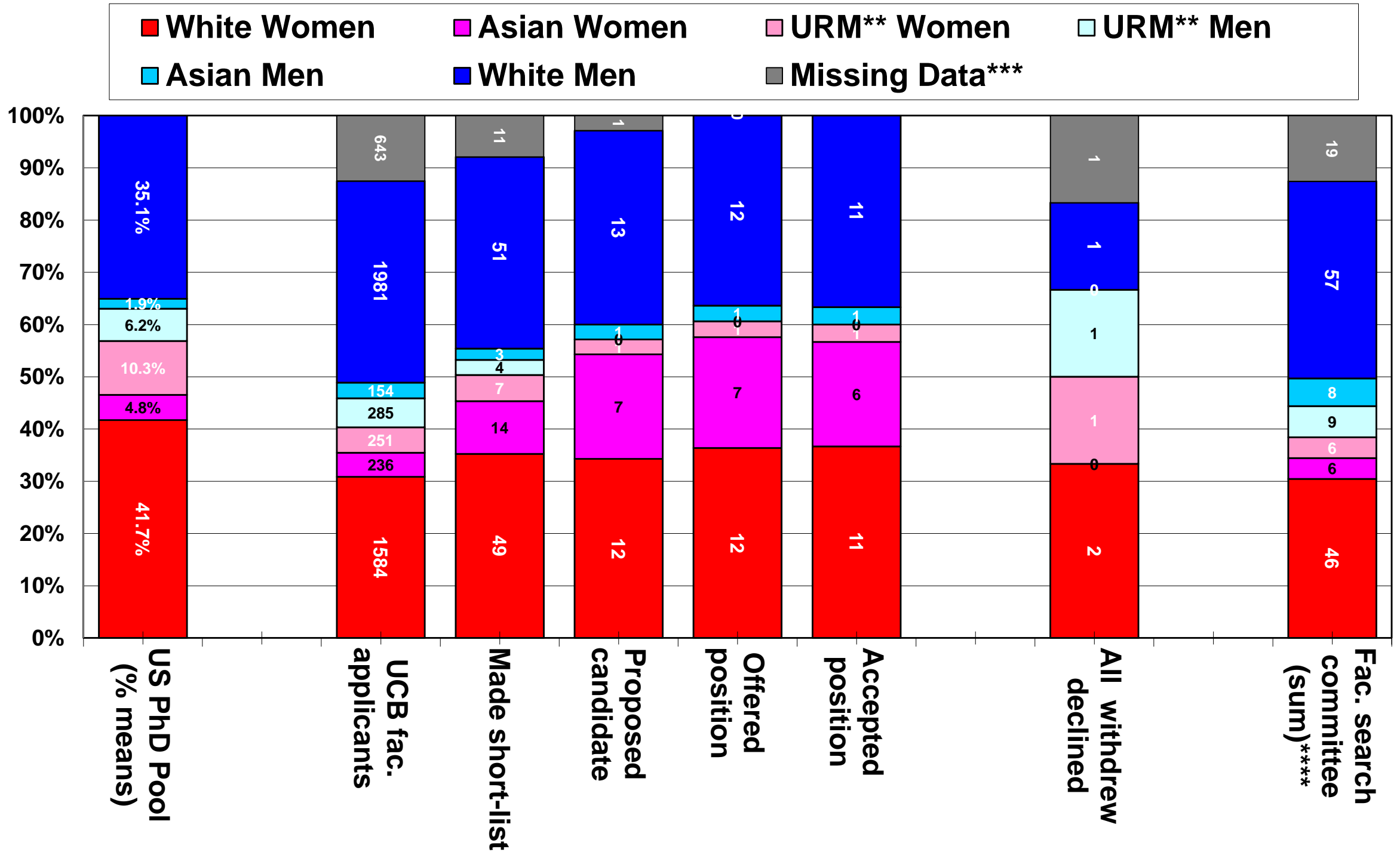


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Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 19: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Humanities

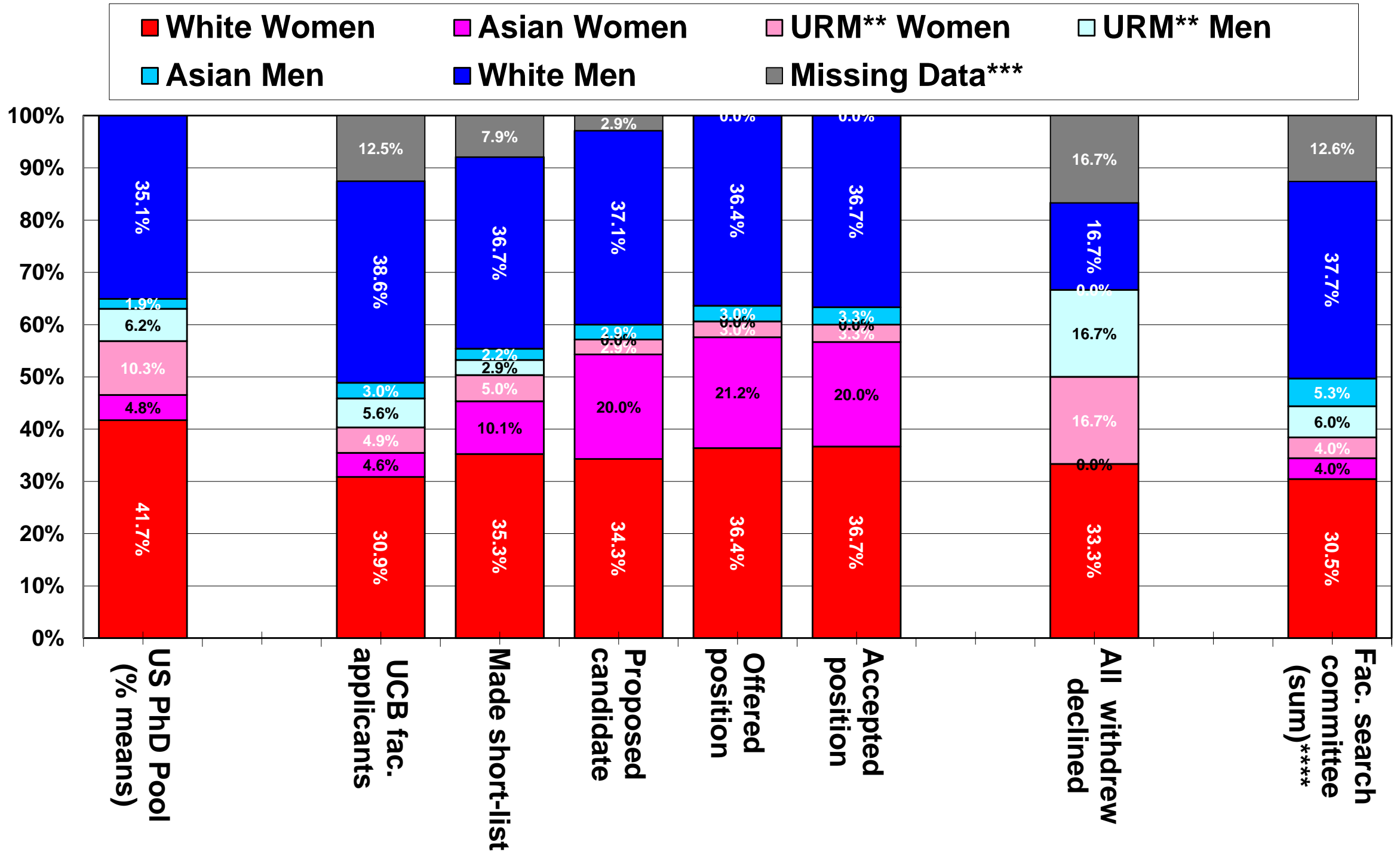


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****31 out of 38 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 20: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Humanities

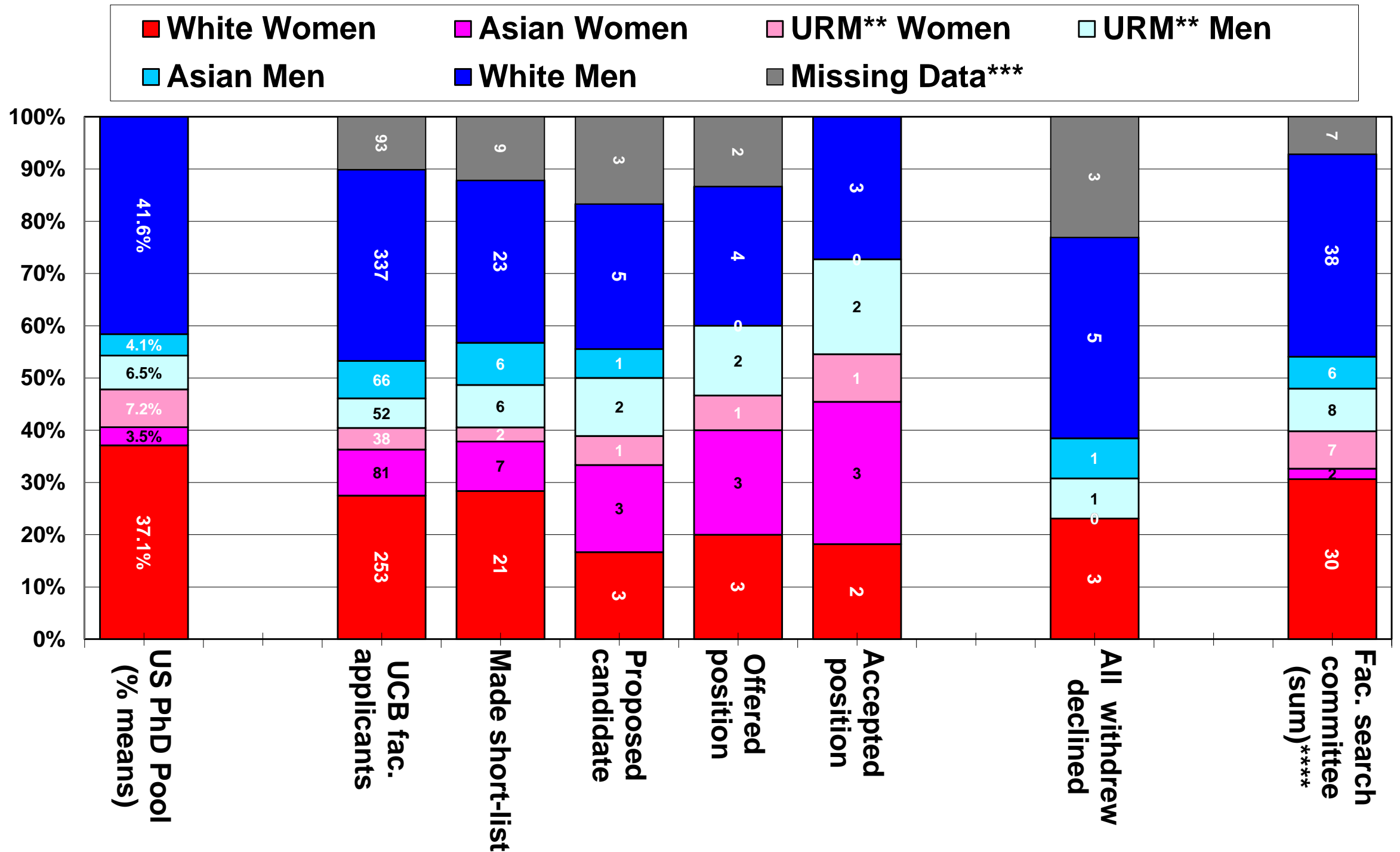


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****31 out of 38 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 21: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Tenured Only Job Searches

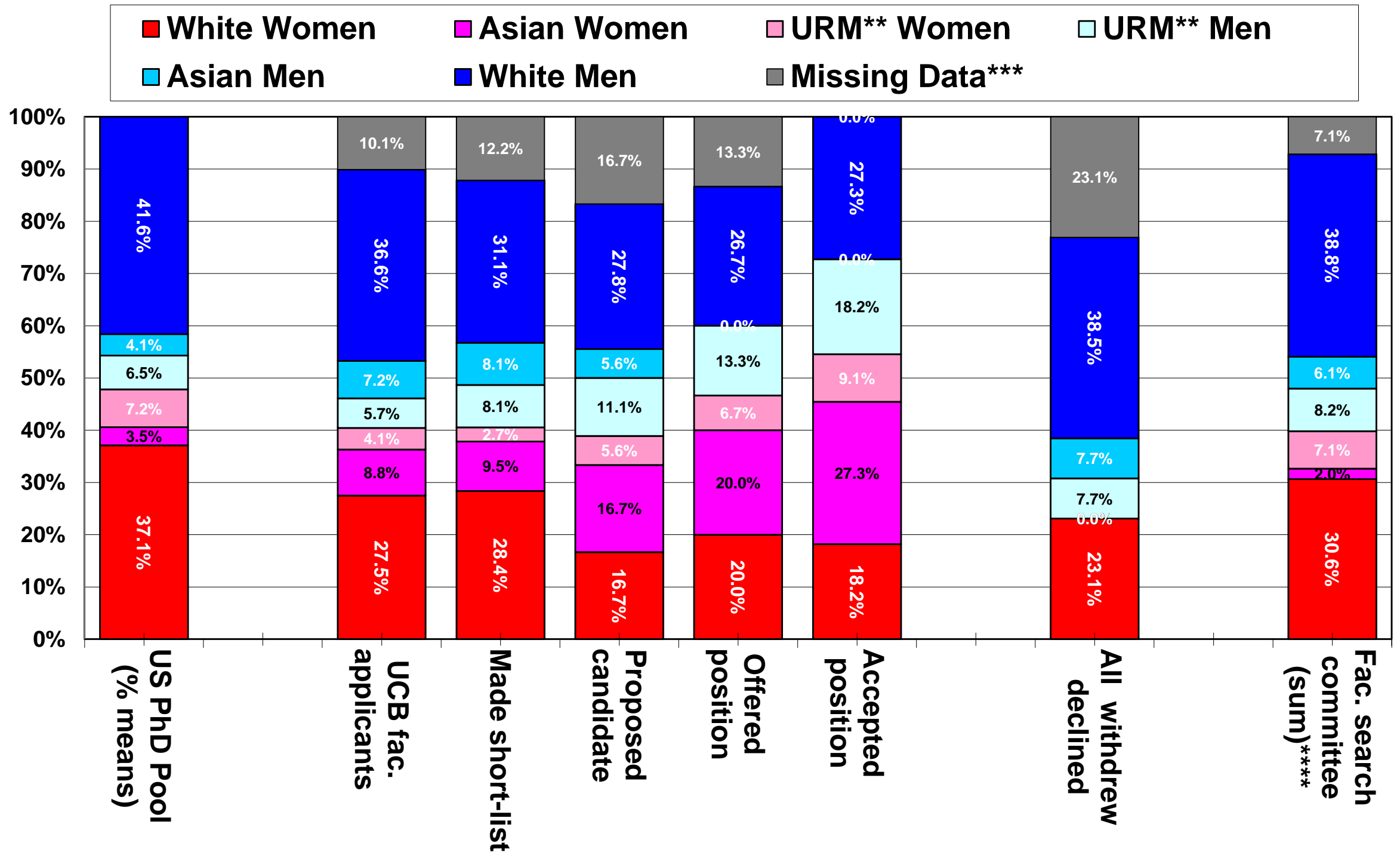


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****16 out of 18 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 22: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Tenured Only Job Searches

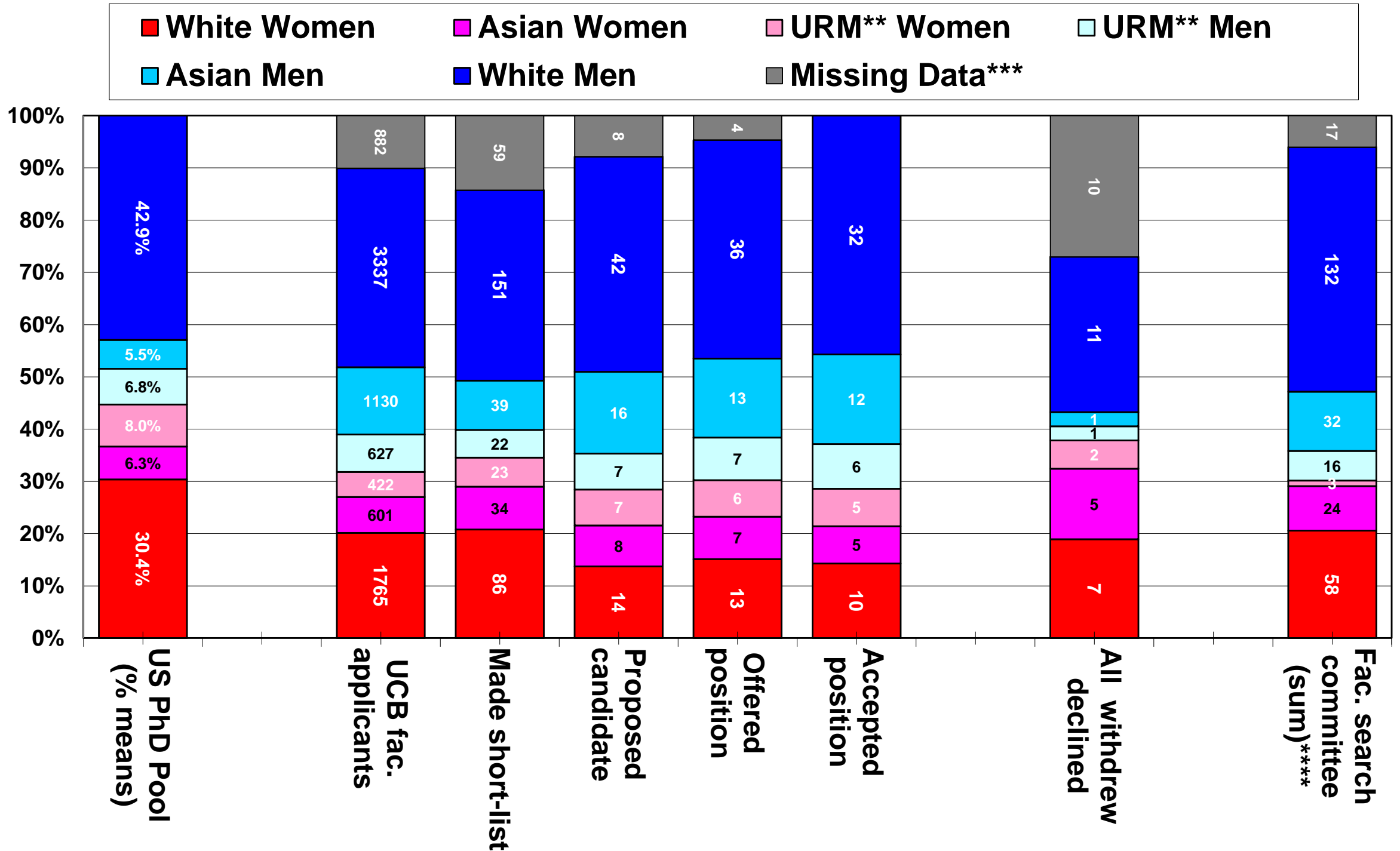


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****16 out of 18 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 23: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Tenure Track and Tenured Job Searches

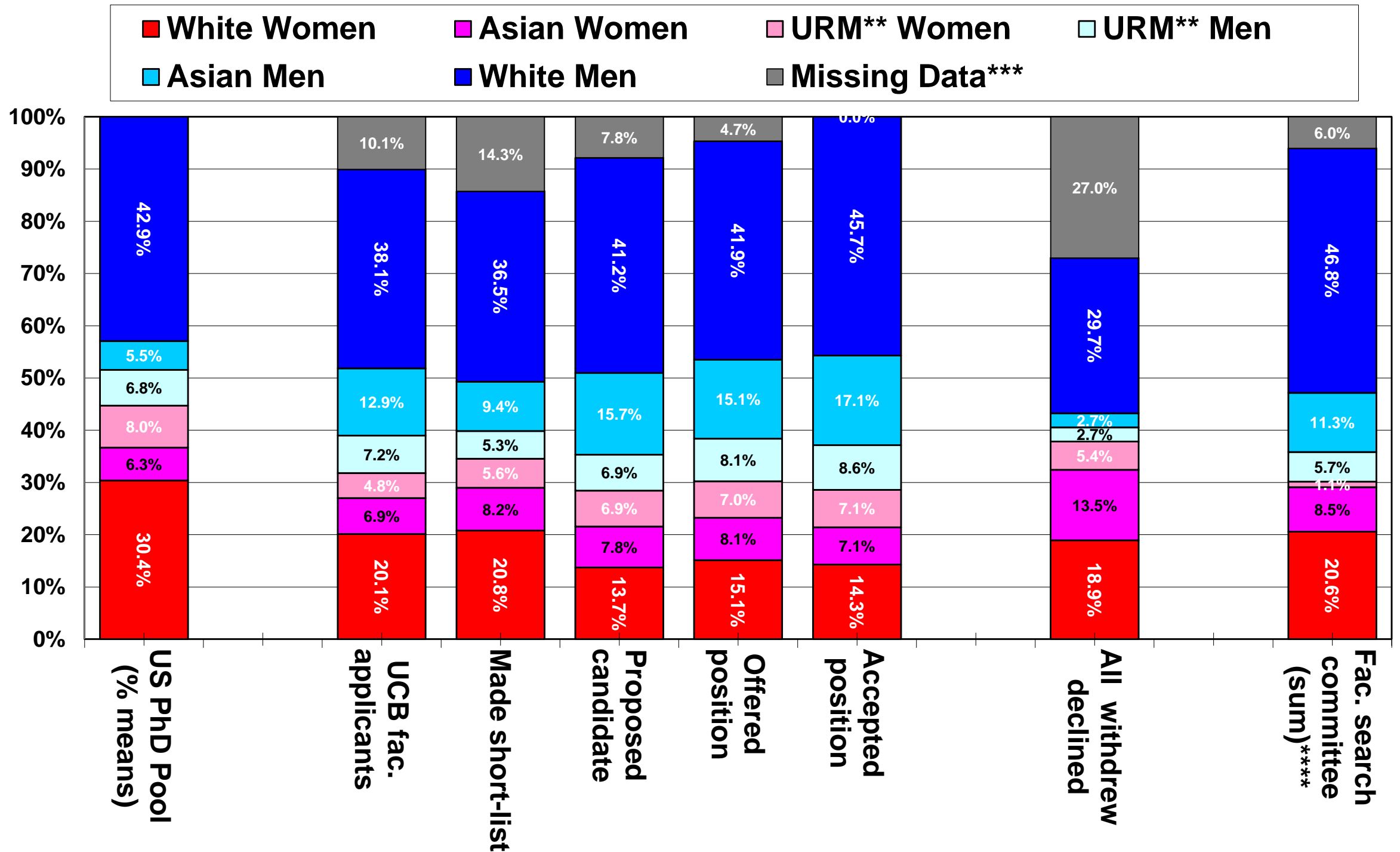


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****52 out of 74 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 24: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Tenure Track and Tenured Job Searches

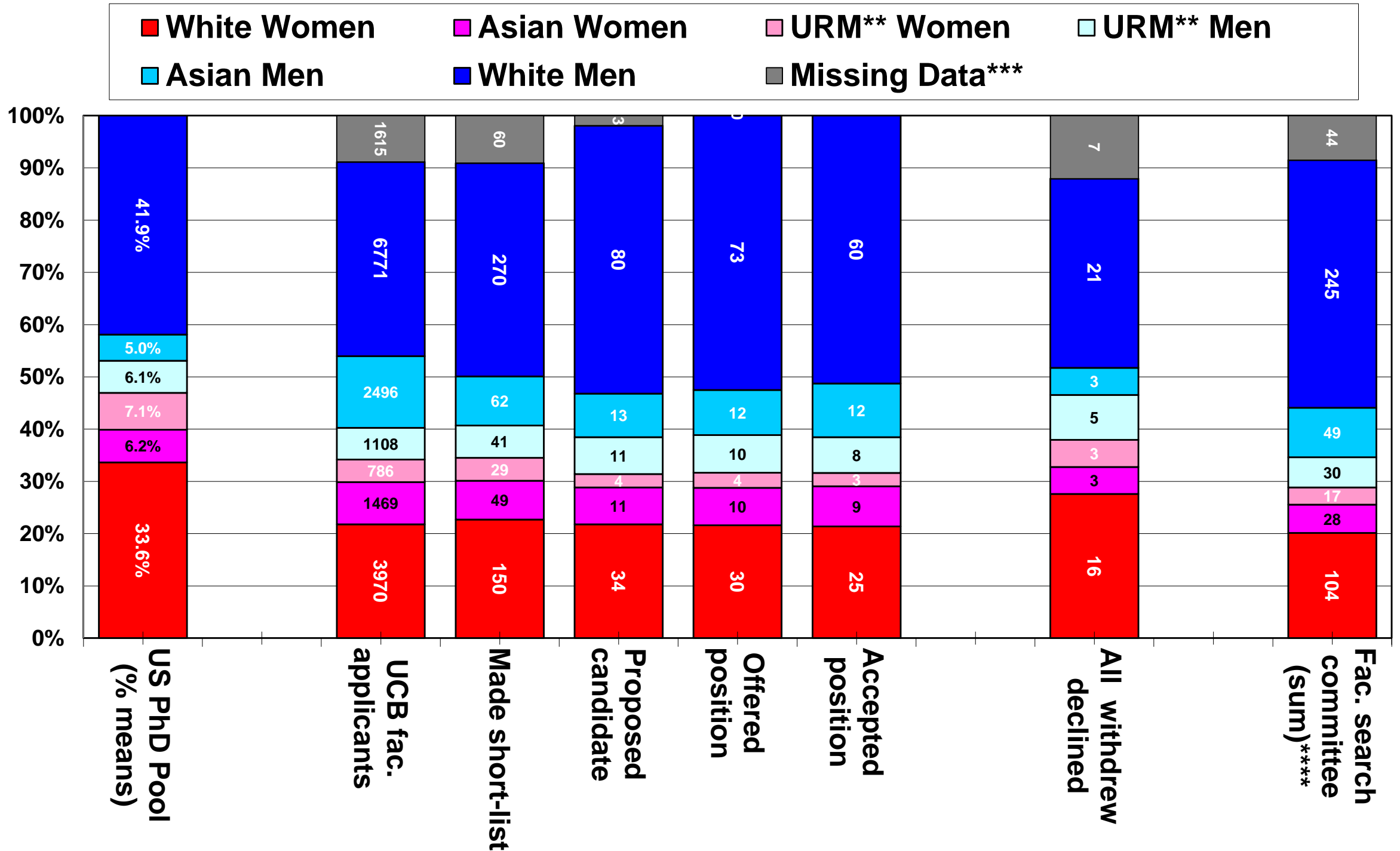


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Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 25: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Tenure Track Only Job Searches

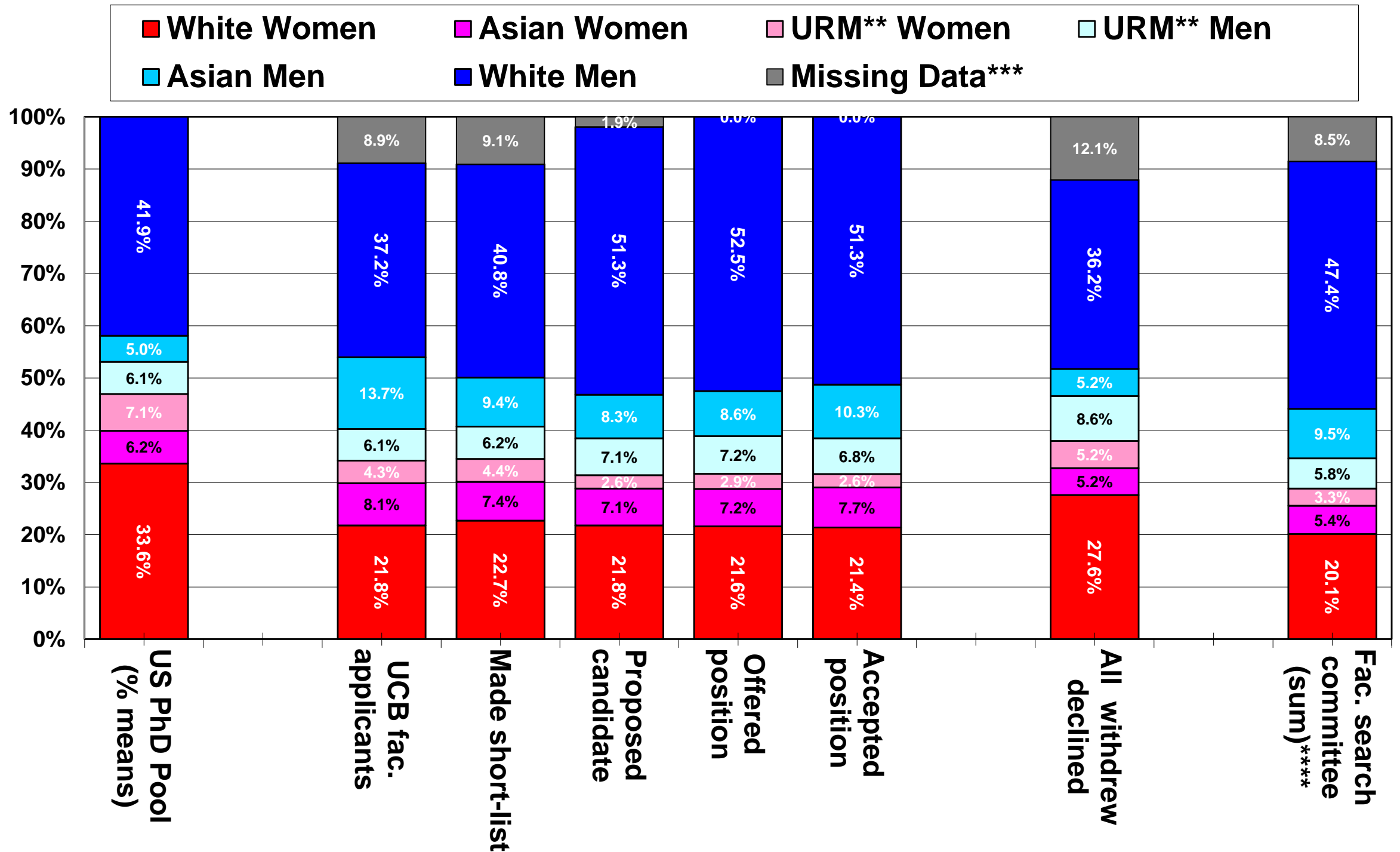


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****96 out of 128 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 26: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Tenure Track Only Job Searches

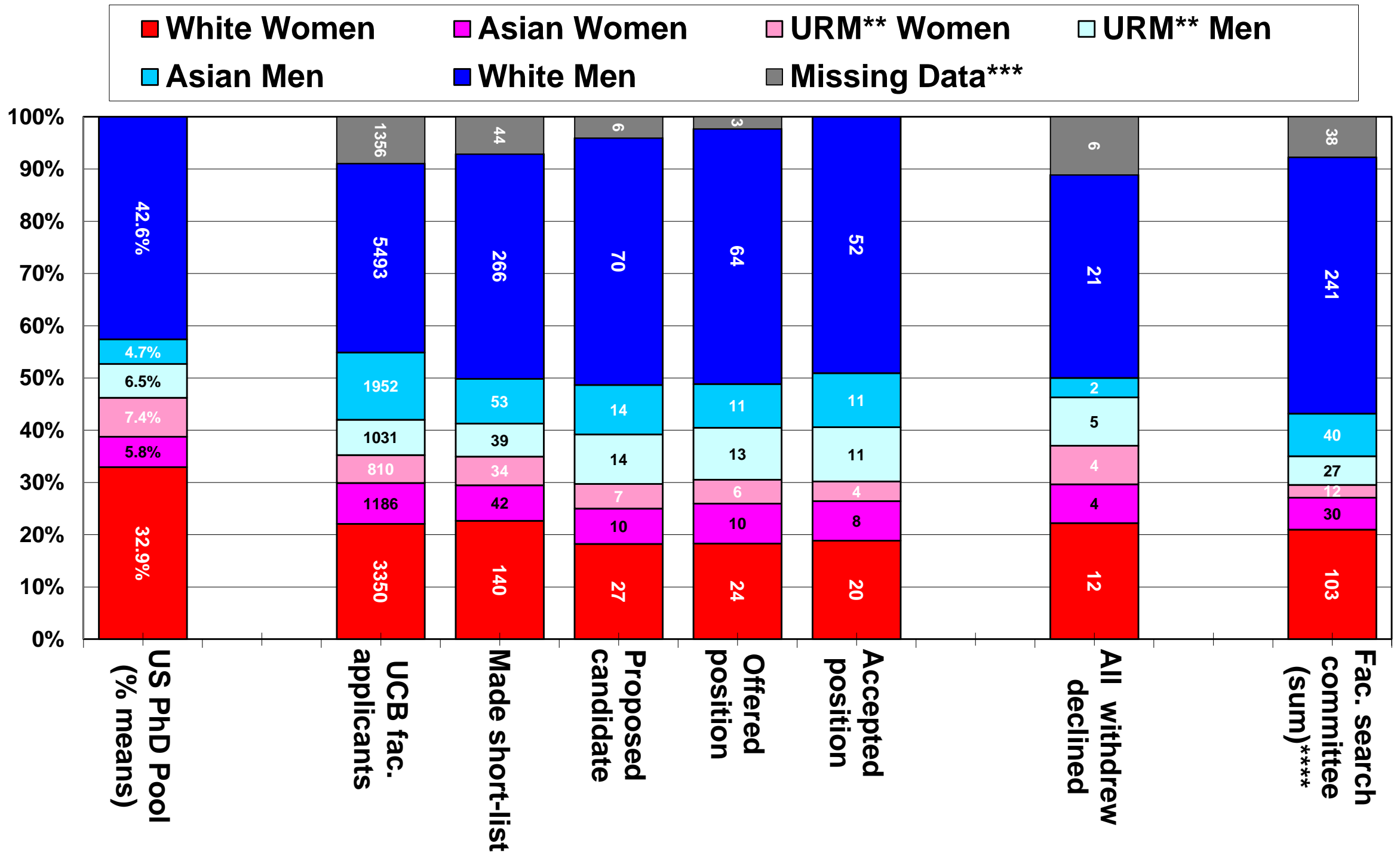


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Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 27: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Closed or Specified Job Searches

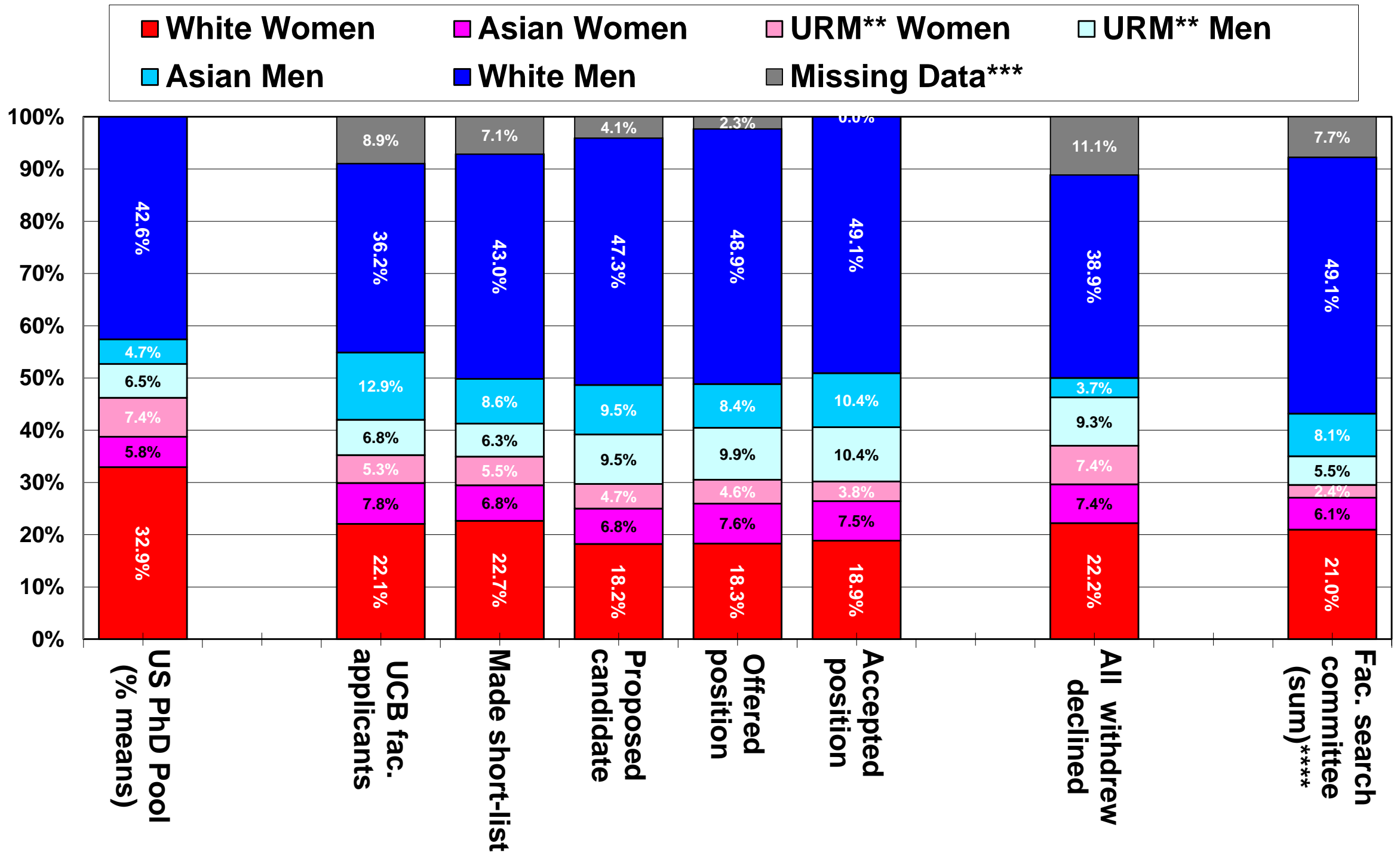


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****95 out of 124 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 28: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Closed or Specified Job Searches

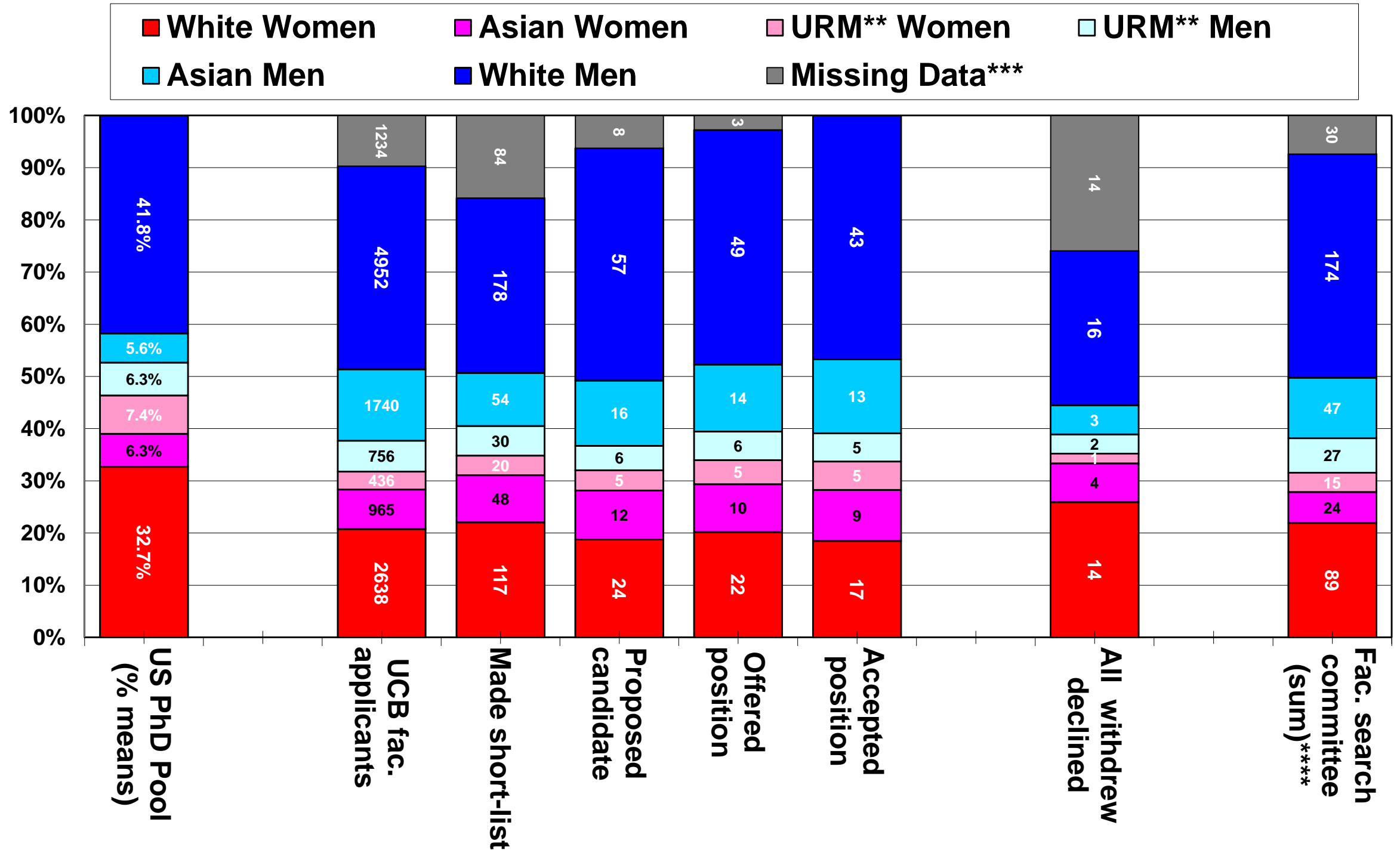


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****95 out of 124 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 29: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

Open or Unspecified Job Searches

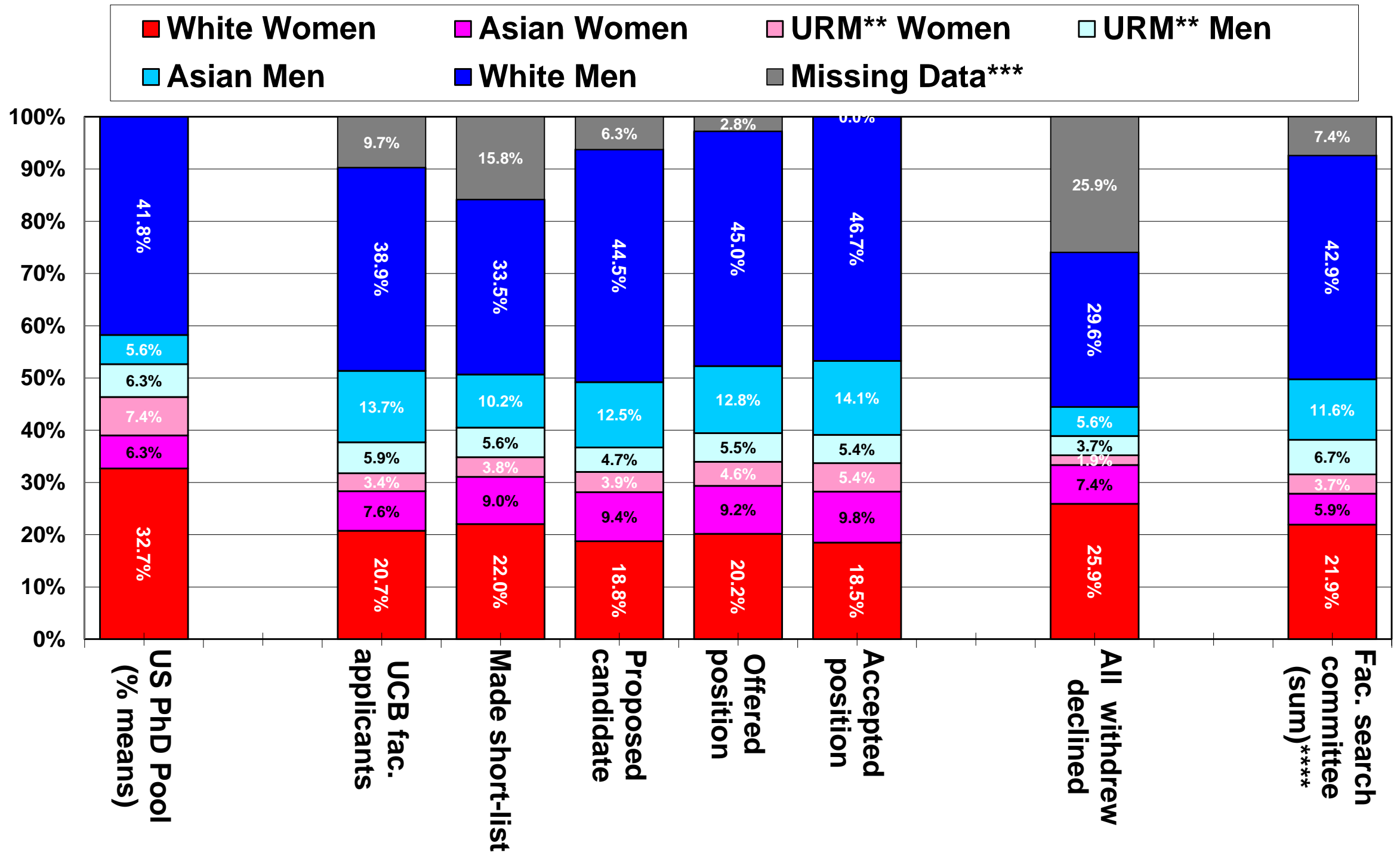


*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****69 out of 96 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 30: UCB Faculty Applicant Diversity Pipeline, AY2012-13—2015-16*

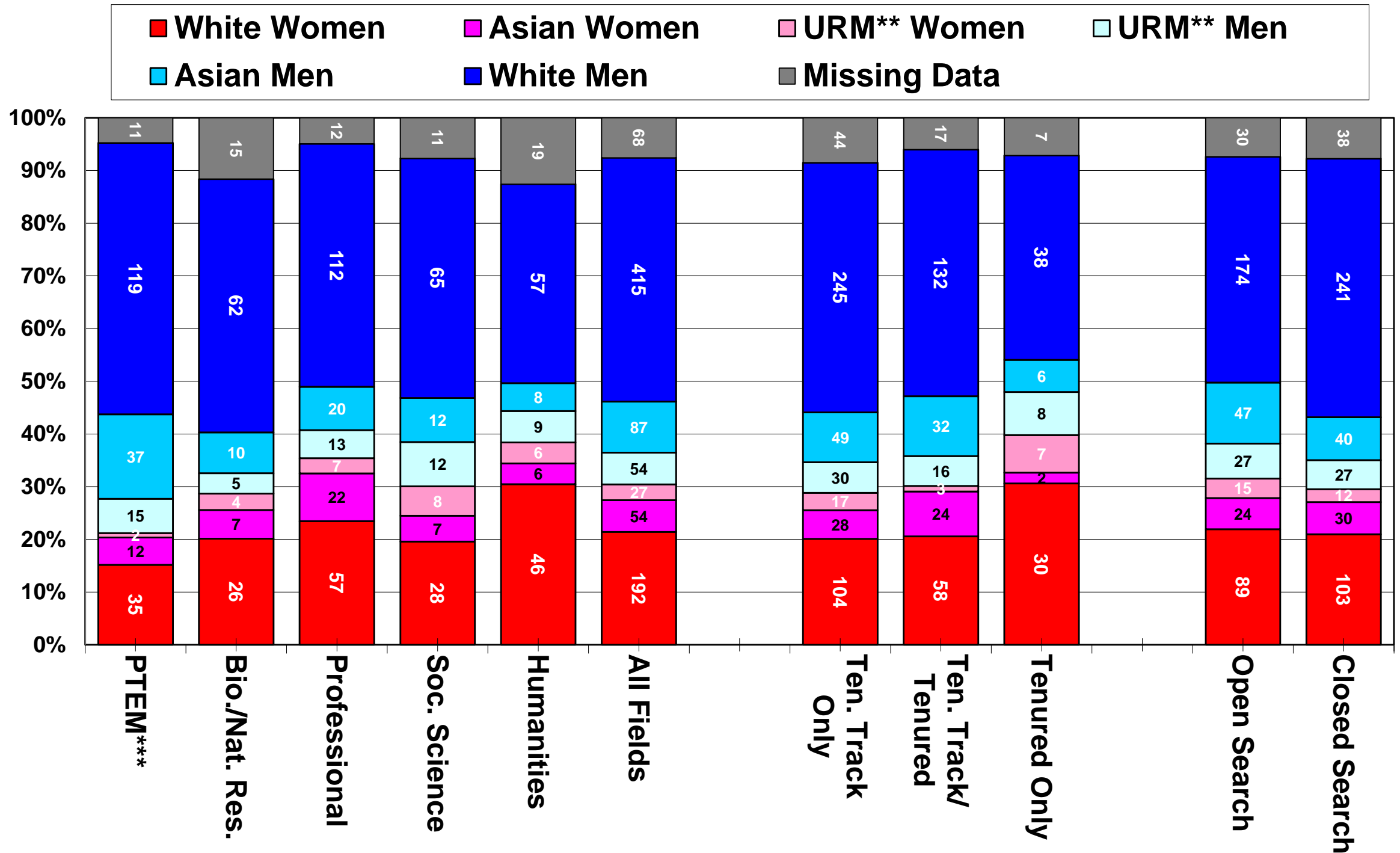
Open or Unspecified Job Searches



*Only searches with responses to the search methods survey are included. **includes Afric. Am., Hisp., and Nat. Am. ***Includes missing gender or ethnicity data, decline to state, and no demographic survey response. ****69 out of 96 searches included necessary data.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 31: Total Headcount of UCB Faculty Hiring Committee Members (164 searches*) by Gender/Ethnicity, AY2012-13—2015-16



*Searches with more than 20% missing gender/ethnicity data for committee members are excluded.

includes Afric. Am., Hisp., and Nat. Am. *Physical Sciences, Technology, Engineering, & Mathematics.

Slide 32: UCB Faculty Hiring, 2012-2015*: Modeling for individual applicant advancement through the levels, selected groups and controls

Variables	Made Short List		Made Proposed		Accepted Offer		Withdrew (post-interview)	
	β	p-val	β	p-val	β	p-val	β	p-val
Women	0.234	0.000	-0.487	0.002	-0.504	0.258	0.205	0.369
URM**	0.010	0.919	0.029	0.901	0.266	0.651	-0.075	0.824
Asian	-0.385	<.0001	0.161	0.396	1.232	0.115	-0.349	0.276
Unknown	0.239	0.033	-0.876	0.005	-	-	0.969	0.002
White Male	-	-	-	-	-	-	-	-
Assist. only listing	-0.385	<.0001	-0.063	0.678	-0.396	0.390	-0.035	0.871
Open search	0.087	0.174	0.113	0.461	0.713	0.118	0.041	0.856
Relisted position	-0.103	0.228	0.205	0.272	-0.161	0.759	0.570	0.024
Year of listing	-0.083	0.004	0.001	0.988	0.060	0.772	0.246	0.013
PTEM***	0.970	<.0001	-0.270	0.274	-1.872	0.094	0.547	0.248
Biology/Nat. Res.	0.733	<.0001	-0.354	0.199	-0.475	0.711	0.711	0.157
Professional Sch.	0.652	<.0001	-0.119	0.632	-1.620	0.157	1.031	0.026
Social Sciences	0.117	0.318	0.258	0.323	-2.464	0.025	1.249	0.009
Humanities	-	-	-	-	-	-	-	-
Intercept	-3.223	<.0001	-0.863	0.007	3.356	0.009	-4.159	<.0001
Proportion advancing compared to total group	1149 out of 27,899		276 out of 1094		198 out of 233		108 out of 1144	

Underrepresented Minority=Afric. Am., Hisp., Native Am. *Physical sciences, technology, engineering, & mathematics.

*Only searches with responses to the search methods survey are included. Logistic regression is used in modeling.

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016)

Slide 33: UCB Faculty Job Searches (n=220): Possible hiring methods used, from most common to least		Used	Partial	Not Used*
1	Avoided improper or unlawful questions related to gender, sexual orientat., race, ethnicity, religion, family status, pregnancy, internat. status, health status, age....	98%	2%	0%
2	Established a welcoming environment for all interview finalists (i.e., sought to minimize any undue stress related to the interview process).	95%	3%	2%
3	Communicated efficiently and respectfully with all faculty candidates/ finalists throughout the entire recruitment.	95%	3%	1%
4	Took the necessary time to fully evaluate all applications, carefully reviewing all materials (e.g., handbooks suggest spending 15-20 minutes per application).	93%	5%	1%
5	Tried to make sure that the applicant pool/finalist group was as diverse as possible to support equitable evaluation of all candidates (i.e., research studies suggest...).	91%	5%	4%
6	Evaluated candidates using a broad holistic approach, focusing particularly on candidates areas of strength rather than narrowly defined areas of weakness....	91%	5%	5%
7	Used a variety of different settings/forums to evaluate/get-to-know interview finalists (e.g., from formal lectures to relaxed conversational settings...).	90%	4%	6%
8	Appointed senior reviewers or equity advisors to monitor the equity of all recruitment related processes/decisions.	90%	4%	5%
9	Developed broad hiring goals...that allowed the committee to be open to a wide range of candidates, including candidates from diverse backgrounds.	88%	5%	7%
10	Evaluated candidates based on their potential to develop a significant research program in their field (not exclusively based on their publication placement to date).	87%	10%	3%
11	Contacted colleagues from other institutions to ask for their help in identifying potential applicants from diverse backgrounds.	85%	9%	6%
12	Discussed post-hire support efforts for new faculty.	85%	6%	10%
13	Checked why candidates did not make the short list, including individuals from diverse backgrounds, explicitly identifying the reasons for de-selection.	82%	9%	9%
14	Established a search committee with individuals from diverse backgrounds.	79%	14%	7%
15	Made clear to job finalists the possibility of research collaboration across departments and disciplines...in regard to areas of pressing societal concern....	76%	6%	17%
16	Actively considered candidates with degrees from a broad range of different institutional settings (e.g., PhDs from non-top-tier programs; HBCU/Hispanic serv.).	76%	12%	12%
17	Developed standard interview questions/job presentation criteria and made sure that all finalists had an opportunity to respond to all areas of inquiry....	76%	13%	11%
18	Notified candidates about possible dual-career couple employment options and family friendly polices/resources.	72%	8%	20%
19	Advertised widely, including in diversity specific venues (e.g., The Hispanic Outlook...).	71%	11%	18%
20	Actively considered candidates with publications from less well-known journals/publishers, carefully evaluating the quality of the work....	70%	13%	17%

*includes "Did not use," "Not applicable," "Not sure/other."

Slide 34: UCB Faculty Job Searches (n=220): Possible hiring methods used, from most common to least		Used	Partial	Not Used*
21	Specified the position at the junior level where appl. pools tend to be more diverse.	69%	21%	10%
22	Developed internal search guides and/or made sure that committee members were aware of and reviewed campus and "best practices" related to diversity....	68%	13%	19%
23	Directly called/emailed possible candidates with diverse backgrounds and encouraged them to apply to the position.	65%	9%	26%
24	Arranged to have finalists meet with campus groups/individuals from diverse backgrounds.	62%	13%	25%
25	Put out a call to the larger department...other [groups]...to help the hiring committee identify potential faculty applicants of diverse backgrounds.	60%	16%	25%
26	As a department/unit, clarified and prioritized the diversity needs of the department vs. competing needs....	58%	15%	27%
27	Specified in the job qualifications/evaluation criteria that demonstrated commitment to diversity, exp. with multicultural ed..., working w. diverse populations.	55%	11%	34%
28	Established consistent departmental mechanisms to review the equity of all faculty searches....	54%	9%	37%
29	Specified the position in a disciplinary area with relatively high diversity of degree recipients/faculty (based on examination of demographic data or personal observation).	51%	10%	40%
30	Systematically examined applicant pool and availability data throughout recent faculty recruitments...to ensure diverse applicant pools, past and future.	50%	12%	38%
31	Developed longer-term relationships with possible faculty candidates of diverse backgrounds via conferences, national organizations, faculty contacts, etc.	48%	18%	34%
32	Monitored national resources that identify possible future faculty candidates from diverse backgrounds (e.g., lists of recent fellowship recipients...).	46%	9%	45%
33	Tapped existing UC/UCB academic pipelines to diversify the applicant search pool (e.g., considered...UC Presidents Postdoctoral Fellowship recipients).	45%	9%	45%
34	Supported existing UC academic pipelines, from our undergrad to junior faculty, to develop, promote, and identify future faculty talent of diverse backgrounds.	45%	10%	45%
35	Appointed a "champion," typically a faculty member, to advocate for candidates who may have been overlooked, including individuals from diverse backgrounds....	45%	12%	43%
36	Examined and analyzed the history of departmental hiring in regard to equity issues (perhaps including an evaluation of past institutional affiliation of current faculty....).	45%	13%	42%
37	Developed in advance of reviewing applications a weighted rubric that was used in the evaluation of all candidates.	42%	13%	45%
38	Codified the departments approach to dealing with pre-existing relationships between faculty candidates and hiring committee members....	38%	9%	53%

*includes "Did not use," "Not applicable," "Not sure/other."

Slide 35: UCB Faculty Job Searches (n=220): Possible hiring methods used, from most common to least		Used	Partial	Not Used*
39	Compared the relative success of our department to similar programs at peer institutions in re. to diversity-related issues and faculty hiring patterns....	36%	13%	51%
40	Conducted retrospective analyses of recent faculty recruitments in regard to diversity issues (e.g., Were the applicant pools/finalists appropriately diverse?...).	35%	11%	53%
41	Demonstrated a willingness to extend on-going faculty searches which have low diversity of applicant pools/finalists.	35%	6%	59%
42	Appointed a departmental point person(s) to coordinate on-going recruitment efforts in regard to possible future faculty candidates from diverse backgrounds....	34%	6%	60%
43	Developed or made use of programs/events that bring possible future faculty candidates from diverse backgrounds to campus...(e.g., visiting scholar/postdoc...).	34%	19%	48%
44	Specified degree requirements in broad ways (e.g., did not explicitly restrict the search to Ph.D. recipients, allowing for other equivalent/appropriate...degrees).	32%	10%	58%
45	Supported faculty peer presentations...and discussions with hiring committees regarding faculty diversity and mitigating implicit associations.	32%	9%	59%
46	Involved the Dean/other administrators in communicating with faculty about the importance of diversity in faculty recruitment....	31%	8%	61%
47	Promoted on-going relationships with institutions/departments/organizations known to grant PhDs to, or support research scholars from, diverse populations.	30%	15%	54%
48	Instilled a sense of institutional accountability by monitoring the effectiveness of hiring diverse candidates through the years....	30%	14%	56%
49	Encouraged search committee members to attend trainings regarding issues of "implicit associations" and how to minimize their impact.	29%	10%	60%
50	Developed multiple short-lists emphasizing different important qualifications (e.g., short-lists focused on teaching, contribution to diversity, service, research potential, etc.).	23%	16%	61%
51	Selected subject area(s) associated with "public" or "engaged scholarship"--fields focused on direct societal improvement, particularly in re. to underserved pop.	22%	11%	67%
52	Considered and/or pursued cluster hires of candidates with diverse backgrounds (multiple faculty positions that are related...e.g., research clusters...).	22%	9%	70%
53	Developed a departmental diversity plan with specific plans-of-action and benchmarks to gauge their short-term and longer-term effectiveness.	21%	15%	64%
54	Coupled the subject area with diversity issues (e.g., "labor" AND "womens history" vs. just "labor history").	20%	7%	73%
55	Set aside/secured resources to support ongoing faculty recruitment activities in regard to individuals from diverse backgrounds (e.g., course relief...).	10%	5%	85%

*includes "Did not use," "Not applicable," "Not sure/other."

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 36: UCB Faculty Job Searches (n=220): Hiring methods used (%) by Broad Field		PTEM*	Bio./Nat. Res.	Profes- sional	Social Scien.	Human- ities	Total
Q1	Specified the position in a disciplinary area with relatively high diversity of degree recipients/faculty (based on examination of demographic data or personal observation).	43%	49%	48%	63%	55%	51%
Q2	Developed broad hiring goals...that allowed the committee to be open to a wide range of candidates, including candidates from diverse backgrounds.	89%	86%	87%	92%	87%	88%
Q3	Specified the position at the junior level where appl. pools tend to be more diverse.	81%	84%	60%	66%	58%	69%
Q4	Specified degree requirements in broad ways (e.g., did not explicitly restrict the search to Ph.D. recipients, allowing for other equivalent/appropriate...degrees).	26%	27%	37%	29%	39%	32%
Q5	Coupled the subject area with diversity issues (e.g., "labor" AND "womens history" vs. just "labor history").	4%	16%	28%	26%	21%	20%
Q6	Selected subject area(s) associated with "public" or "engaged scholarship"--fields focused on direct societal improvement, particularly in re. to underserved pop.	6%	32%	32%	21%	16%	22%
Q7	Actively considered candidates with degrees from a broad range of different institutional settings (e.g., PhDs from non-top-tier programs; HBCU/Hispanic serv.).	70%	84%	73%	68%	87%	76%
Q8	Actively considered candidates with publications from less well-known journals/publishers, carefully evaluating the quality of the work....	53%	78%	63%	74%	89%	70%
Q9	Specified in the job qualifications/evaluation criteria that demonstrated commitment to diversity, exp. with multicultural ed..., working w. diverse populations.	53%	73%	53%	42%	53%	55%
Q10	Evaluated candidates based on their potential to develop a significant research program in their field (not exclusively based on their publication placement to date).	85%	92%	85%	87%	89%	87%
Q11	Evaluated candidates using a broad holistic approach, focusing particularly on candidates areas of strength rather than narrowly defined areas of weakness....	87%	97%	92%	92%	87%	91%
Q12	Developed multiple short-lists emphasizing different important qualifications (e.g., short-lists focused on teaching, contribution to diversity, service, research potential, etc.).	17%	35%	27%	18%	16%	23%
Q13	Used a variety of different settings/forums to evaluate/get-to-know interview finalists (e.g., from formal lectures to relaxed conversational settings...).	91%	92%	88%	89%	92%	90%
Q14	Developed longer-term relationships with possible faculty candidates of diverse backgrounds via conferences, national organizations, faculty contacts, etc.	51%	41%	62%	47%	32%	48%
Q15	Developed or made use of programs/events that bring possible future faculty candidates from diverse backgrounds to campus...(e.g., visiting scholar/postdoc...).	49%	32%	35%	34%	13%	34%

*Includes Physical Sc., Technology, Eng., & Math. Red shading, less likely than Social Sciences to use the method (p<.10, lightest shading to p<.01, darkest shading); Green shading, more likely than Social Sciences to use the method. Tot. N: PTEM=48; Bio./Nat. Res.=37; Professional=60; Social Sciences=38; Humanities=37.

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 37: UCB Faculty Job Searches (n=220): Hiring methods used (%) by Broad Field		PTEM*	Bio./Nat. Res.	Profes- sional	Social Scien.	Human- ities	Total
Q16	Promoted on-going relationships with institutions/departments/organizations known to grant PhDs to, or support research scholars from, diverse populations.	21%	35%	40%	34%	18%	30%
Q17	Monitored national resources that identify possible future faculty candidates from diverse backgrounds (e.g., lists of recent fellowship recipients...).	45%	49%	45%	47%	45%	46%
Q18	Supported existing UC academic pipelines, from our undergrad to junior faculty, to develop, promote, and identify future faculty talent of diverse backgrounds.	43%	57%	43%	37%	47%	45%
Q19	Appointed a departmental point person(s) to coordinate on-going recruitment efforts in regard to possible future faculty candidates from diverse backgrounds....	45%	43%	35%	29%	16%	34%
Q20	Set aside/secured resources to support ongoing faculty recruitment activities in regard to individuals from diverse backgrounds (e.g., course relief...).	13%	11%	13%	11%	3%	10%
Q21	Advertised widely, including in diversity specific venues (e.g., The Hispanic Outlook...).	66%	65%	73%	71%	79%	71%
Q22	Put out a call to the larger department...other [groups]...to help the hiring committee identify potential faculty applicants of diverse backgrounds.	62%	81%	60%	45%	50%	60%
Q23	Contacted colleagues from other institutions to ask for their help in identifying potential applicants from diverse backgrounds.	85%	89%	82%	89%	84%	85%
Q24	Directly called/emailed possible candidates with diverse backgrounds and encouraged them to apply to the position.	60%	62%	68%	74%	63%	65%
Q25	Tapped existing UC/UCB academic pipelines to diversify the applicant search pool (e.g., considered...UC Presidents Postdoctoral Fellowship recipients).	43%	62%	40%	37%	50%	45%
Q26	Appointed a "champion," typically a faculty member, to advocate for candidates who may have been overlooked, including individuals from diverse backgrounds....	55%	65%	30%	39%	42%	45%
Q27	Established a welcoming environment for all interview finalists (i.e., sought to minimize any undue stress related to the interview process).	94%	95%	95%	97%	97%	95%
Q28	Arranged to have finalists meet with campus groups/individuals from diverse backgrounds.	47%	62%	68%	63%	71%	62%
Q29	Made clear to job finalists the possibility of research collaboration across departments and disciplines...in regard to areas of pressing societal concern....	77%	70%	80%	84%	68%	76%
Q30	Notified candidates about possible dual-career couple employment options and family friendly polices/resources.	79%	65%	68%	71%	76%	72%

*Includes Physical Sc., Technology, Eng., & Math. Red shading, less likely than Social Sciences to use the method (p<.10, lightest shading to p<.01, darkest shading); Green shading, more likely than Social Sciences to use the method. Tot. N: PTEM=48; Bio./Nat. Res.=37; Professional=60; Social Sciences=38; Humanities=37.

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 38: UCB Faculty Job Searches (n=220): Hiring methods used (%) by Broad Field		PTEM*	Bio./Nat. Res.	Profes- sional	Social Scien.	Human- ities	Total
Q31	Discussed post-hire support efforts for new faculty.	79%	84%	85%	89%	87%	85%
Q32	Communicated efficiently and respectfully with all faculty candidates/ finalists throughout the entire recruitment.	96%	100%	97%	97%	87%	95%
Q33	Established a search committee with individuals from diverse backgrounds.	79%	86%	80%	79%	71%	79%
Q34	Encouraged search committee members to attend trainings regarding issues of "implicit associations" and how to minimize their impact.	45%	41%	17%	24%	24%	29%
Q35	Developed in advance of reviewing applications a weighted rubric that was used in the evaluation of all candidates.	30%	43%	43%	53%	42%	42%
Q36	Took the necessary time to fully evaluate all applications, carefully reviewing all materials (e.g., handbooks suggest spending 15-20 minutes per application).	85%	97%	90%	97%	100%	93%
Q37	Appointed senior reviewers or equity advisors to monitor the equity of all recruitment related processes/decisions.	94%	84%	85%	92%	100%	90%
Q38	Checked why candidates did not make the short list, including individuals from diverse backgrounds, explicitly identifying the reasons for de-selection.	83%	86%	83%	82%	76%	82%
Q39	Tried to make sure that the applicant pool/finalist group was as diverse as possible to support equitable evaluation of all candidates (i.e., research studies suggest...).	91%	86%	95%	89%	92%	91%
Q40	Developed standard interview questions/job presentation criteria and made sure that all finalists had an opportunity to respond to all areas of inquiry....	57%	78%	85%	76%	82%	76%
Q41	Avoided improper or unlawful questions related to gender, sexual orientat., race, ethnicity, religion, family status, pregnancy, internat. status, health status, age....	96%	97%	98%	97%	100%	98%
Q42	As a department/unit, clarified and prioritized the diversity needs of the department vs. competing needs....	55%	57%	70%	47%	55%	58%
Q43	Developed a departmental diversity plan with specific plans-of-action and benchmarks to gauge their short-term and longer-term effectiveness.	21%	35%	20%	8%	21%	21%
Q44	Examined and analyzed the history of departmental hiring in regard to equity issues (perhaps including an evaluation of past institutional affiliation of current faculty....).	38%	51%	55%	37%	37%	45%
Q45	Compared the relative success of our department to similar programs at peer institutions in re. to diversity-related issues and faculty hiring patterns....	40%	24%	40%	29%	42%	36%

*Includes Physical Sc., Technology, Eng., & Math. Red shading, less likely than Social Sciences to use the method (p<.10, lightest shading to p<.01, darkest shading); Green shading, more likely than Social Sciences to use the method. Tot. N: PTEM=48; Bio./Nat. Res.=37; Professional=60; Social Sciences=38; Humanities=37.

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 39: UCB Faculty Job Searches (n=220): Hiring methods used (%) by Broad Field		PTEM*	Bio./Nat. Res.	Profes- sional	Social Scien.	Human- ities	Total
Q46	Established consistent departmental mechanisms to review the equity of all faculty searches....	55%	51%	58%	45%	58%	54%
Q47	Demonstrated a willingness to extend on-going faculty searches which have low diversity of applicant pools/finalists.	32%	54%	33%	26%	29%	35%
Q48	Considered and/or pursued cluster hires of candidates with diverse backgrounds (multiple faculty positions that are related...e.g., research clusters...).	19%	30%	15%	39%	11%	22%
Q49	Involved the Dean/other administrators in communicating with faculty about the importance of diversity in faculty recruitment....	26%	30%	52%	29%	11%	31%
Q50	Developed internal search guides and/or made sure that committee members were aware of and reviewed campus and "best practices" related to diversity....	60%	76%	67%	61%	82%	68%
Q51	Supported faculty peer presentations...and discussions with hiring committees regarding faculty diversity and mitigating implicit associations.	28%	49%	32%	18%	34%	32%
Q52	Codified the departments approach to dealing with pre-existing relationships between faculty candidates and hiring committee members....	47%	49%	27%	26%	45%	38%
Q53	Systematically examined applicant pool and availability data throughout recent faculty recruitments...to ensure diverse applicant pools, past and future.	51%	43%	50%	47%	58%	50%
Q54	Instilled a sense of institutional accountability by monitoring the effectiveness of hiring diverse candidates through the years....	34%	30%	33%	24%	24%	30%
Q55	Conducted retrospective analyses of recent faculty recruitments in regard to diversity issues (e.g., Were the applicant pools/finalists appropriately diverse?...).	36%	46%	35%	32%	29%	35%

*Includes Physical Sc., Technology, Eng., & Math. Red shading, less likely than Social Sciences to use the method (p<.10, lightest shading to p<.01, darkest shading); Green shading, more likely than Social Sciences to use the method. Tot. N: PTEM=48; Bio./Nat. Res.=37; Professional=60; Social Sciences=38; Humanities=37.

Slide 40: UCB Faculty Job Searches (n=220): Hiring methods with Increasing Use by Year*		β	p-val
Q9	Specified in the job qualifications/evaluation criteria that demonstrated commitment to diversity, exp. with multicultural ed..., working w. diverse populations.	0.4303	0.0014
Q10	Evaluated candidates based on their potential to develop a significant research program in their field (not exclusively based on their publication placement to date).	0.3980	0.0515
Q17	Monitored national resources that identify possible future faculty candidates from diverse backgrounds (e.g., lists of recent fellowship recipients...).	0.3236	0.0124
Q21	Advertised widely, including in diversity specific venues (e.g., The Hispanic Outlook...).	0.3756	0.0104
Q24	Directly called/emailed possible candidates with diverse backgrounds and encouraged them to apply to the position.	0.2973	0.0301
Q25	Tapped existing UC/UCB academic pipelines to diversify the applicant search pool (e.g., considered...UC Presidents Postdoctoral Fellowship recipients).	0.3421	0.0093
Q34	Encouraged search committee members to attend trainings regarding issues of "implicit associations" and how to minimize their impact.	0.2731	0.0576
Q35	Developed in advance of reviewing applications a weighted rubric that was used in the evaluation of all candidates.	0.2233	0.0870
Q39	Tried to make sure that the applicant pool/finalist group was as diverse as possible to support equitable evaluation of all candidates (i.e., research studies suggest...).	0.5138	0.0439
Q42	As a department/unit, clarified and prioritized the diversity needs of the department vs. competing needs....	0.3406	0.0106
Q43	Developed a departmental diversity plan with specific plans-of-action and benchmarks to gauge their short-term and longer-term effectiveness.	0.3518	0.0278
Q49	Involved the Dean/other administrators in communicating with faculty about the importance of diversity in faculty recruitment....	0.3239	0.0256
Q51	Supported faculty peer presentations...and discussions with hiring committees regarding faculty diversity and mitigating implicit associations.	0.3201	0.0220
Q52	Codified the departments approach to dealing with pre-existing relationships between faculty candidates and hiring committee members....	0.4385	0.0014
Q53	Systematically examined applicant pool and availability data throughout recent faculty recruitments...to ensure diverse applicant pools, past and future.	0.2798	0.0298
Q55	Conducted retrospective analyses of recent faculty recruitments in regard to diversity issues (e.g., Were the applicant pools/finalists appropriately diverse?...).	0.2402	0.0718

*Based on logistic regression. Dependent variable(s): 1=Used method, 0=Did not use/partial/other. Independent variables: Broad disciplinary field dummies, and linear calendar year of search; β and *p-val* values refer to calendar year variable.

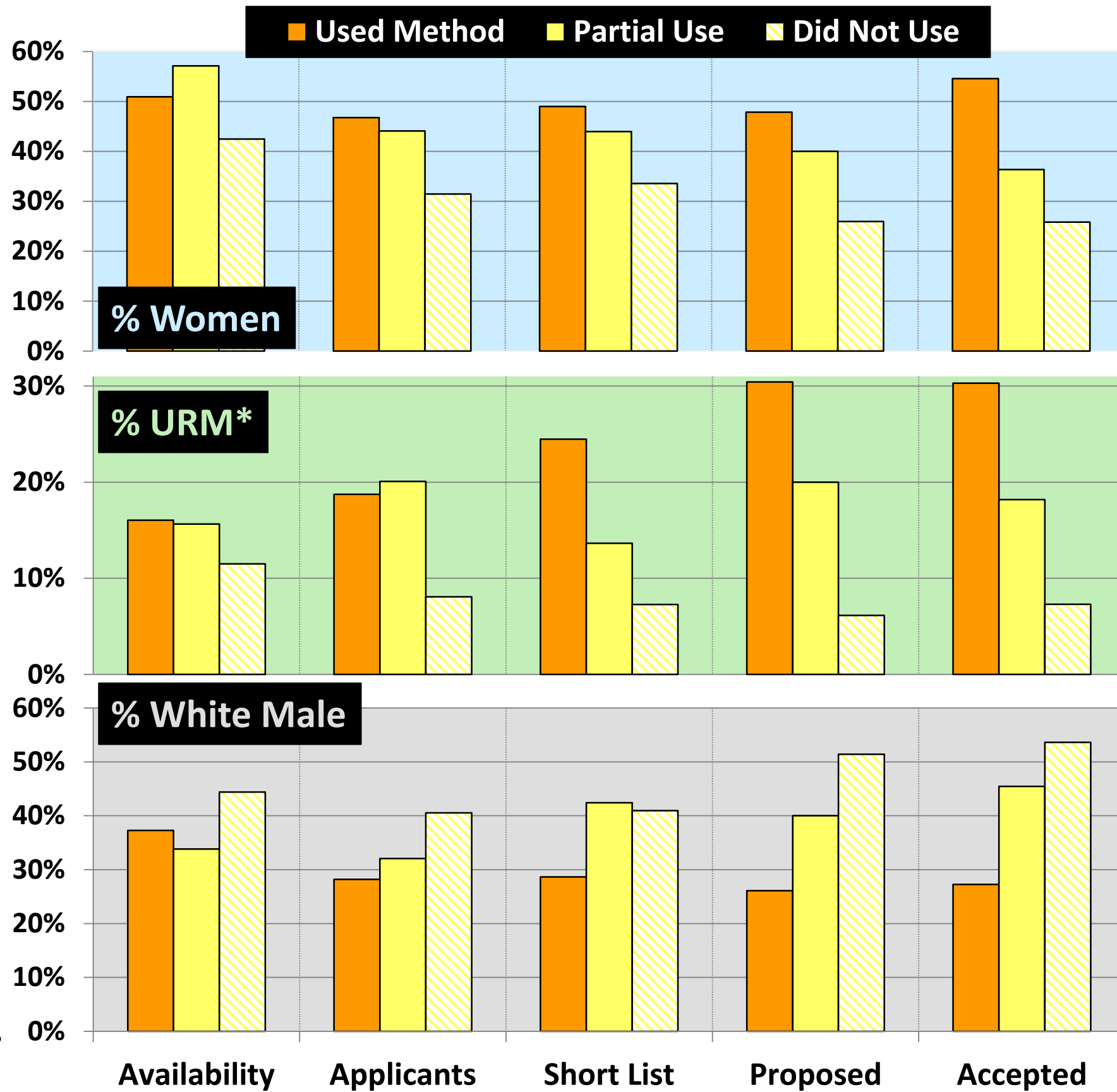
Dark green shading = $p < .01$; bright green = $p < .05$; light green = $p < .10$.

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Hiring Methods:

Very Promising Search Practices

Slide 41: Coupled the subject area with diversity issues (e.g., labor AND womens history vs. just labor history).

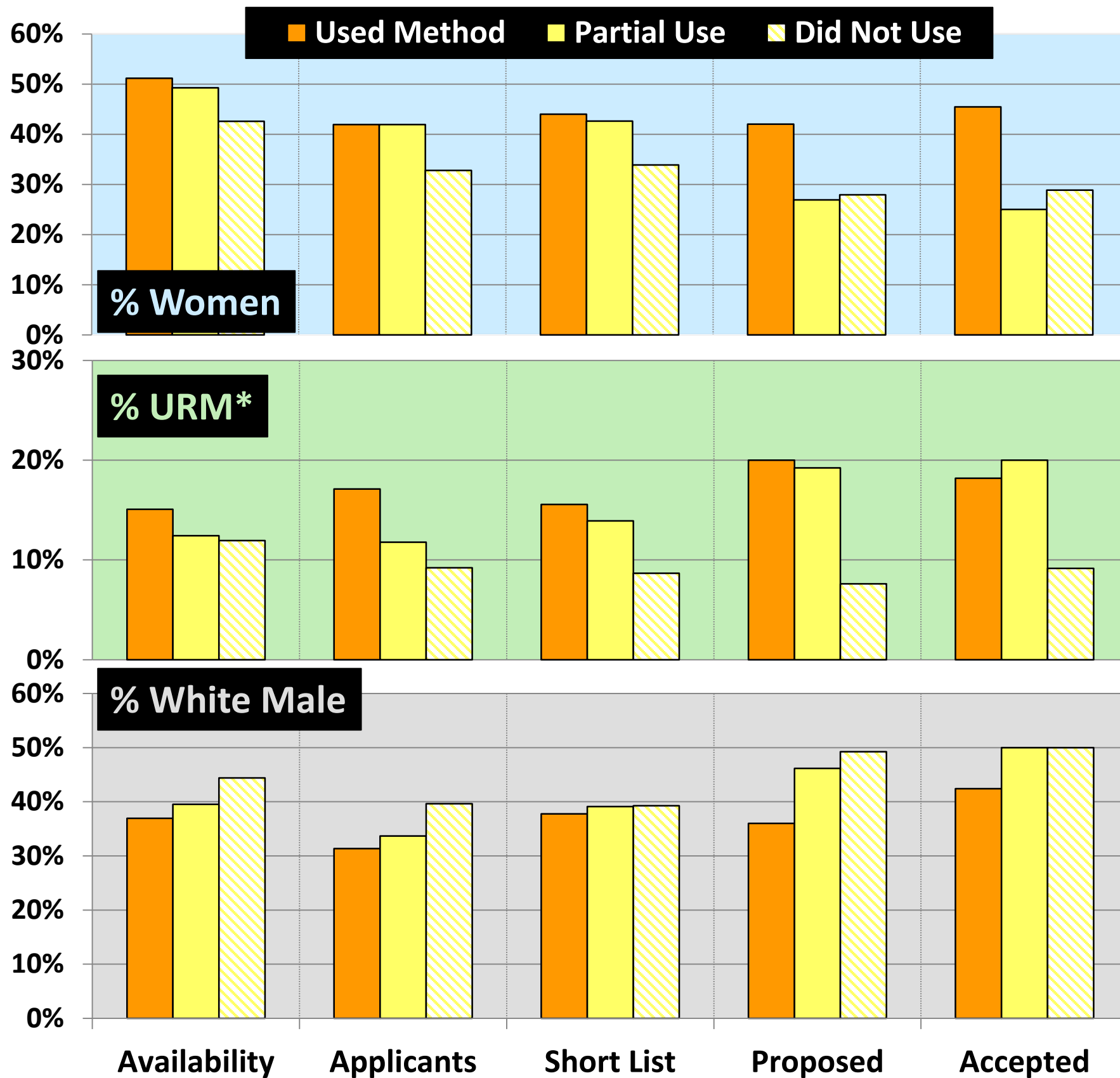


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=43; partial use,
N=16; Did not use,
N=161.

Slide 42: Selected subject area(s) associated with public or engaged scholarship

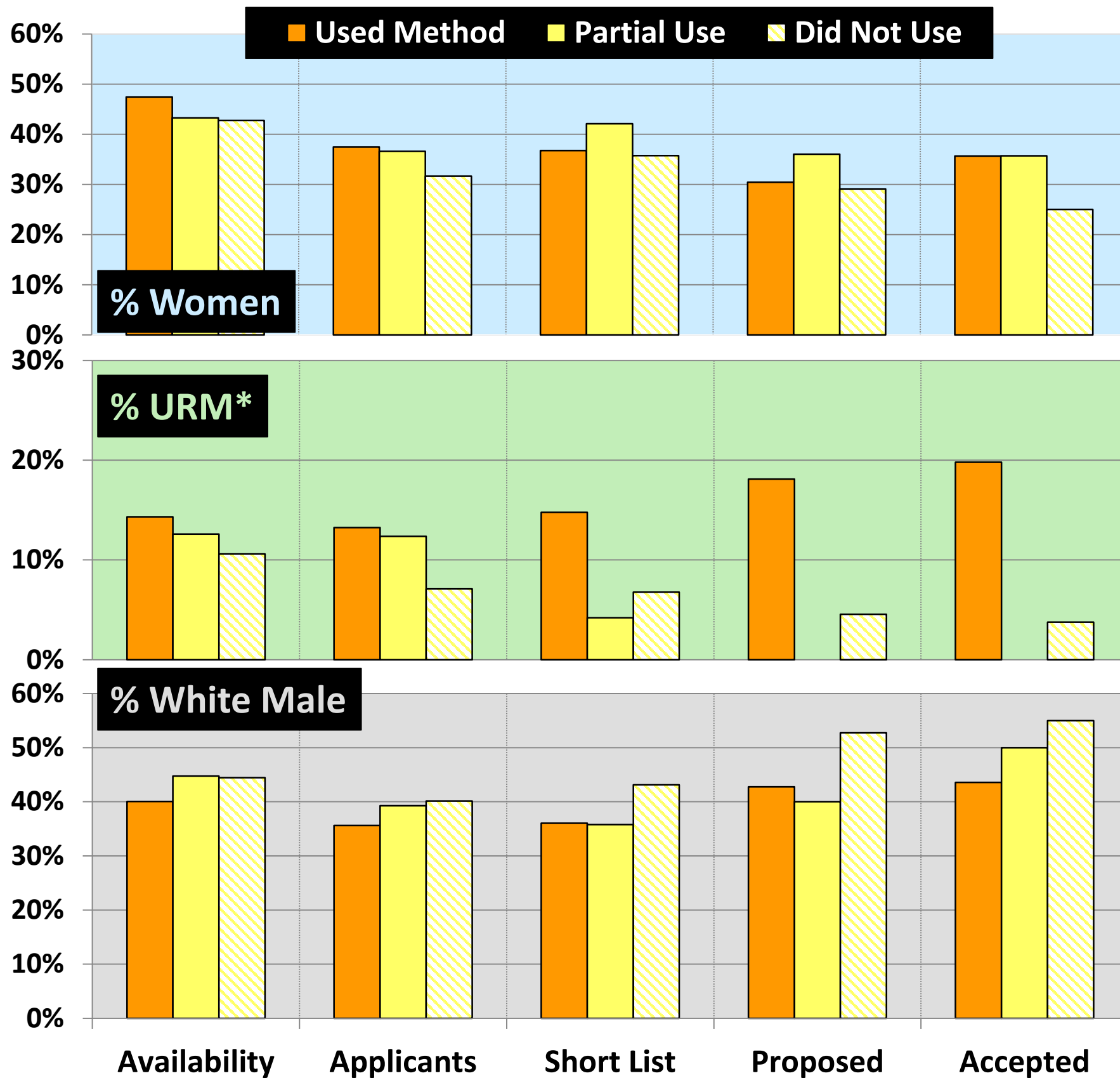
--fields focused on direct societal improvement, particularly in re. to underserved pop.



*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=48; partial use,
 N=24; Did not use, N=148.

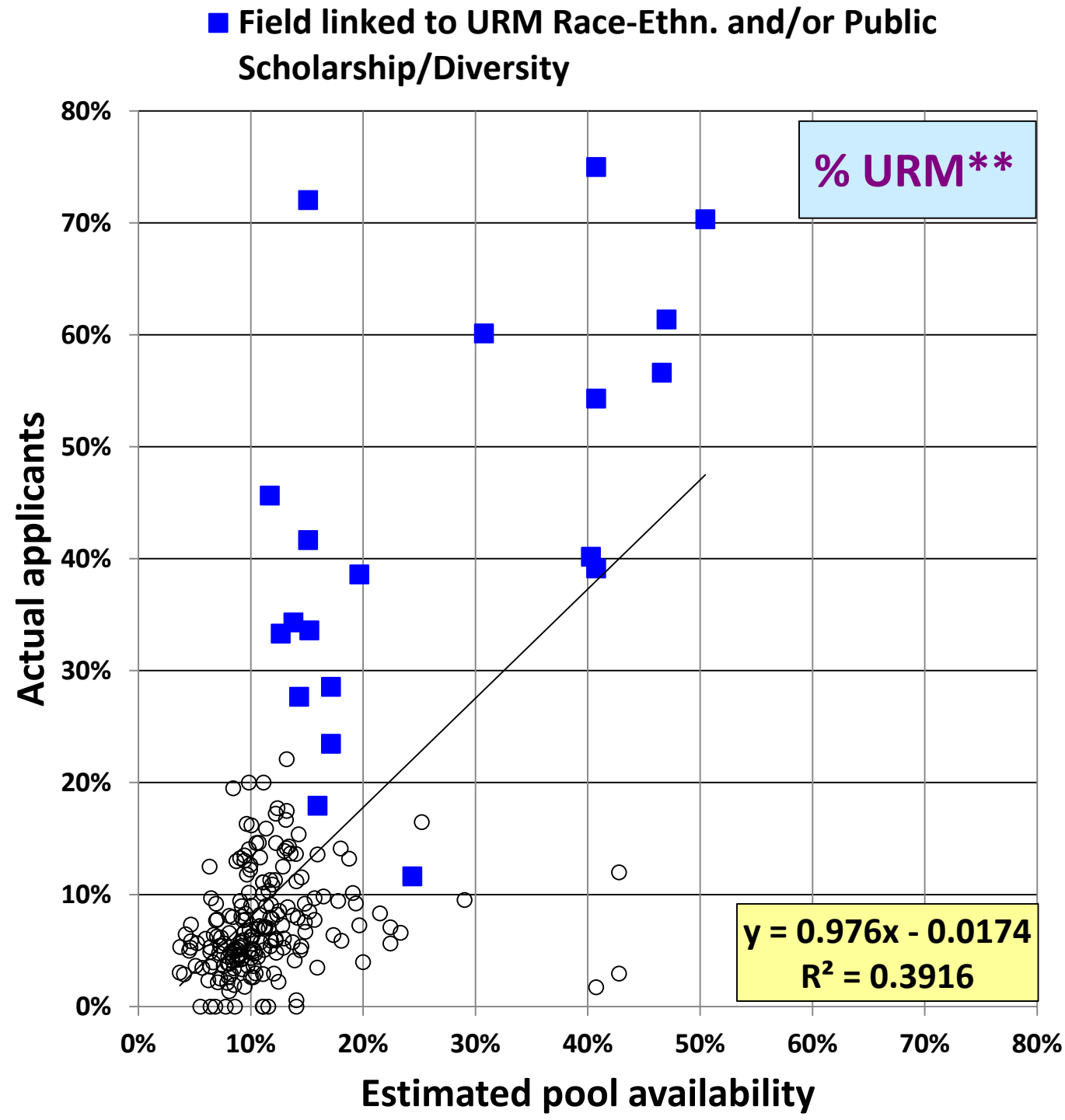
Slide 43: Specified the position in a disciplinary area with relatively high diversity of degree recipients/faculty (based on examination of demographic data or personal observation).



*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=112; partial use,
 N=21; Did not use, N=87.

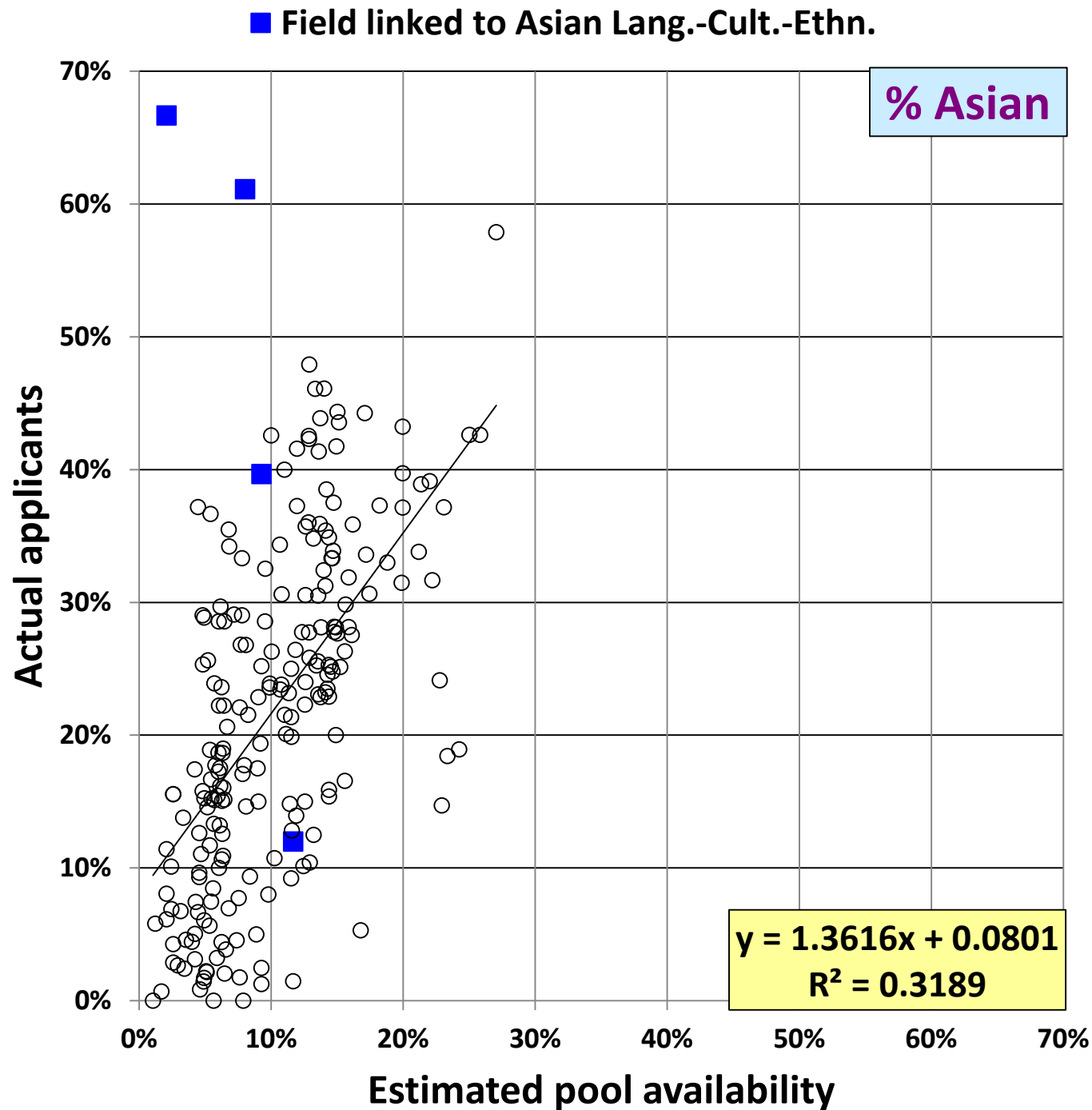
Slide 44: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % URM**, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



*URM** average 12.7% of the estimated U.S. faculty labor pool (U.S., PR) and 10.6% of UCB faculty applicants across 220 UCB job searches, 2012-2015*.*

*Only searches with responses to the search methods survey are included.
**includes Afric. Am., Hisp., and Nat. Am.

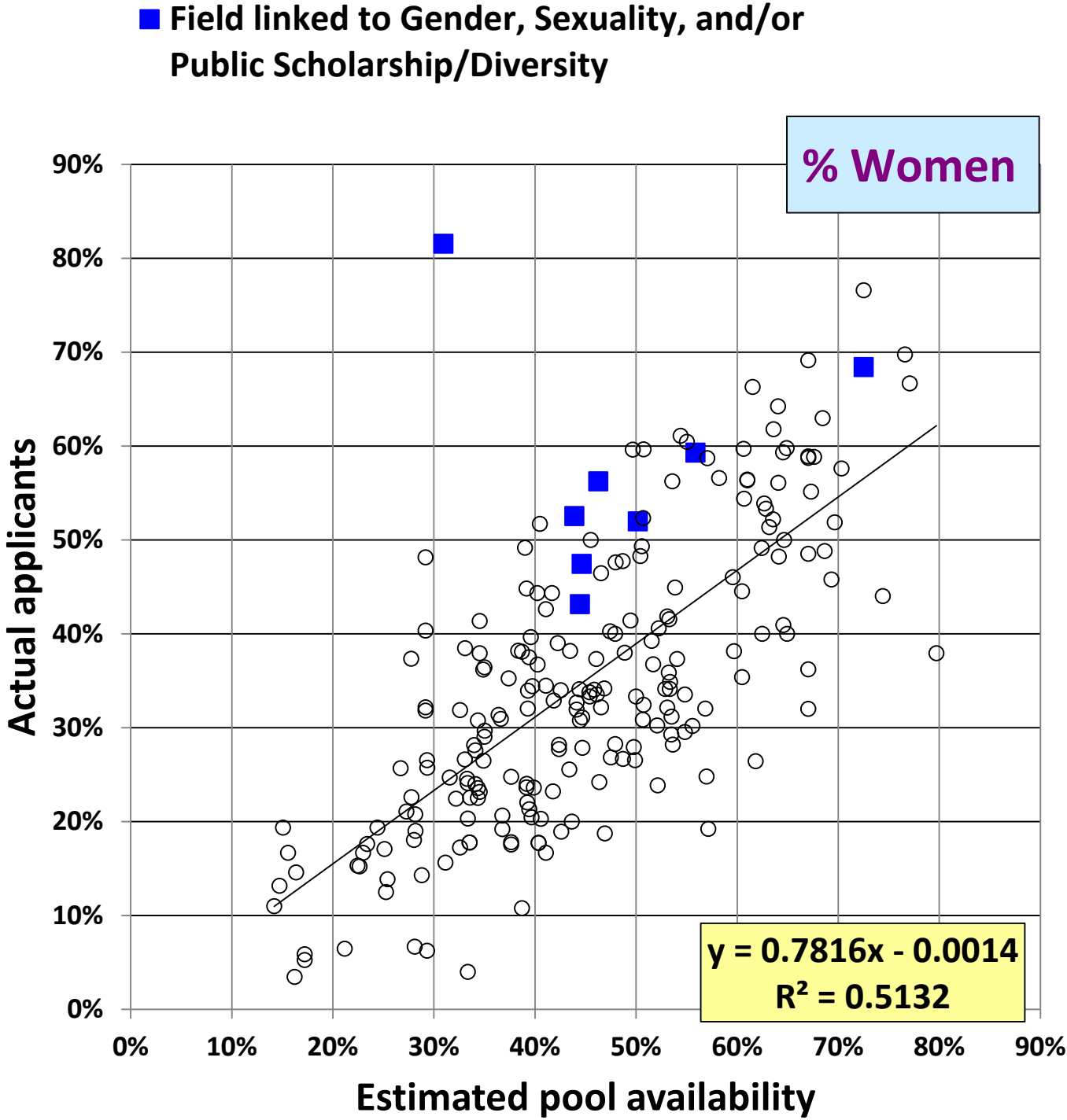
Slide 45: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % Asian, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



Asian average 10.2% of the estimated U.S. faculty labor pool (U.S., PR) and 21.9% of UCB faculty applicants across 220 UCB job searches, 2012-2015.*

*Only searches with responses to the search methods survey are included.

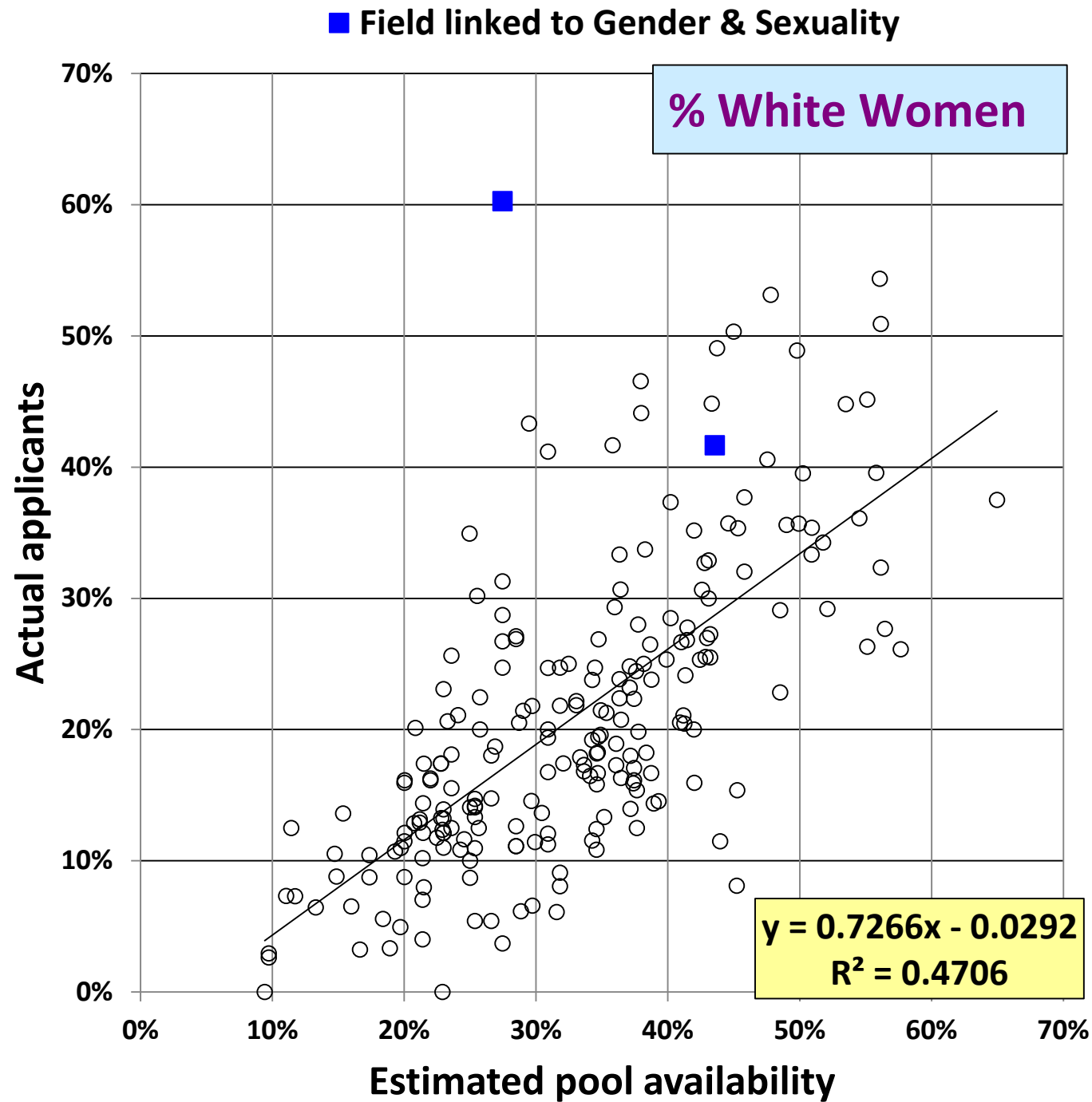
Slide 46: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % Women, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



Women average 45.2% of the estimated U.S. faculty labor pool (U.S., PR) and 35.2% of UCB faculty applicants across 220 UCB job searches, 2012-2015.*

***Only searches with responses to the search methods survey are included.**

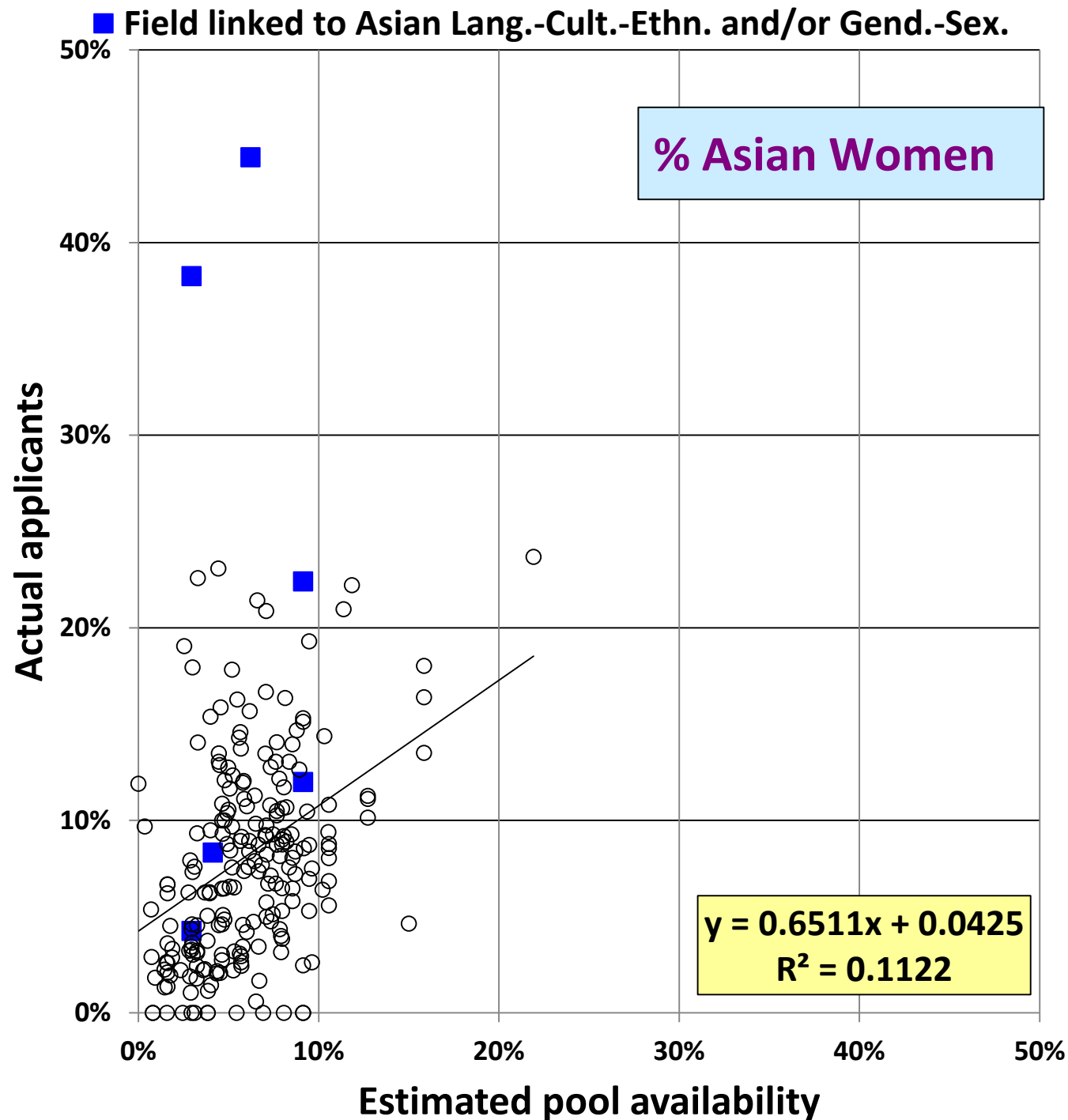
Slide 47: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % White Women, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



White women average 32.8% of the estimated U.S. faculty labor pool (U.S., PR) and 20.9% of UCB faculty applicants across 220 UCB job searches, 2012-2015.*

*Only searches with responses to the search methods survey are included.

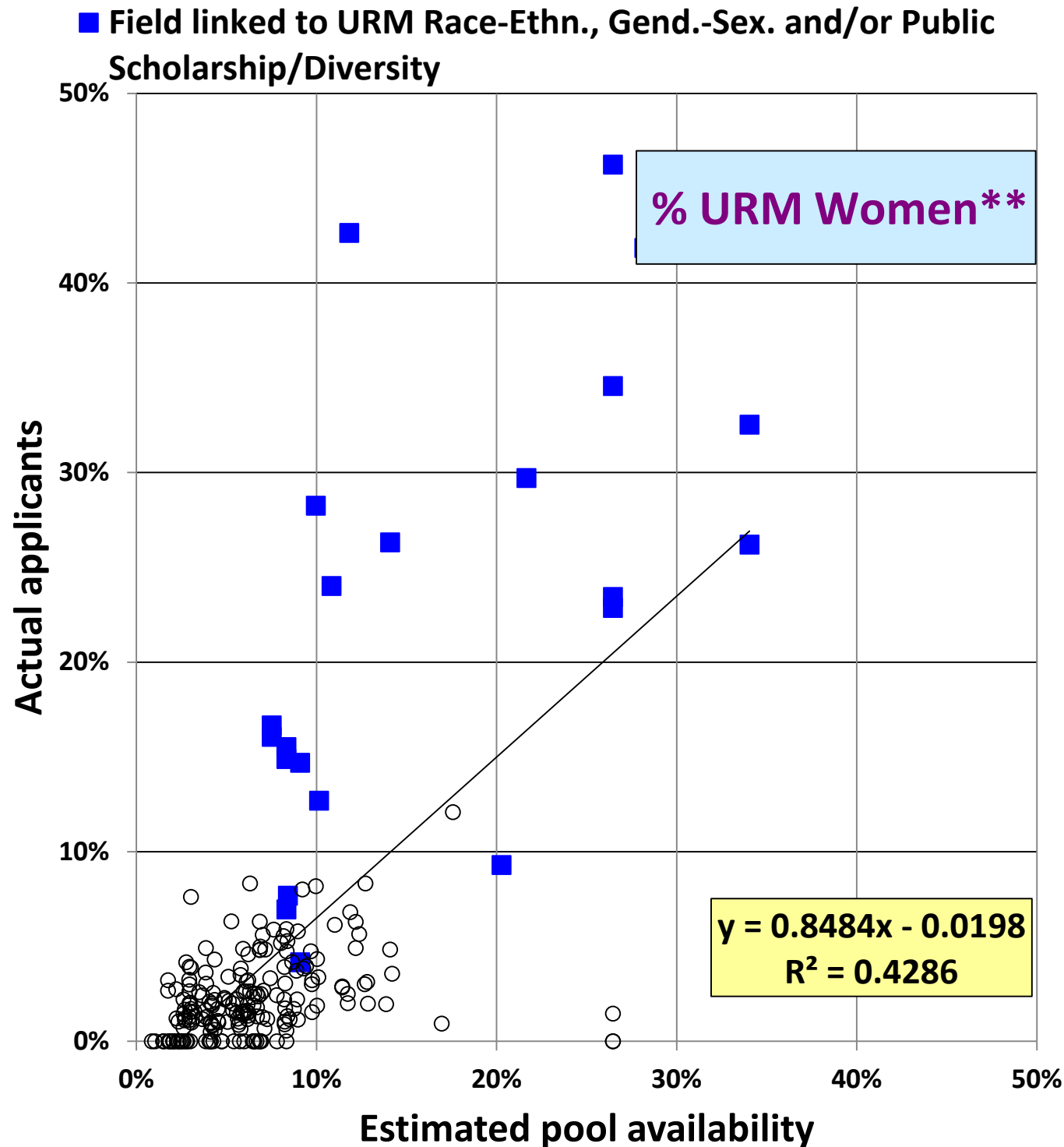
Slide 48: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % Asian Women, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



Asian women average 6.0% of the estimated U.S. faculty labor pool (U.S., PR) and 8.2% of UCB faculty applicants across 220 UCB job searches, 2012-2015.*

***Only searches with responses to the search methods survey are included.**

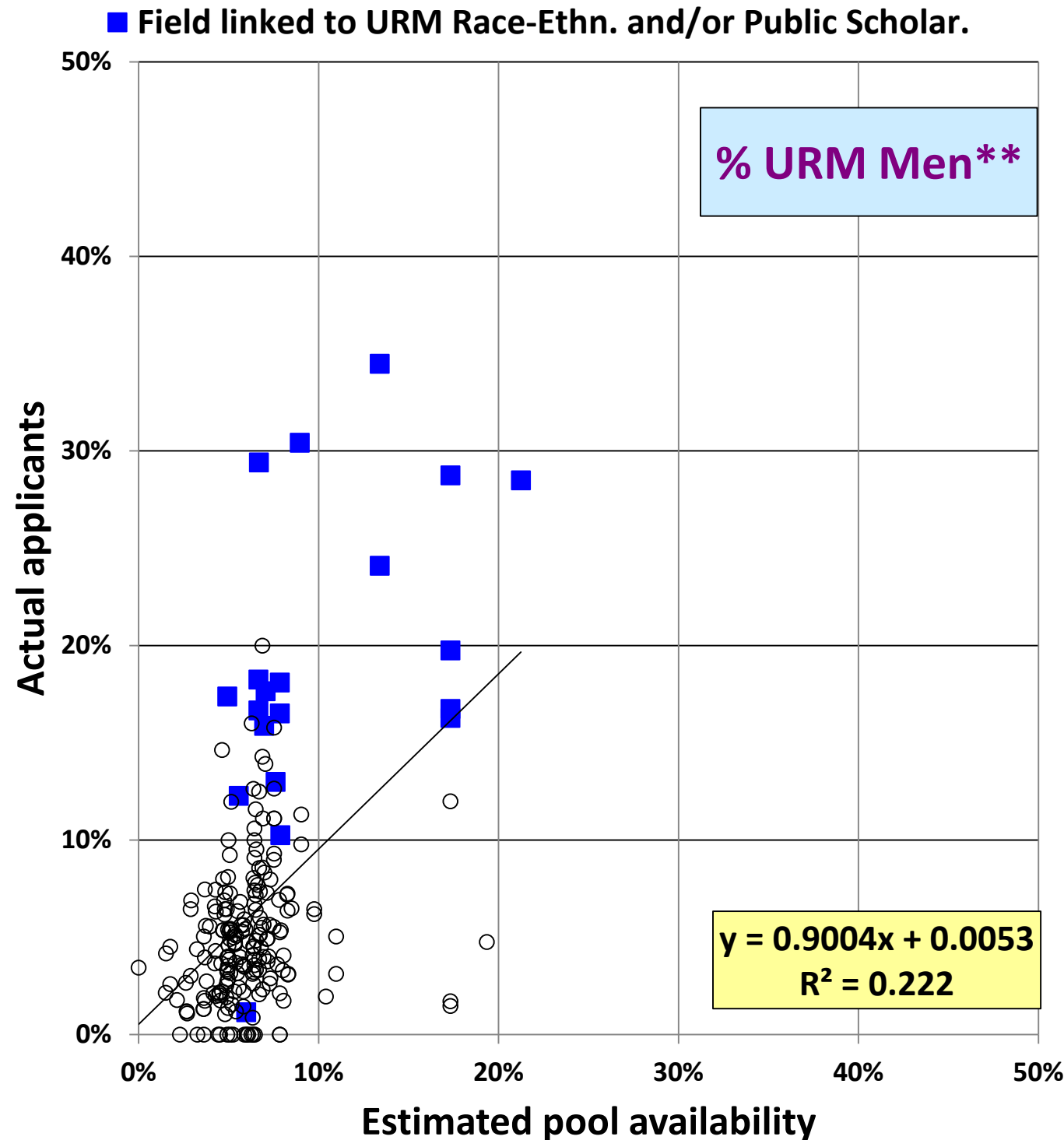
Slide 49: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % URM** Women, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



*URM** women average 7.4% of the estimated U.S. faculty labor pool (U.S., PR) and 4.3% of UCB faculty applicants across 220 UCB job searches, 2012-2015*.*

*Only searches with responses to the search methods survey are included.
**includes Afric. Am., Hisp., and Nat. Am.

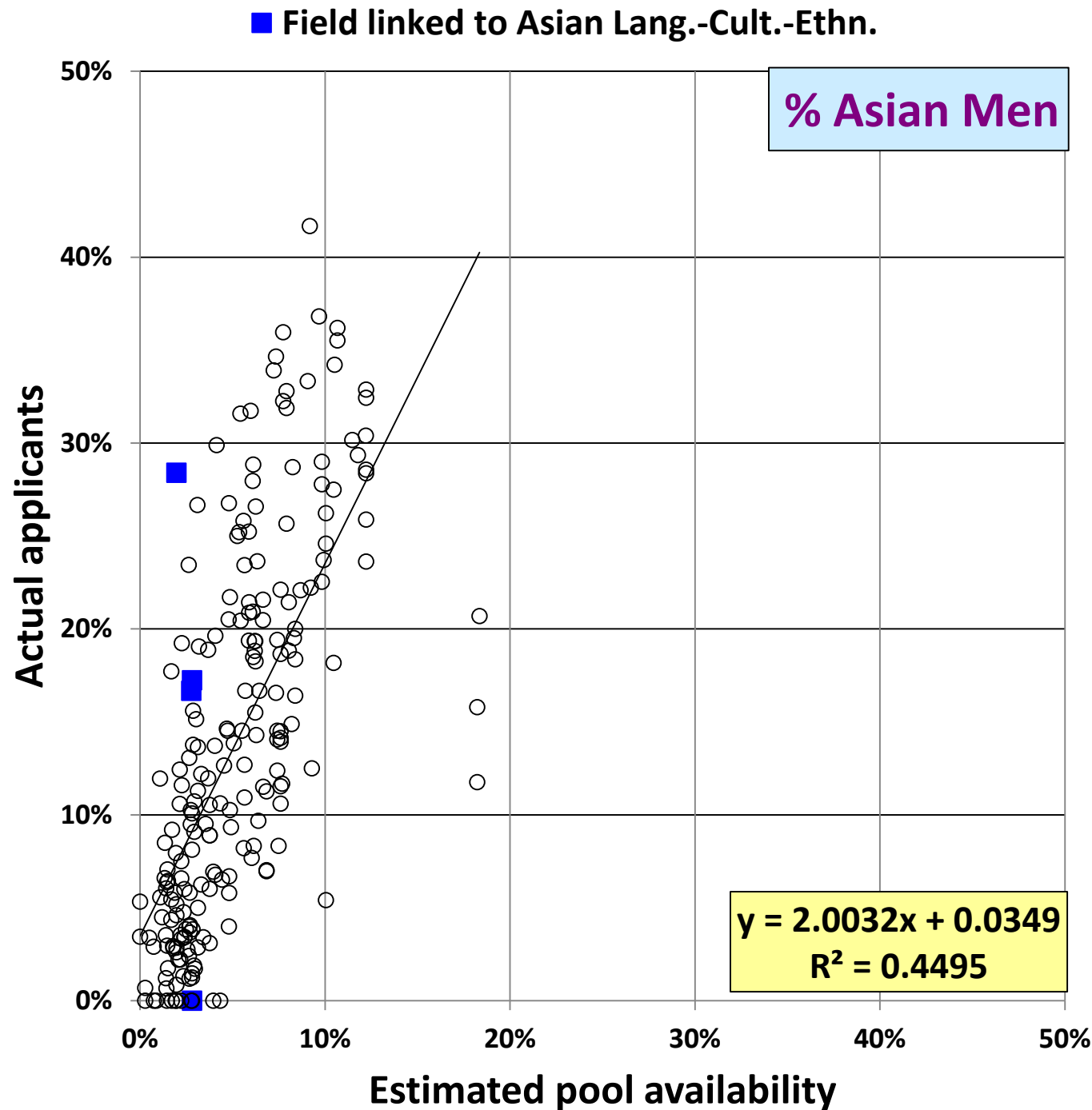
Slide 50: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % URM** Men, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



*URM** men average 6.4% of the estimated U.S. faculty labor pool (U.S., PR) and 6.3% of UCB faculty applicants across 220 UCB job searches, 2012-2015*.*

*Only searches with responses to the search methods survey are included.
**includes Afric. Am., Hisp., and Nat. Am.

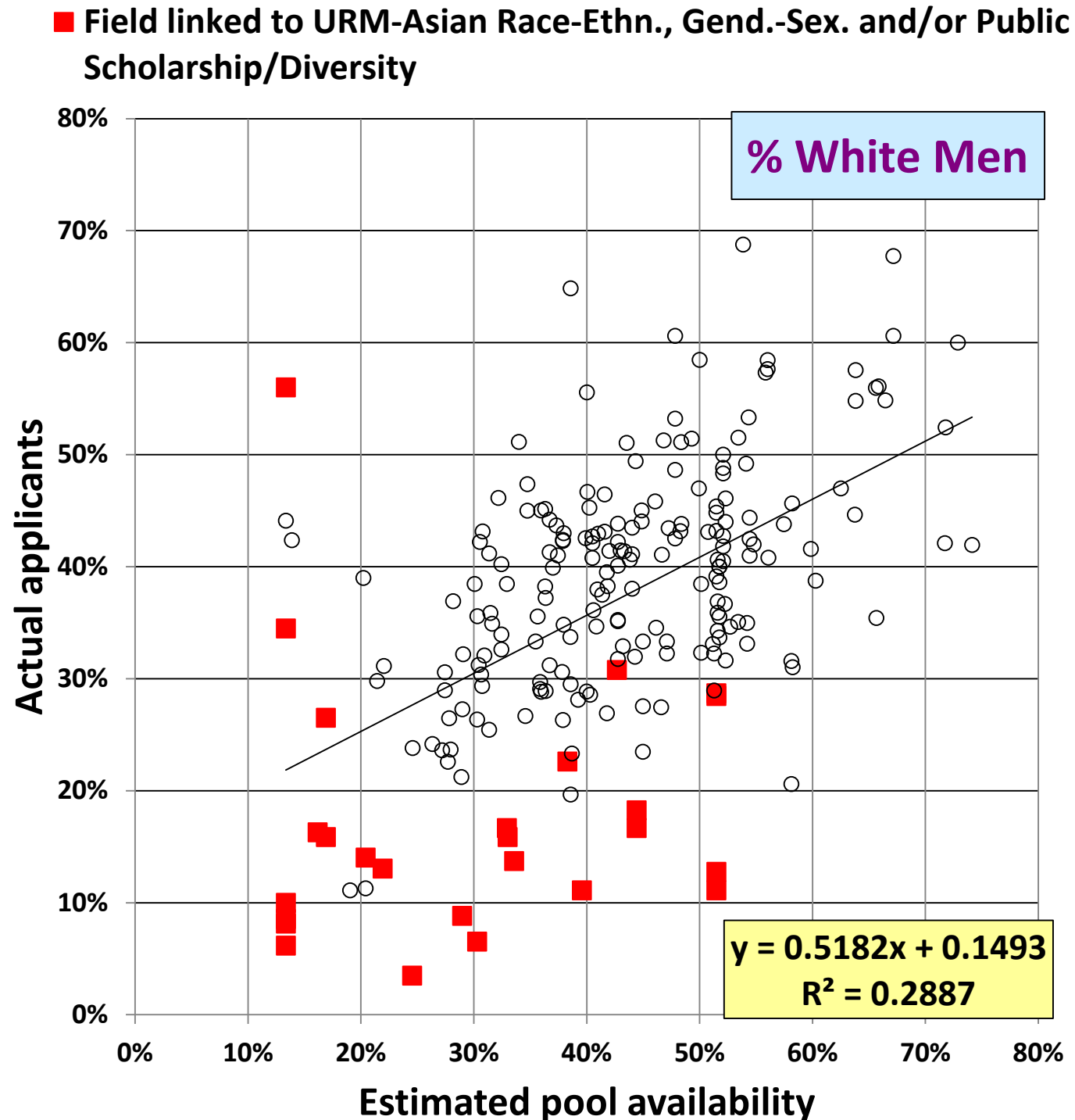
Slide 51: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % Asian Men, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



Asian men average 5.1% of the estimated U.S. faculty labor pool (U.S., PR) and 13.7% of UCB faculty applicants across 220 UCB job searches, 2012-2015.*

*Only searches with responses to the search methods survey are included.

Slide 52: Scatterplot of UCB Fac. Job Searches, 2012-2015* (n=220): % White Men, Estimated Applicant Pool by Actual Applicant Pool by Individual Job Search



White men average 42.2% of the estimated U.S. faculty labor pool (U.S., PR) and 36.8% of UCB faculty applicants across 220 UCB job searches, 2012-2015.*

*Only searches with responses to the search methods survey are included.
URM = Afric. Am., Hisp., and Nat. Am.

Slide 53: UCB Fac. Job Searches 2012-2015* (n=220): Modeling for % of actual applicants, linear regression, selected groups and controls

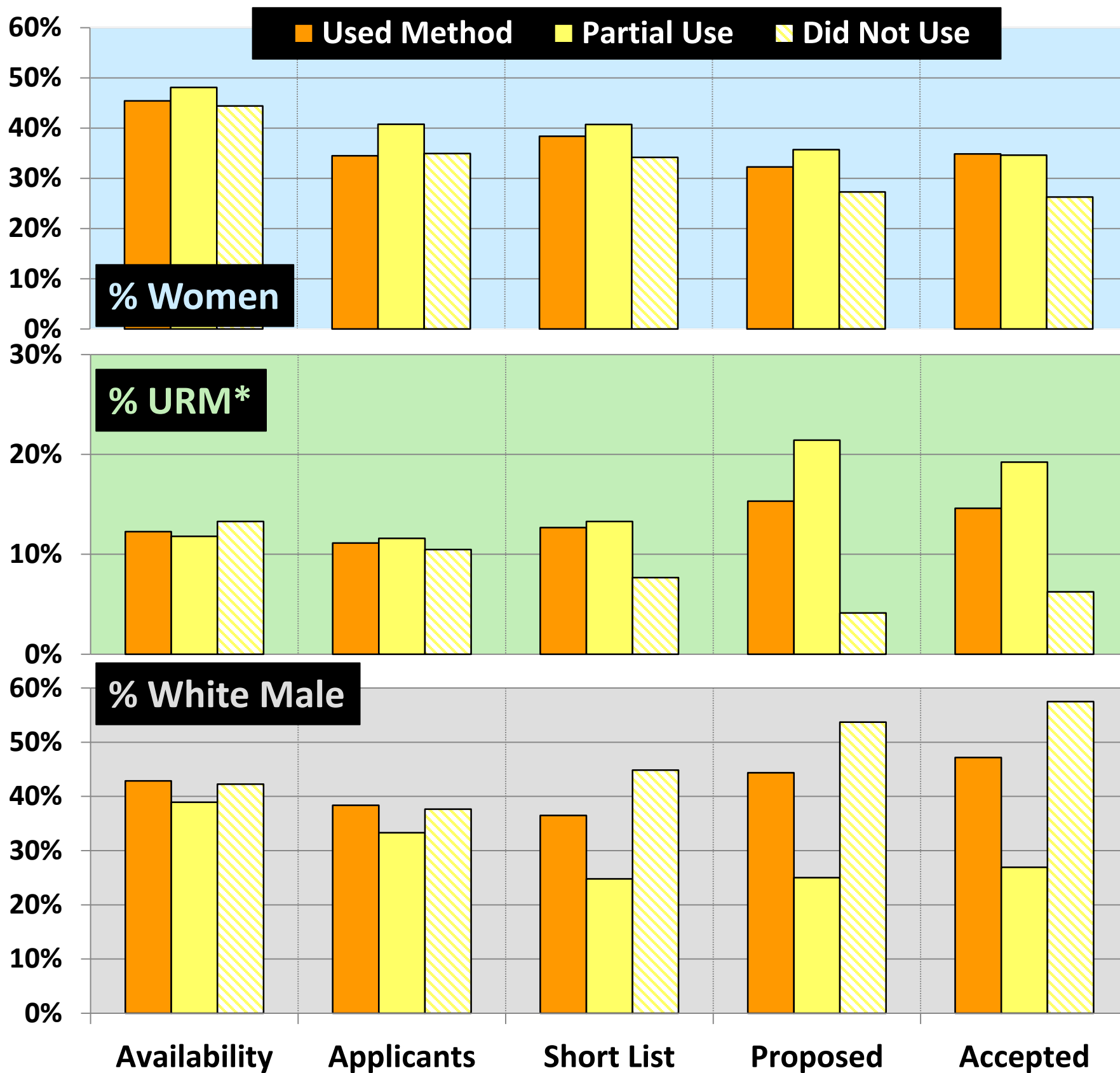
Variables	% women		% urm**		% asian		% white women		% asian women		%urm** women		%urm** men		% asian men		% white men	
	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val
% in availability pool	0.598	<.0001	0.940	<.0001	0.909	<.0001	0.574	<.0001	0.547	<.0001	0.829	<.0001	0.841	<.0001	1.185	<.0001	0.519	<.0001
Assist. only listing	0.023	0.102	-0.016	0.249	0.033	0.023	0.007	0.529	0.019	0.020	-0.004	0.645	-0.013	0.077	0.019	0.053	-0.014	0.360
Open search	-0.004	0.768	-0.016	0.232	0.007	0.629	0.001	0.934	0.004	0.658	-0.010	0.206	-0.006	0.407	0.003	0.754	-0.011	0.455
Relisted position	-0.034	0.058	-0.027	0.125	0.004	0.838	-0.008	0.606	-0.011	0.296	-0.021	0.031	0.000	0.971	0.017	0.167	0.030	0.110
Year of listing	0.002	0.737	0.000	0.996	-0.009	0.146	0.008	0.121	-0.004	0.243	0.003	0.318	0.002	0.464	-0.001	0.801	-0.009	0.185
PTEM***	-0.122	<.0001	0.015	0.485	0.144	<.0001	-0.103	<.0001	0.002	0.848	0.018	0.172	-0.009	0.444	0.127	<.0001	-0.030	0.241
Biology/Nat. Res.	-0.097	<.0001	0.033	0.149	0.116	<.0001	-0.098	<.0001	0.017	0.203	0.012	0.368	0.014	0.241	0.096	<.0001	-0.014	0.570
Professional Sch.	-0.034	0.121	0.019	0.352	0.123	<.0001	-0.075	<.0001	0.048	<.0001	0.009	0.443	0.005	0.639	0.070	<.0001	-0.048	0.027
Social Sciences	0.023	0.333	0.085	0.000	0.071	0.003	-0.056	0.004	0.030	0.026	0.059	<.0001	0.023	0.053	0.040	0.015	-0.086	0.000
Humanities	-		-		-		-		-		-							
Total # of applicants	0.000	0.229	0.000	0.847	0.000	0.347	0.000	0.860	0.000	0.104	0.000	0.804	0.000	0.511	0.000	0.887	0.000	0.071
Intercept	0.129	0.003	-0.022	0.466	0.048	0.106	0.062	0.080	0.040	0.021	-0.036	0.039	0.002	0.904	-0.004	0.847	0.202	<.0001
R-square	0.619		0.454		0.453		0.555		0.239		0.504		0.277		0.573		0.356	
Adj. R-square	0.601		0.428		0.426		0.533		0.203		0.480		0.242		0.553		0.325	

Underrepresented Minority=Afric. Am., Hisp., Native Am. *Physical sciences, technology, engineering, & mathematics.

*Only searches with responses to the search methods survey are included.

Slide 54: Tapped existing UC/UCB academic pipelines to diversify the applicant search pool

(e.g., considered...UC Presidents Postdoctoral Fellowship recipients).



*includes Afric. Am.,
Hispanic, & Nat. Am.

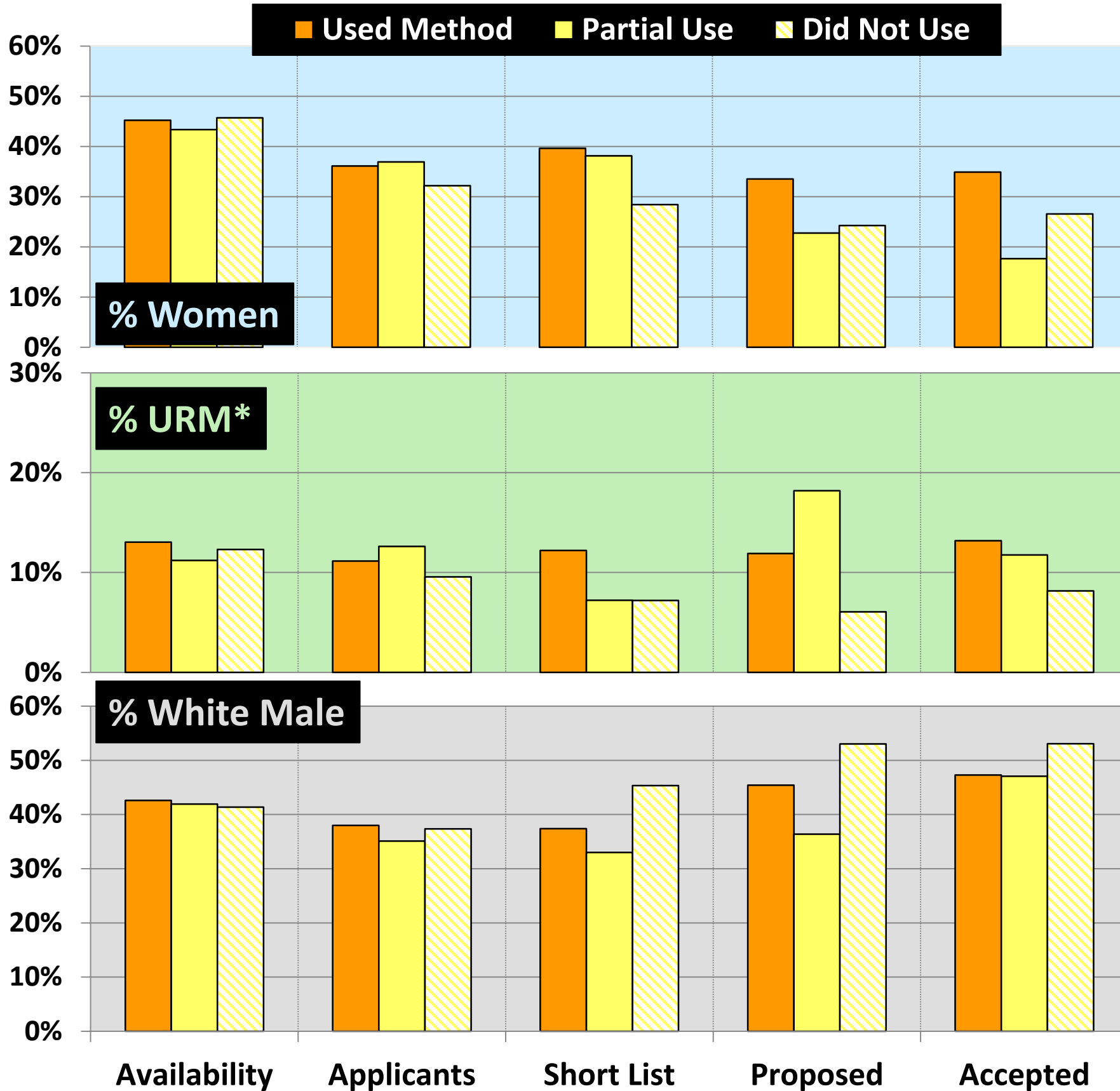
of job searches: used
meth., N=100; partial use,
N=20; Did not use, N=100.

Hiring Methods:

Promising Search Practices

Slide 55: Directly called/mailed possible candidates with diverse backgrounds

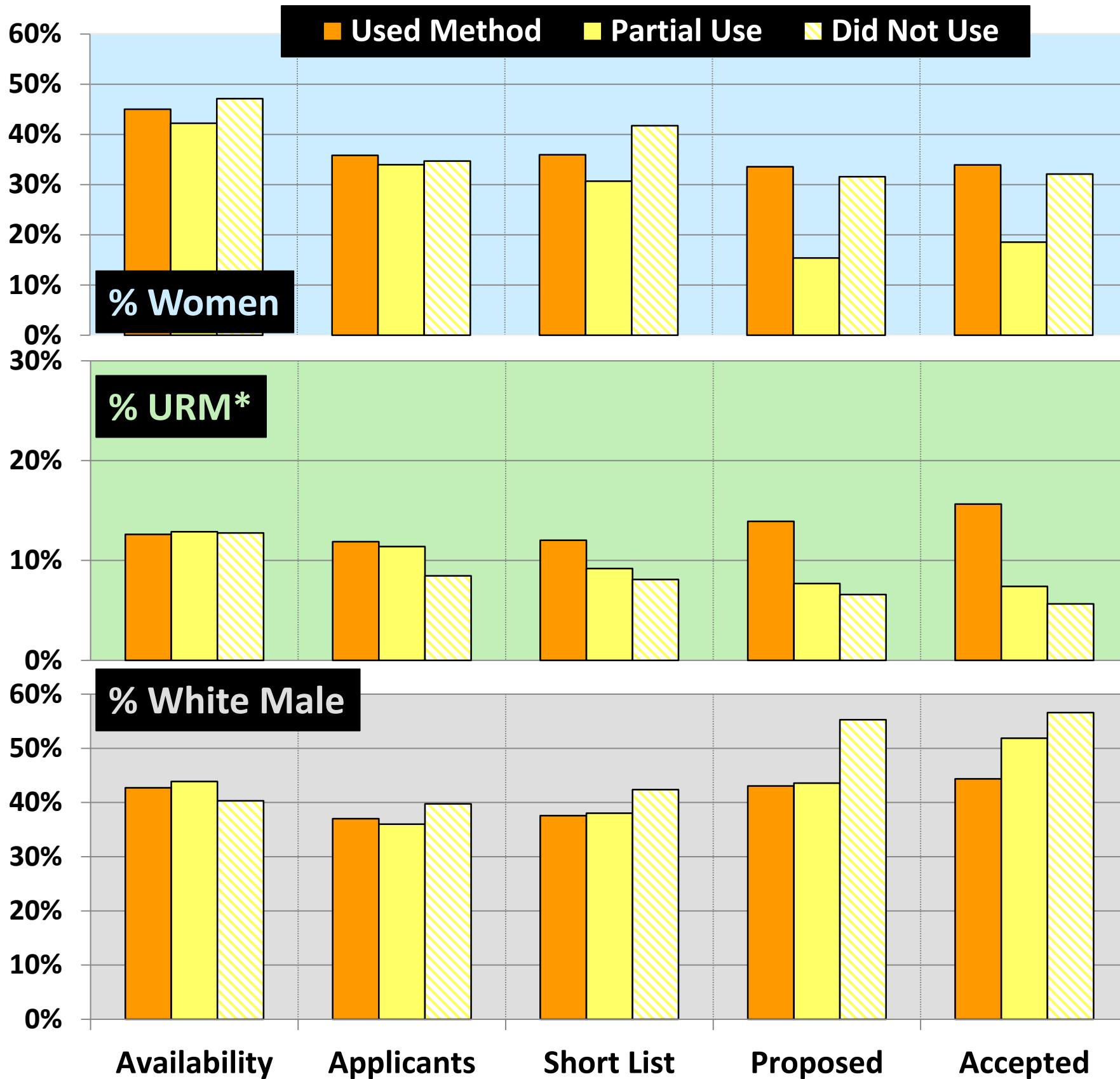
and encouraged them to apply to the position.



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=144; partial use,
N=19; Did not use, N=57.

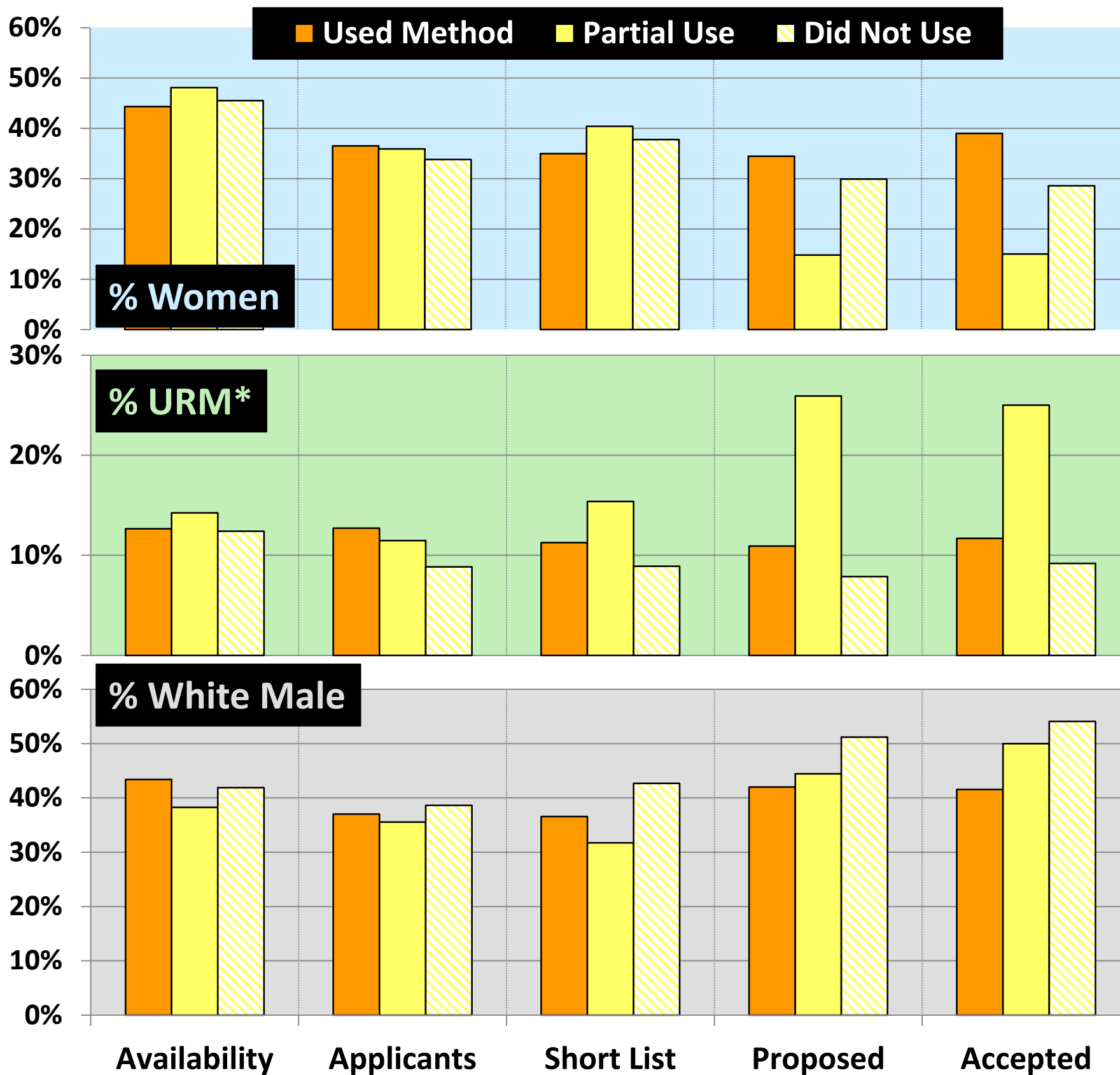
Slide 56: As a department/unit, clarified and prioritized the diversity needs of the department vs. competing needs....



*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=128; partial use,
 N=32; Did not use, N=60.

Slide 57: Monitored national resources that identify possible future faculty candidates from diverse backgrounds (e.g., lists of recent fellowship recipients...).



*includes Afric. Am.,
Hispanic, & Nat. Am.

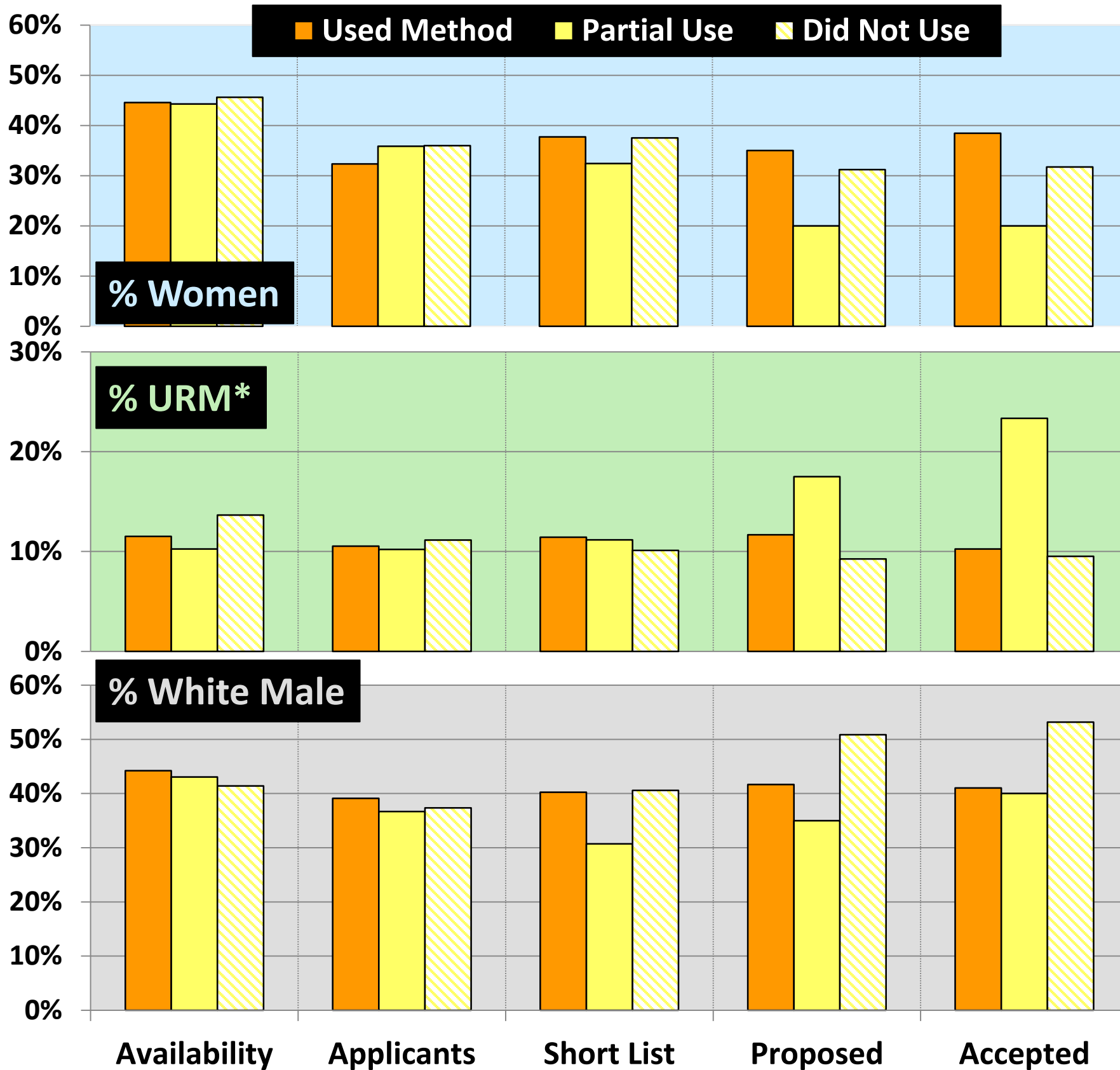
of job searches: used meth., N=101; partial use, N=20; Did not use, N=99.

Hiring Methods:

Additional Practices Showing Some Promise

Slide 58: Developed a departmental diversity plan with specific plans-of-action

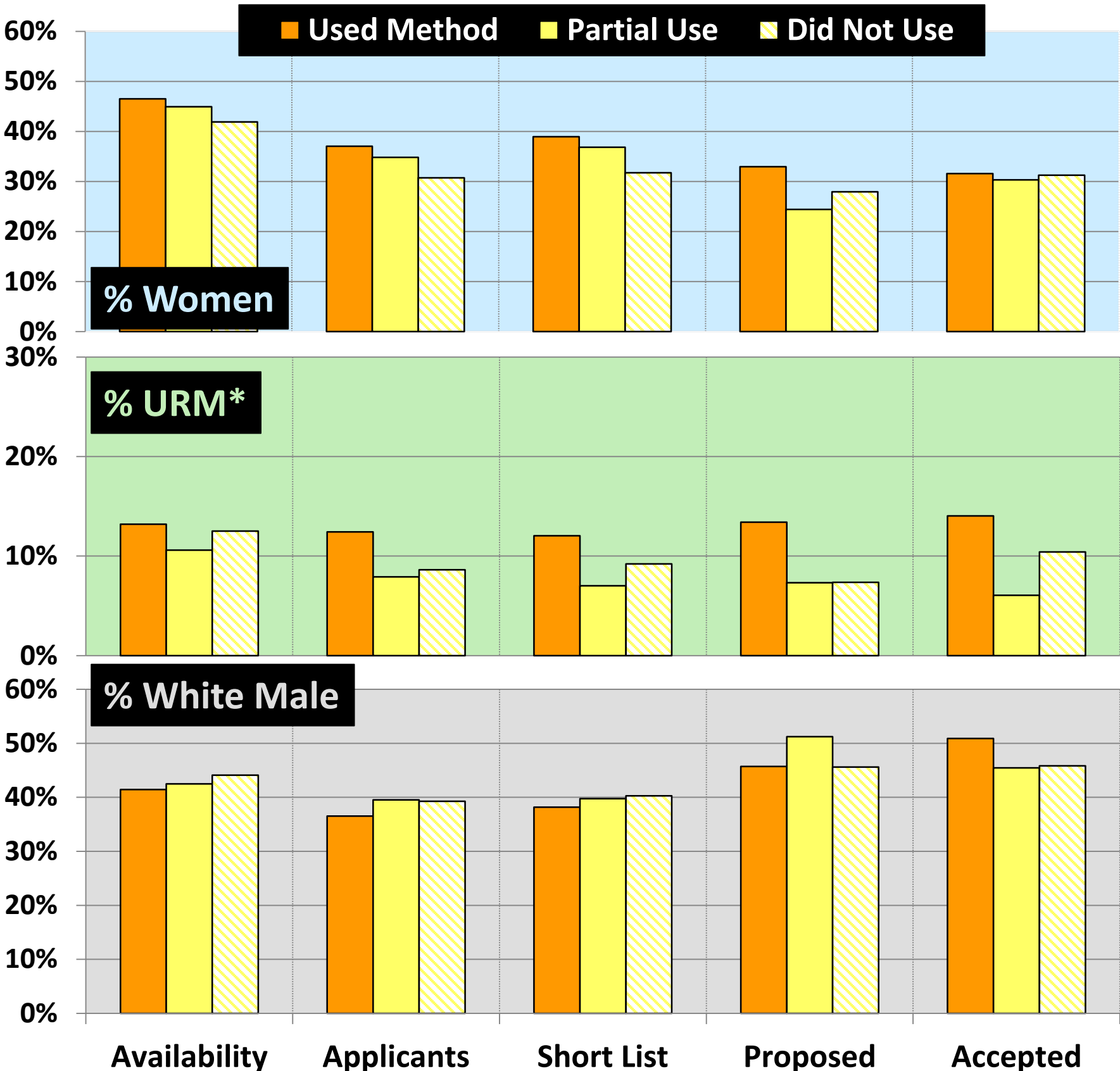
and benchmarks to gauge their short-term and longer-term effectiveness.



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used meth., N=46; partial use, N=34; Did not use, N=140.

Slide 59: Arranged to have finalists meet with campus groups/individuals from diverse backgrounds.



*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=137; partial use,
 N=29; Did not use, N=54.

Sources: Survey of Earned
 Doctorates (US, PR); UCB AP
 Recruit 2012-13—2015-16
 (as of 9/28/2016).

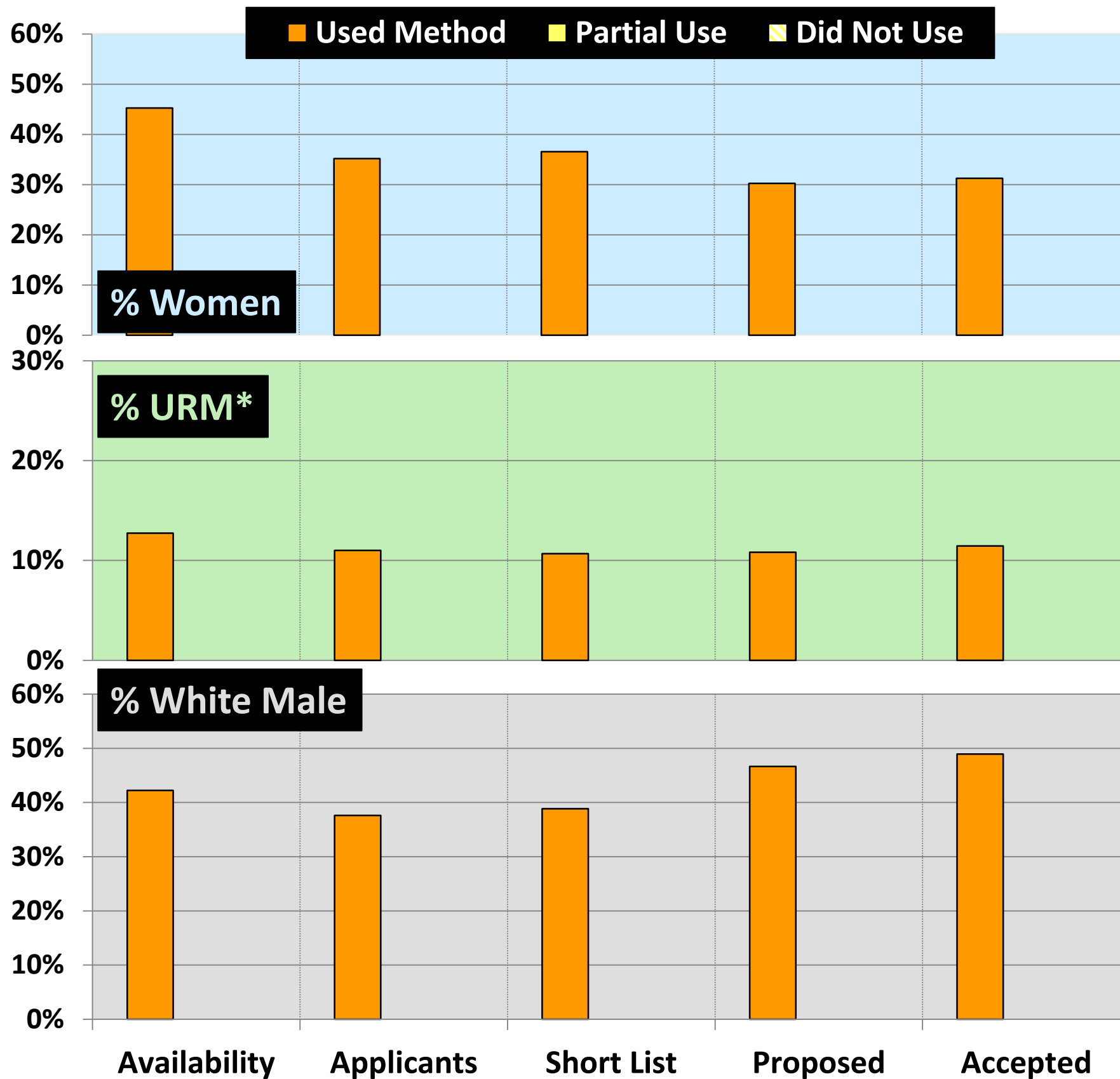
Hiring Methods:

Not Clearly Promising Search Practices

***Practices for Which We Observed Insufficient
Variation***

Slide 60: Avoided improper or unlawful questions

related to gender, sexual orientat., race, ethnicity, religion, family status, pregnancy, internat. status, health status, age....

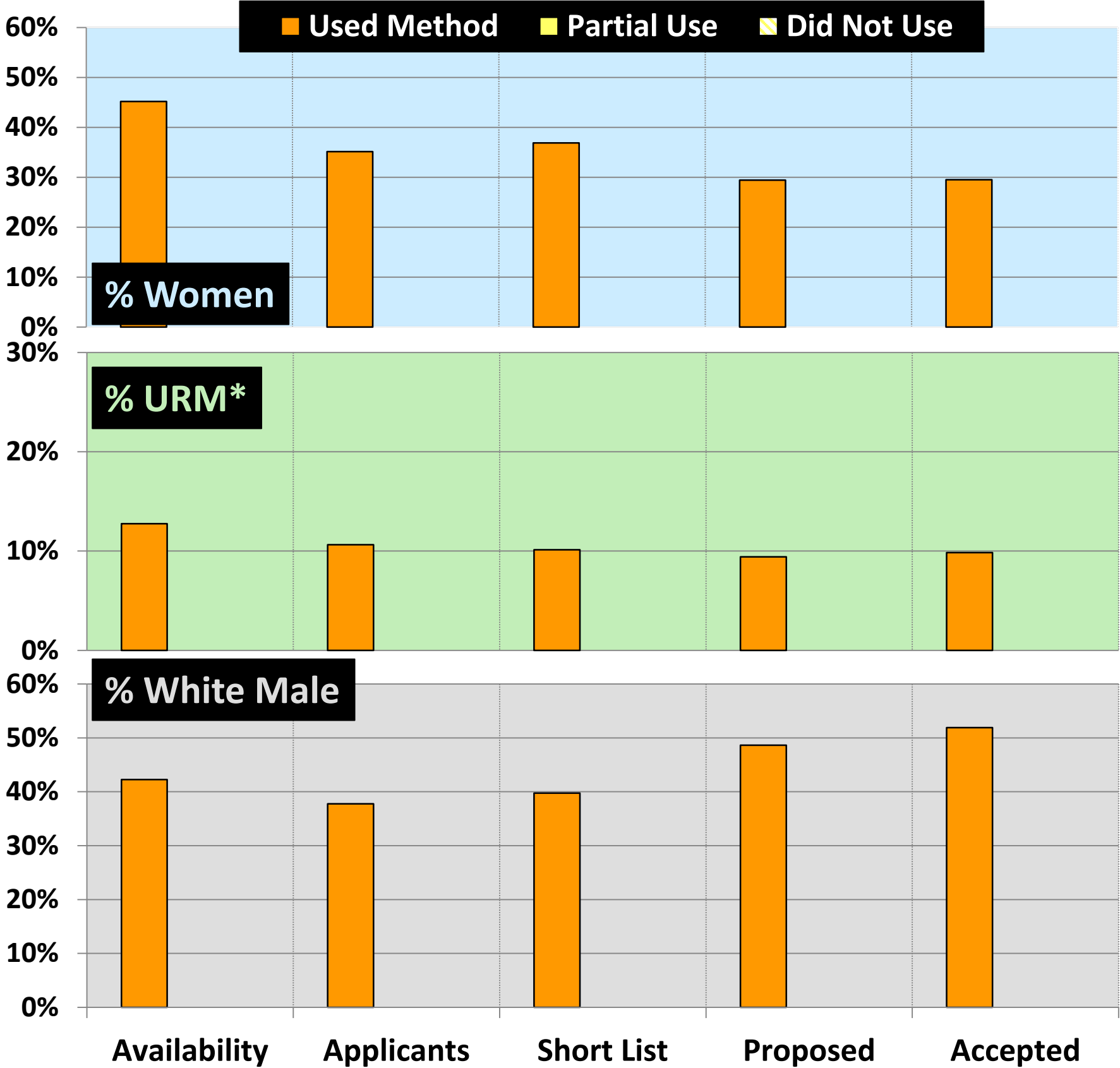


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=215; partial use,
N=4; Did not use, N=1.

Slide 61: Established a welcoming environment for all interview finalists

(i.e., sought to minimize any undue stress related to the interview process).



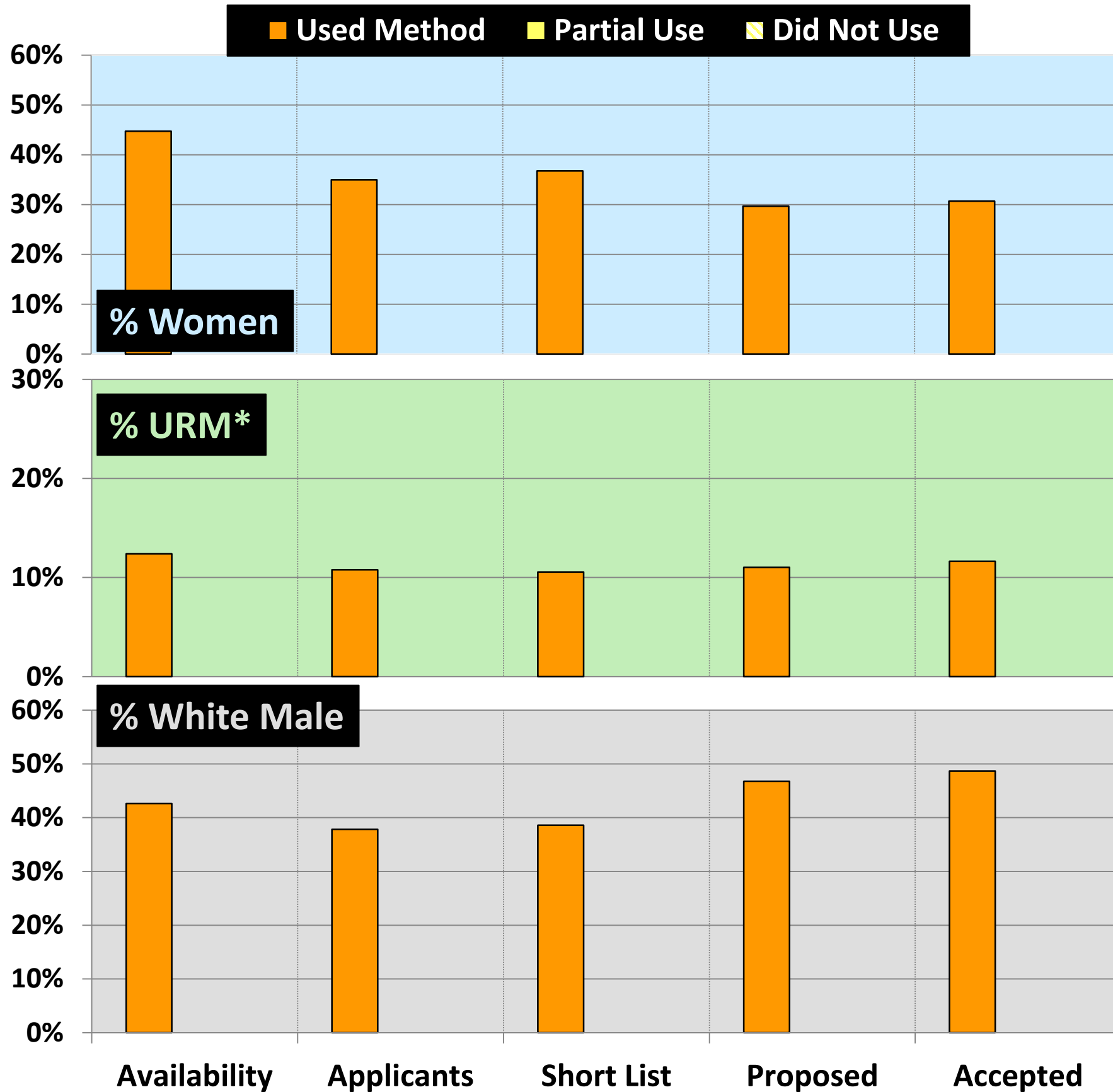
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=210; partial use,
N=6; Did not use, N=4.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 62: Communicated efficiently and respectfully with all faculty candidates

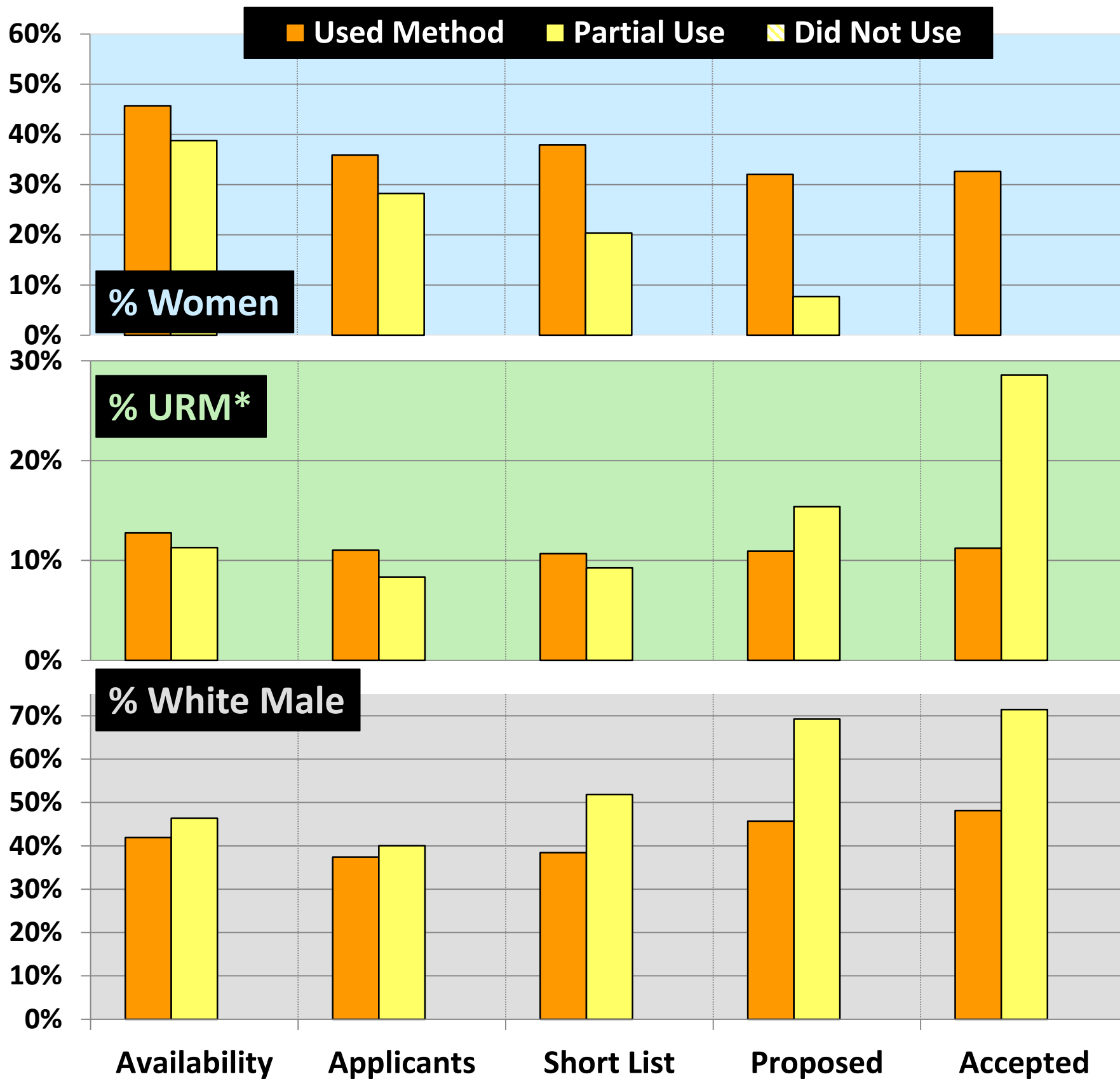
& finalists throughout the entire recruitment.



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=210; partial use,
N=7; Did not use, N=3.

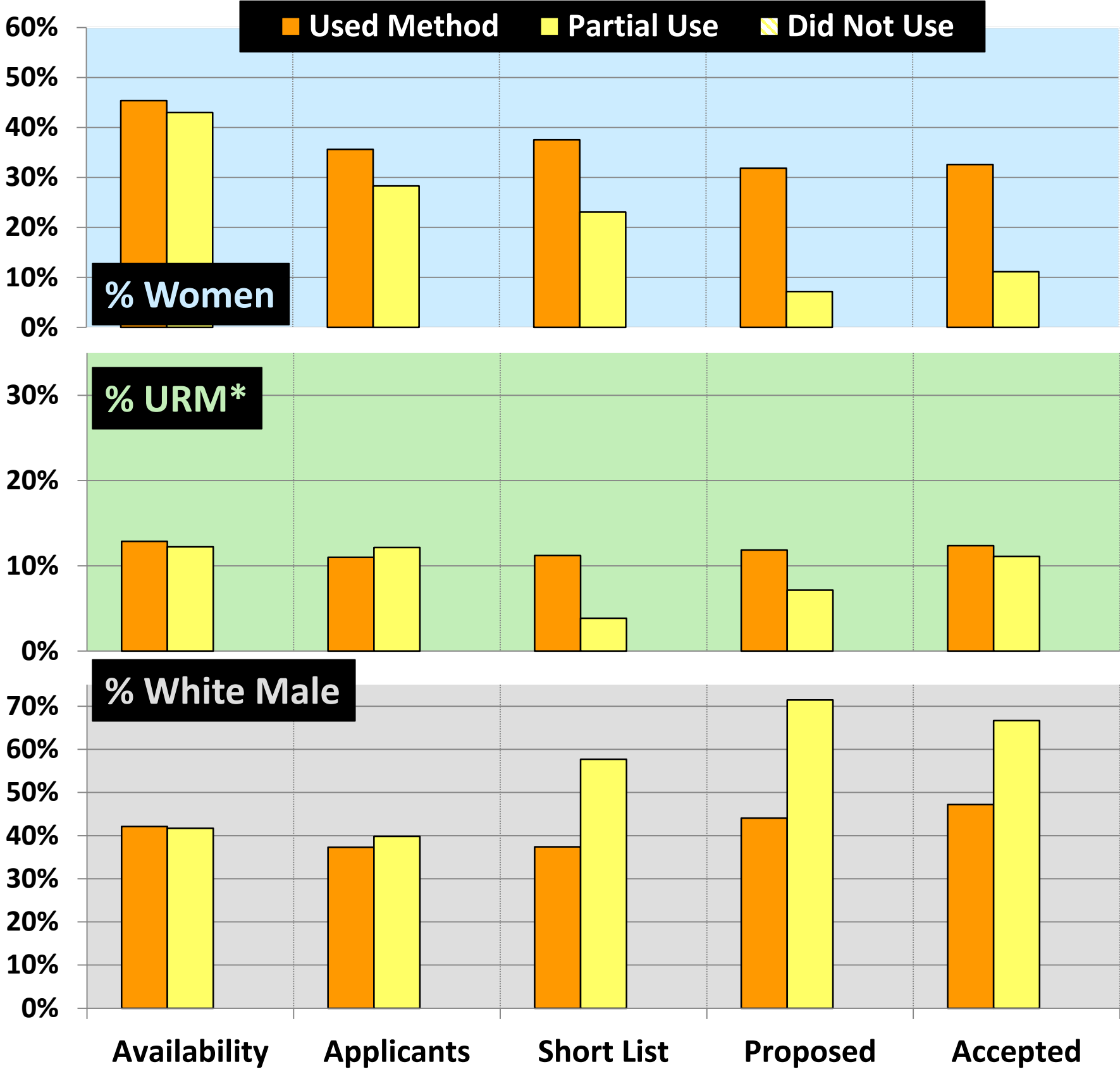
Slide 63: Took the necessary time to fully evaluate all applications, carefully reviewing all materials (e.g., handbooks suggest spending 15-20 minutes per application).



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used meth., N=205; partial use, N=12; Did not use, **N=3.**

Slide 64: Tried to make sure that the applicant pool/finalist group was as diverse as possible to support equitable evaluation of all candidates (i.e., research studies suggest...).



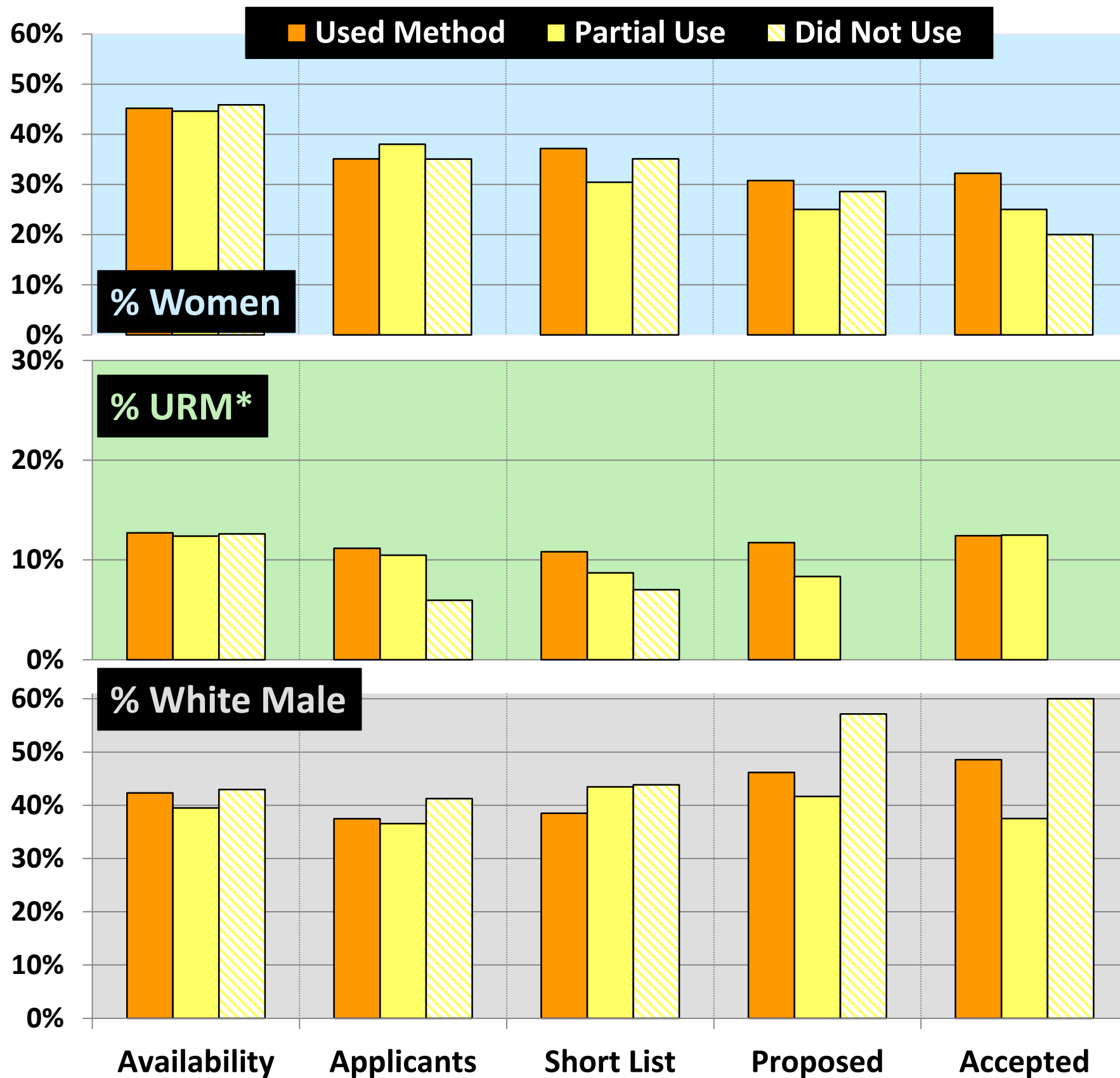
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used meth., N=201; partial use, N=11; Did not use, **N=8.**

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 65: Evaluated candidates using a broad holistic approach,

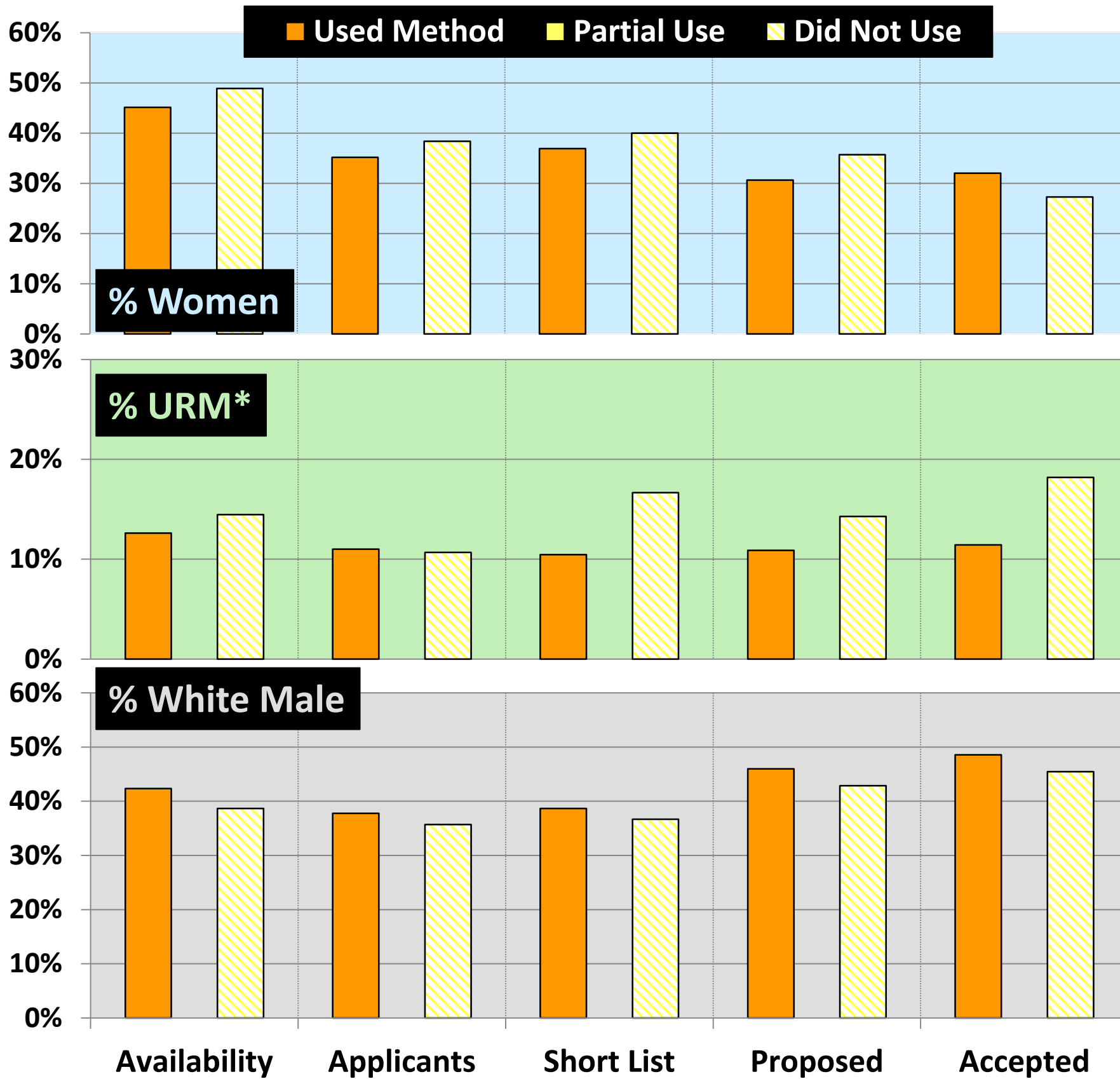
focusing particularly on candidates areas of strength rather than narrowly defined areas of weakness....



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=200; partial use,
N=10; Did not use, N=10.

Slide 66: Used a variety of different settings/forums to evaluate/get-to-know interview finalists (e.g., from formal lectures to relaxed conversational settings...).

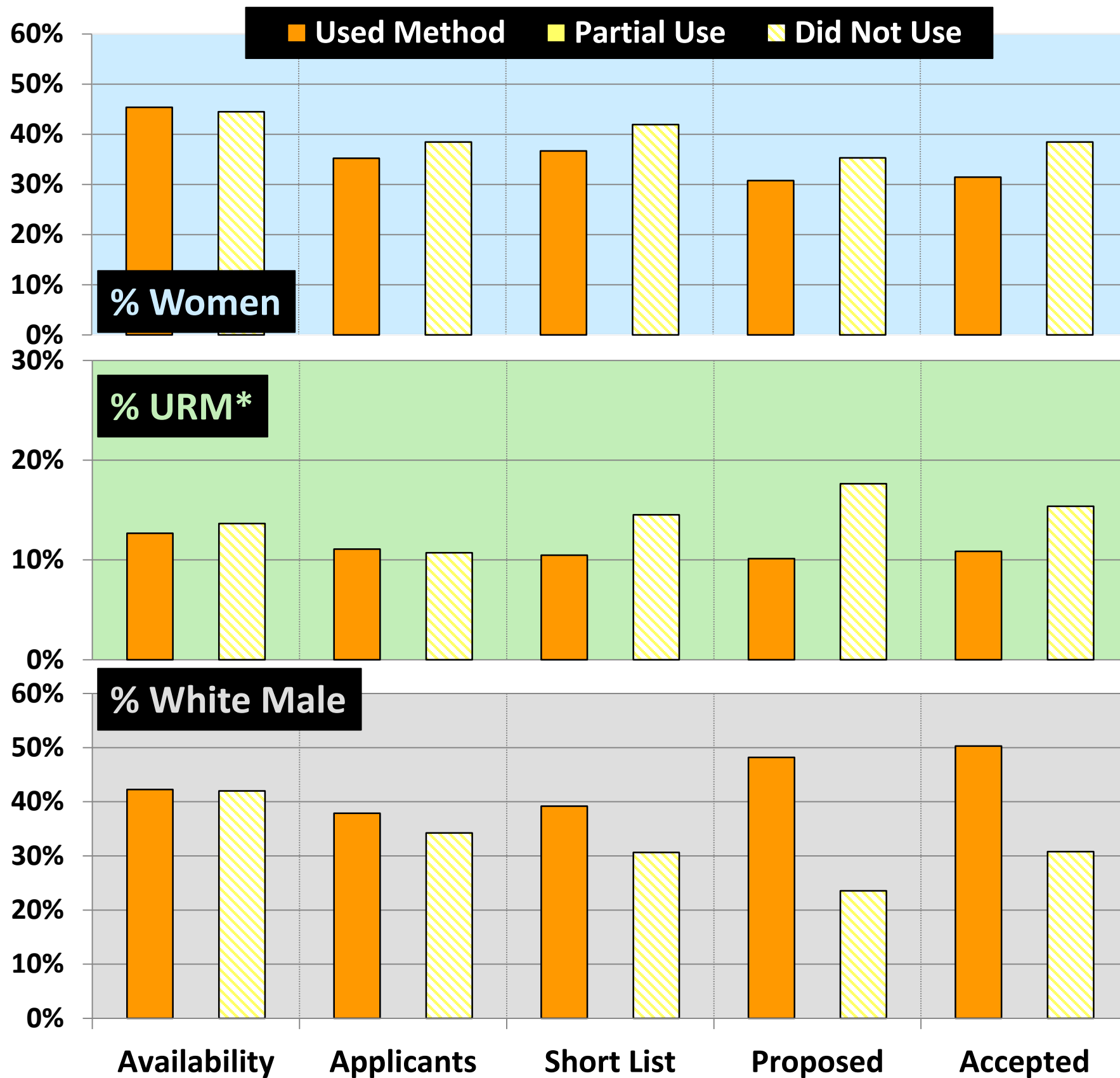


*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=199; partial use,
N=8; Did not use, N=13.

Sources: Survey of Earned
 Doctorates (US, PR); UCB AP
 Recruit 2012-13—2015-16
 (as of 9/28/2016).

Slide 67: Appointed senior reviewers or equity advisors to monitor the equity of all recruitment related processes/decisions.

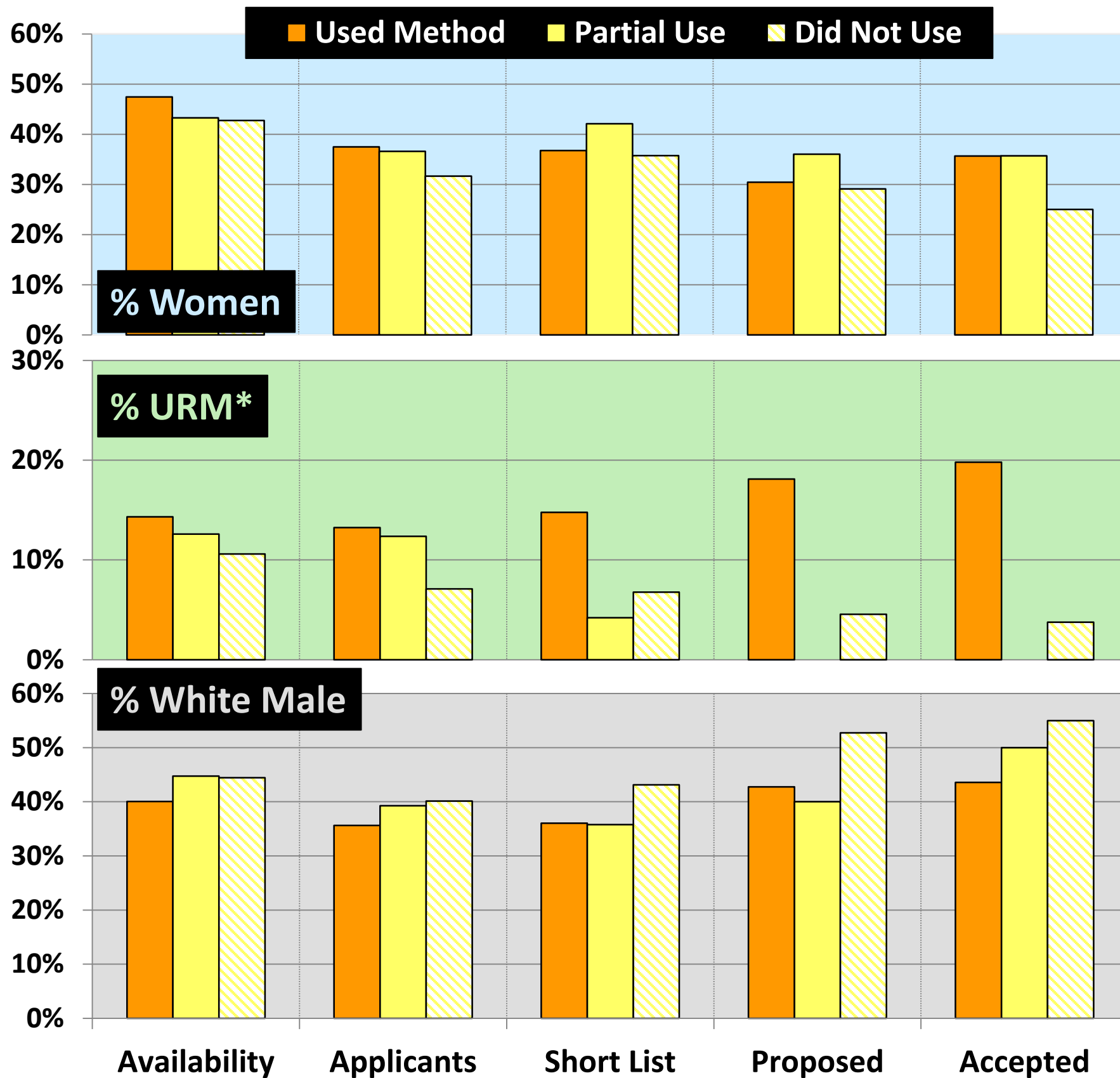


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used meth., N=199; partial use, N=9; Did not use, N=12.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 68: Developed broad hiring goals...that allowed the committee to be open to a wide range of candidates, including candidates from diverse backgrounds.

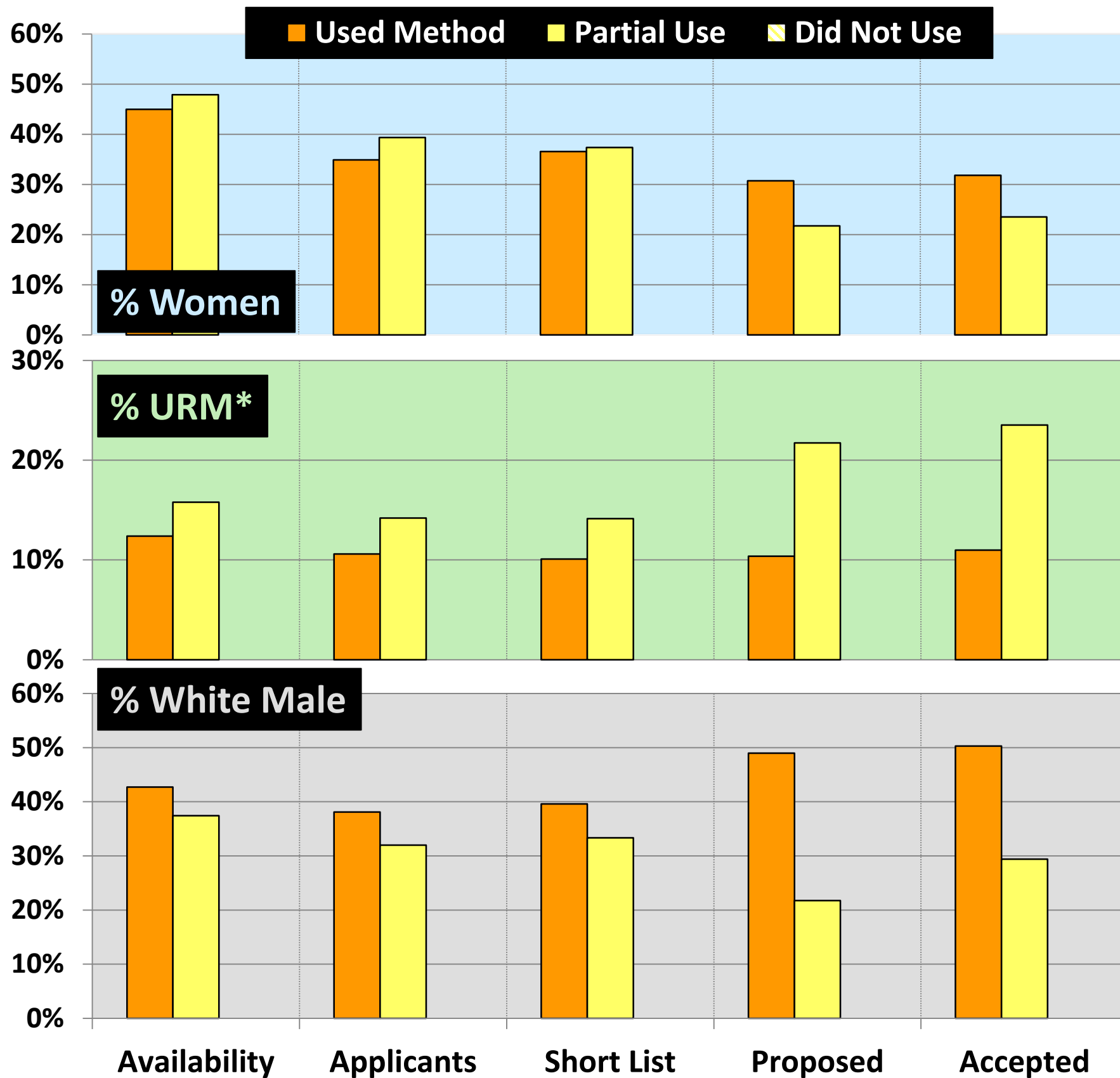


*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=194; partial use,
 N=11; Did not use, N=15.

Sources: Survey of Earned
 Doctorates (US, PR); UCB AP
 Recruit 2012-13—2015-16
 (as of 9/28/2016).

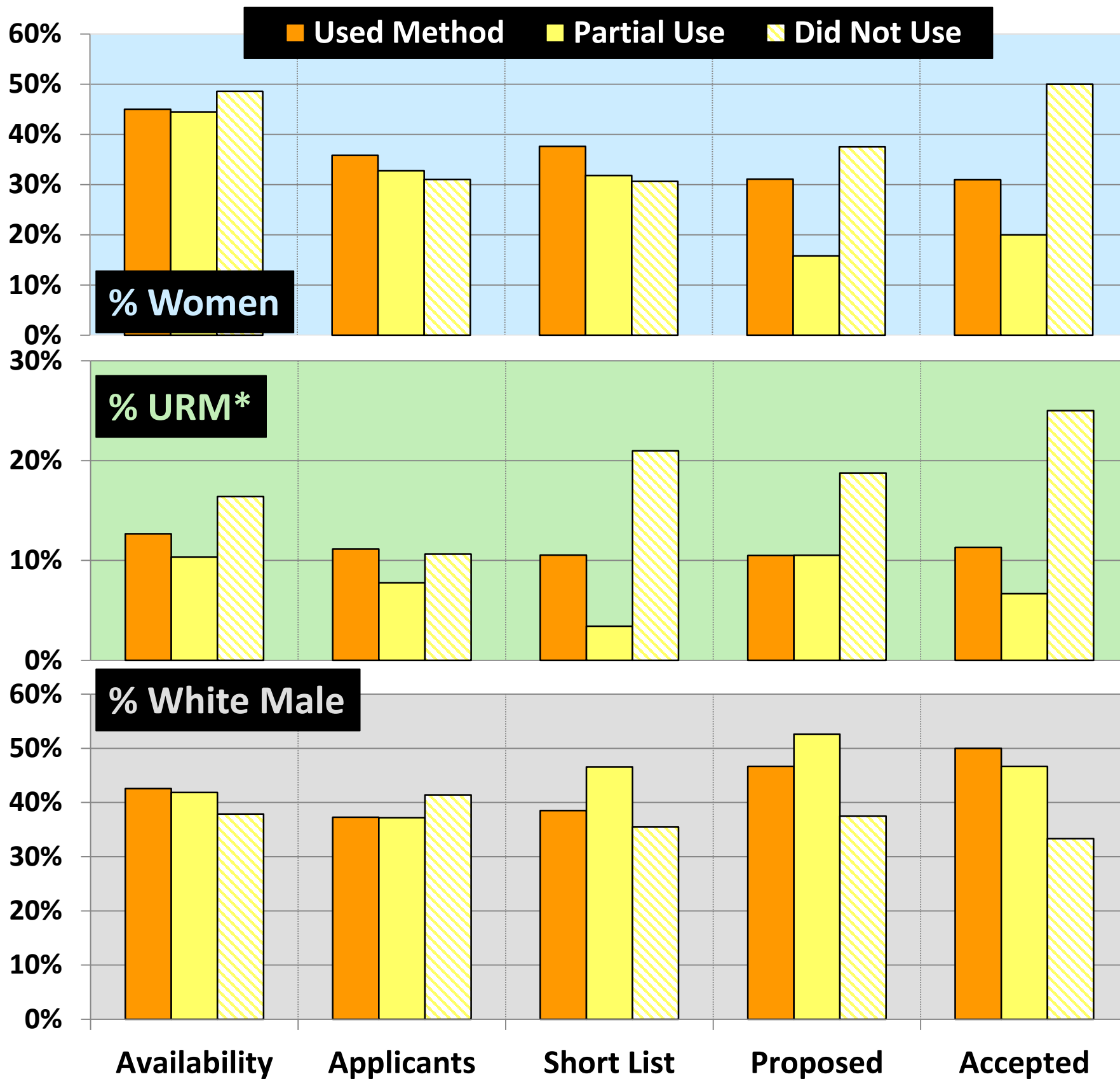
Slide 69: Evaluated candidates based on their potential to develop a significant research program in their field (not exclusively based on their publication placement to date).



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=192; partial use,
N=22; Did not use, **N=6.**

Slide 70: Contacted colleagues from other institutions to ask for their help in identifying potential applicants from diverse backgrounds.

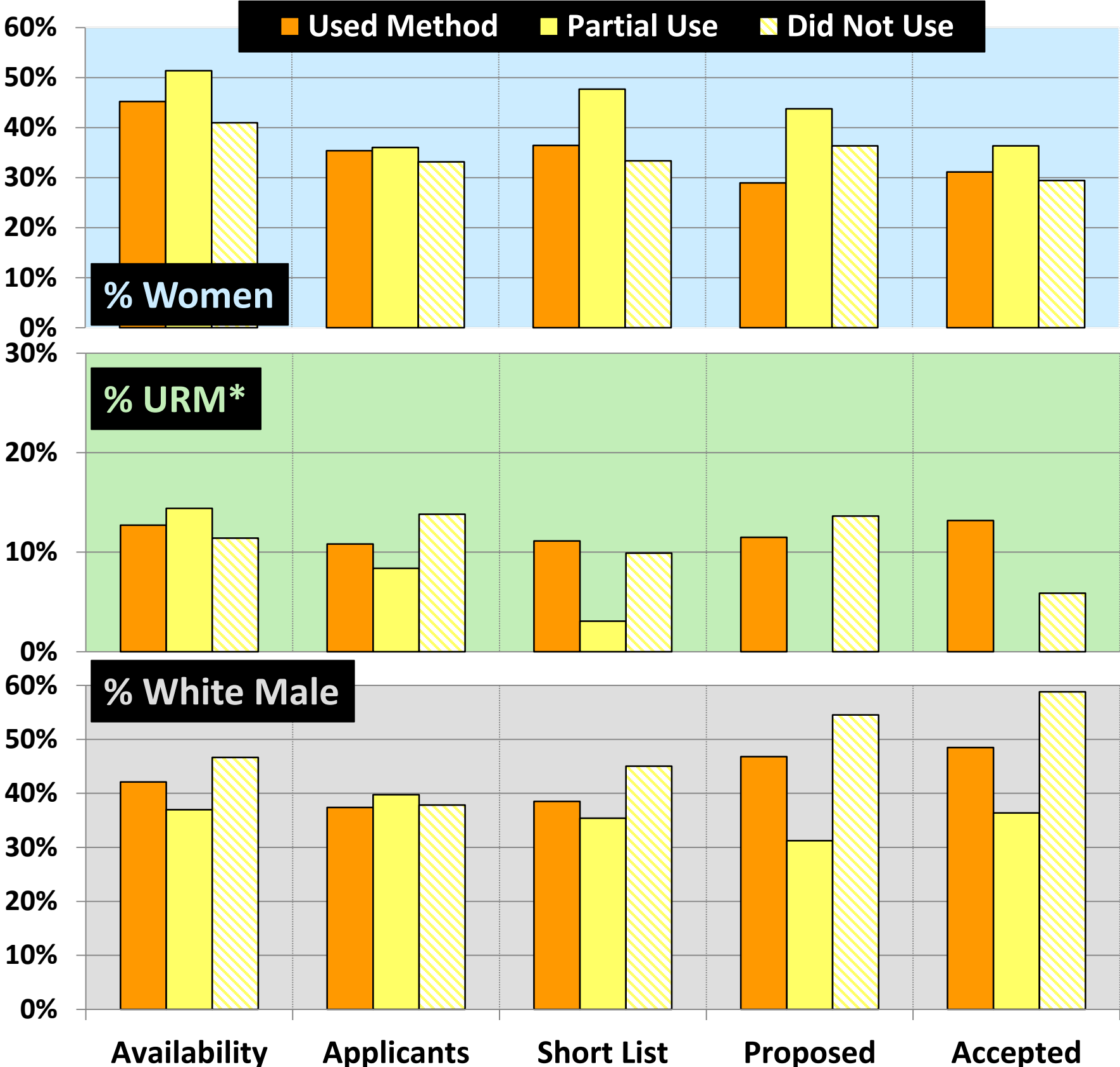


*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=188; partial use,
 N=19; Did not use, N=13.

Sources: Survey of Earned
 Doctorates (US, PR); UCB AP
 Recruit 2012-13—2015-16
 (as of 9/28/2016).

Slide 71: Discussed post-hire support efforts for new faculty.



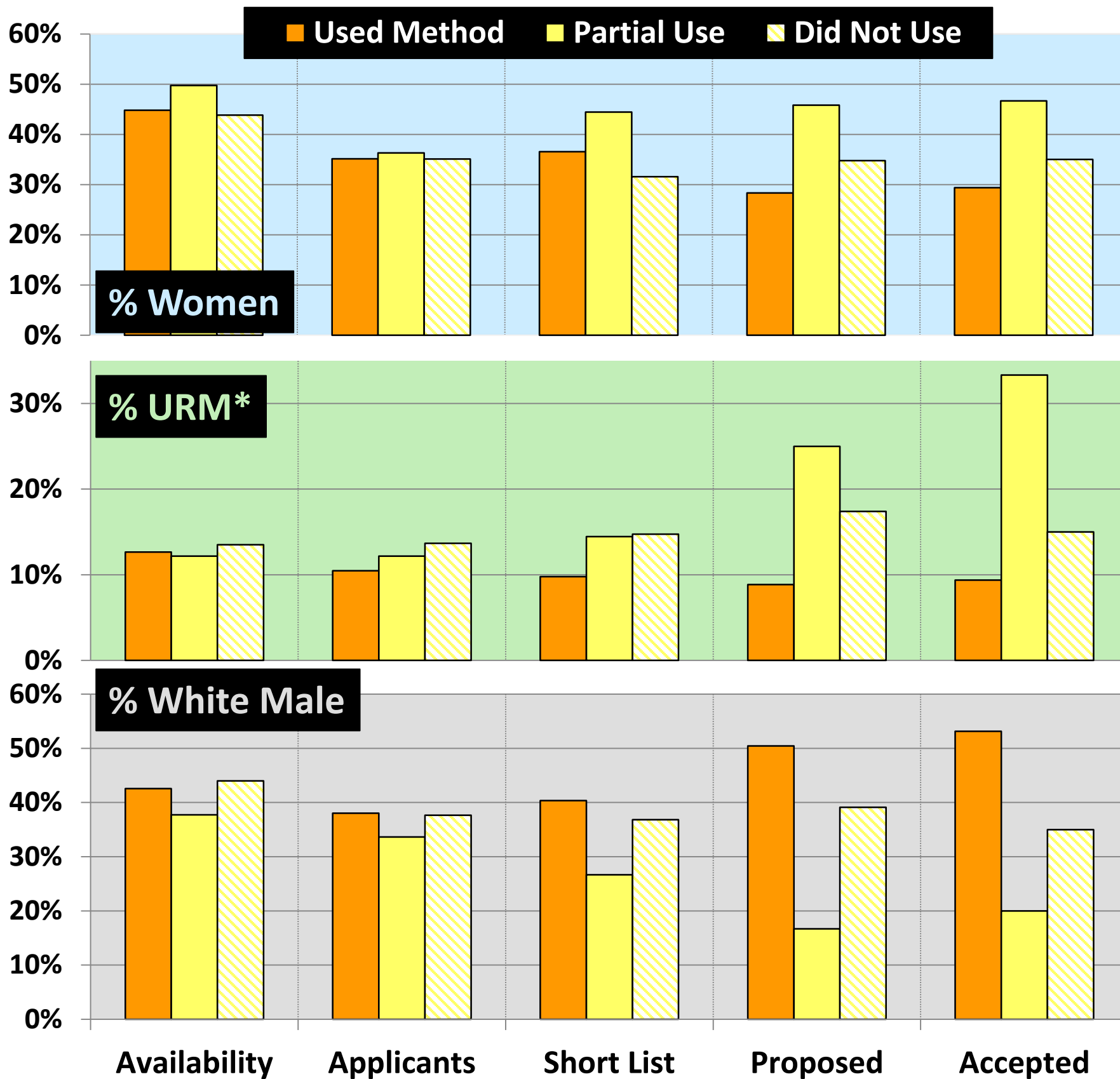
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used meth., N=186; partial use, N=13; Did not use, N=21.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 72: Checked why candidates did not make the short list,

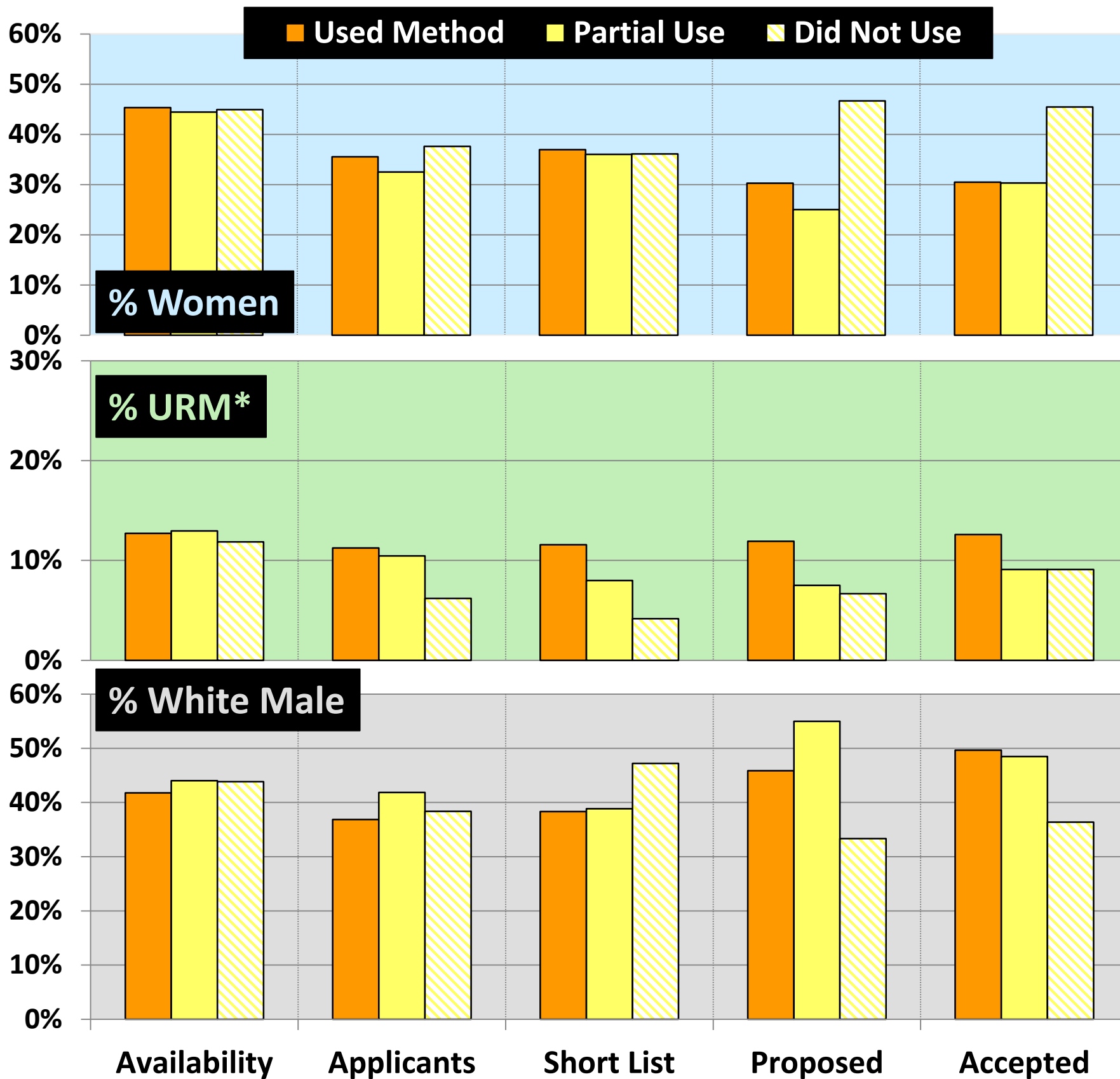
including individuals from diverse backgrounds, explicitly identifying the reasons for de-selection.



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=181; partial use,
N=20; Did not use, N=19.

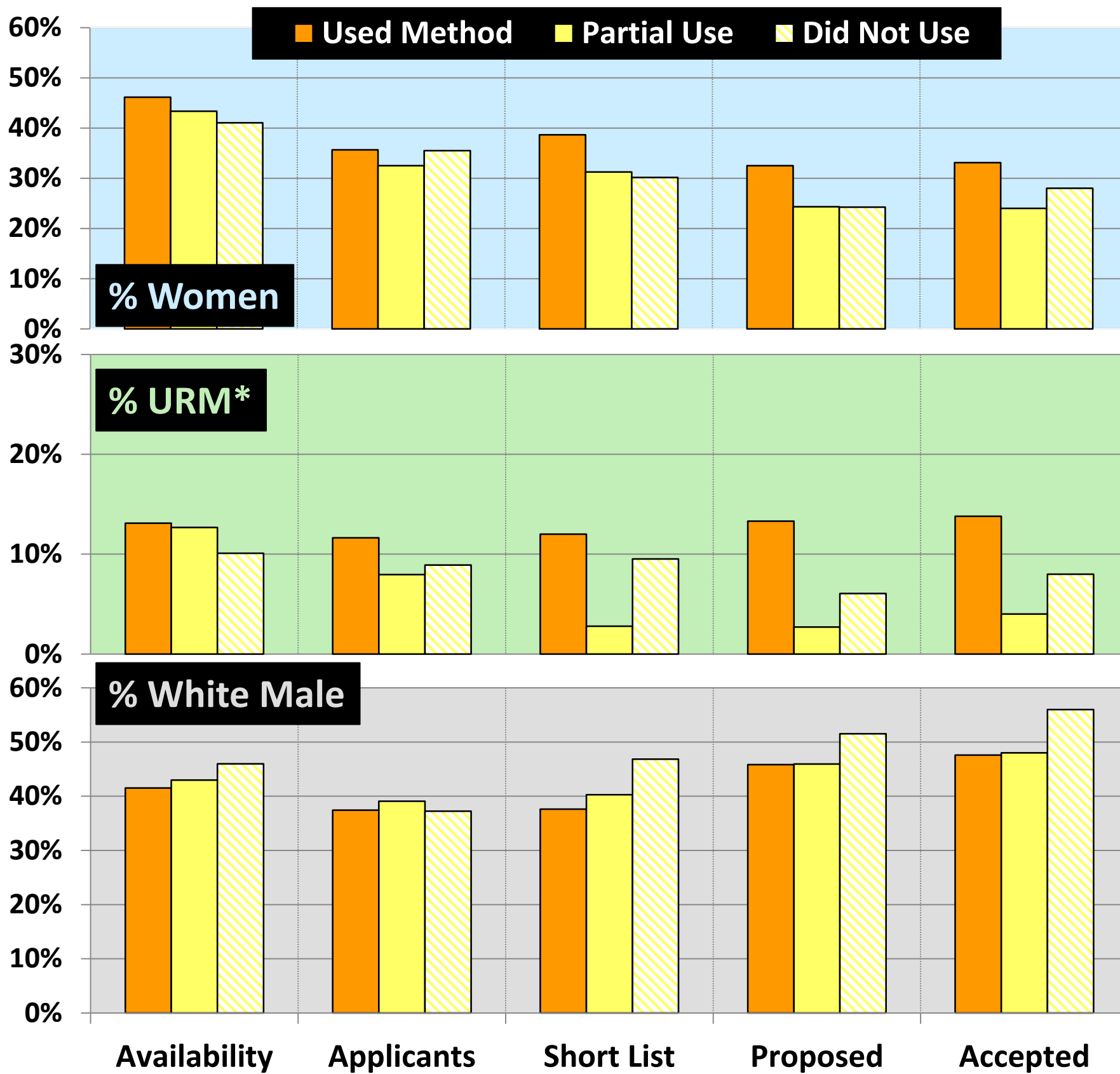
Slide 73: Established a search committee with individuals from diverse backgrounds.



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=174; partial use,
N=31; Did not use, N=15.

Slide 74: Actively considered candidates with degrees from a broad range of different institutional settings (e.g., PhDs from non-top-tier programs; HBCU/Hispanic serv.).

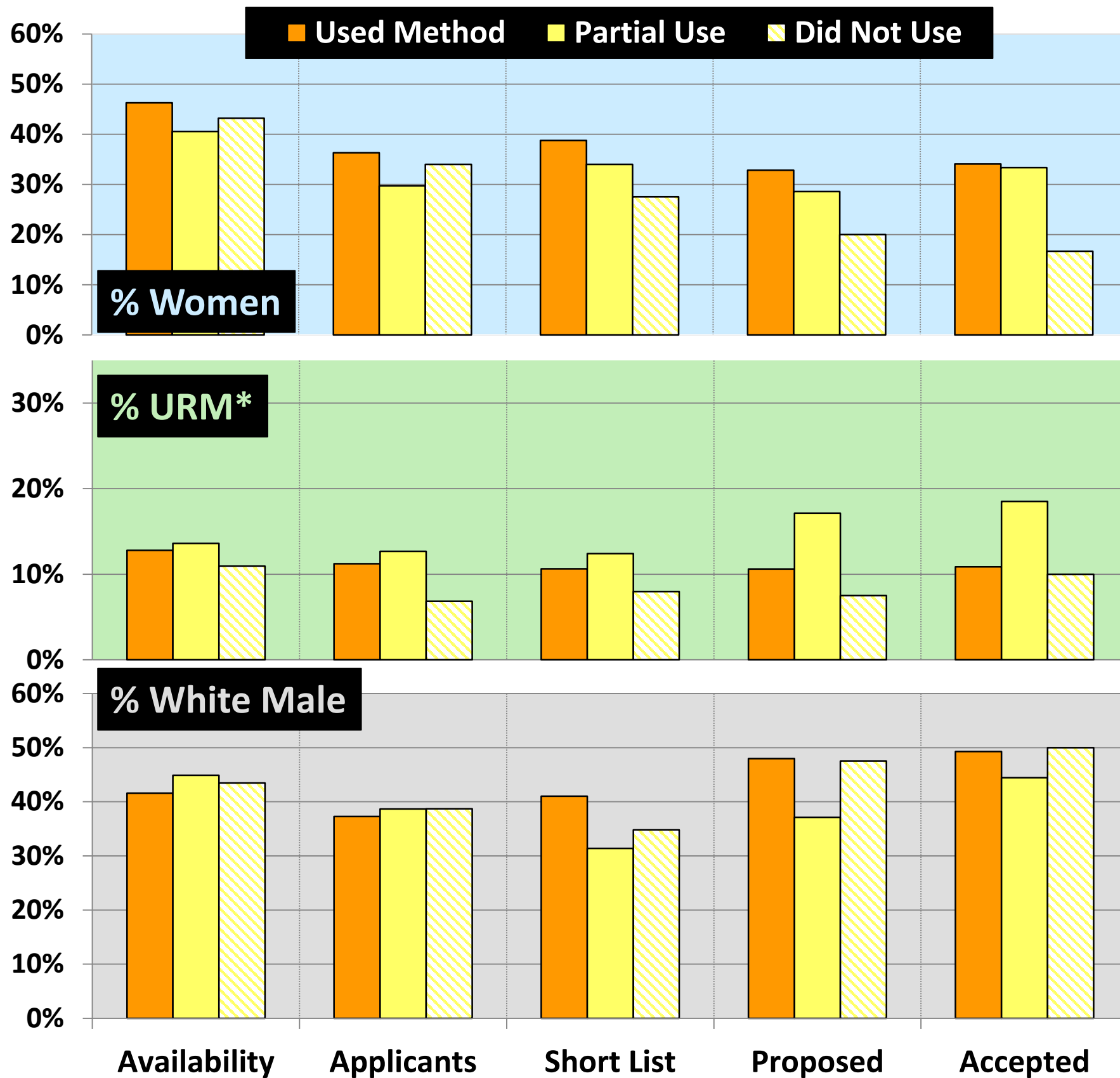


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=167; partial use,
N=26; Did not use, N=27.

Slide 75: Developed standard interview questions/job presentation criteria

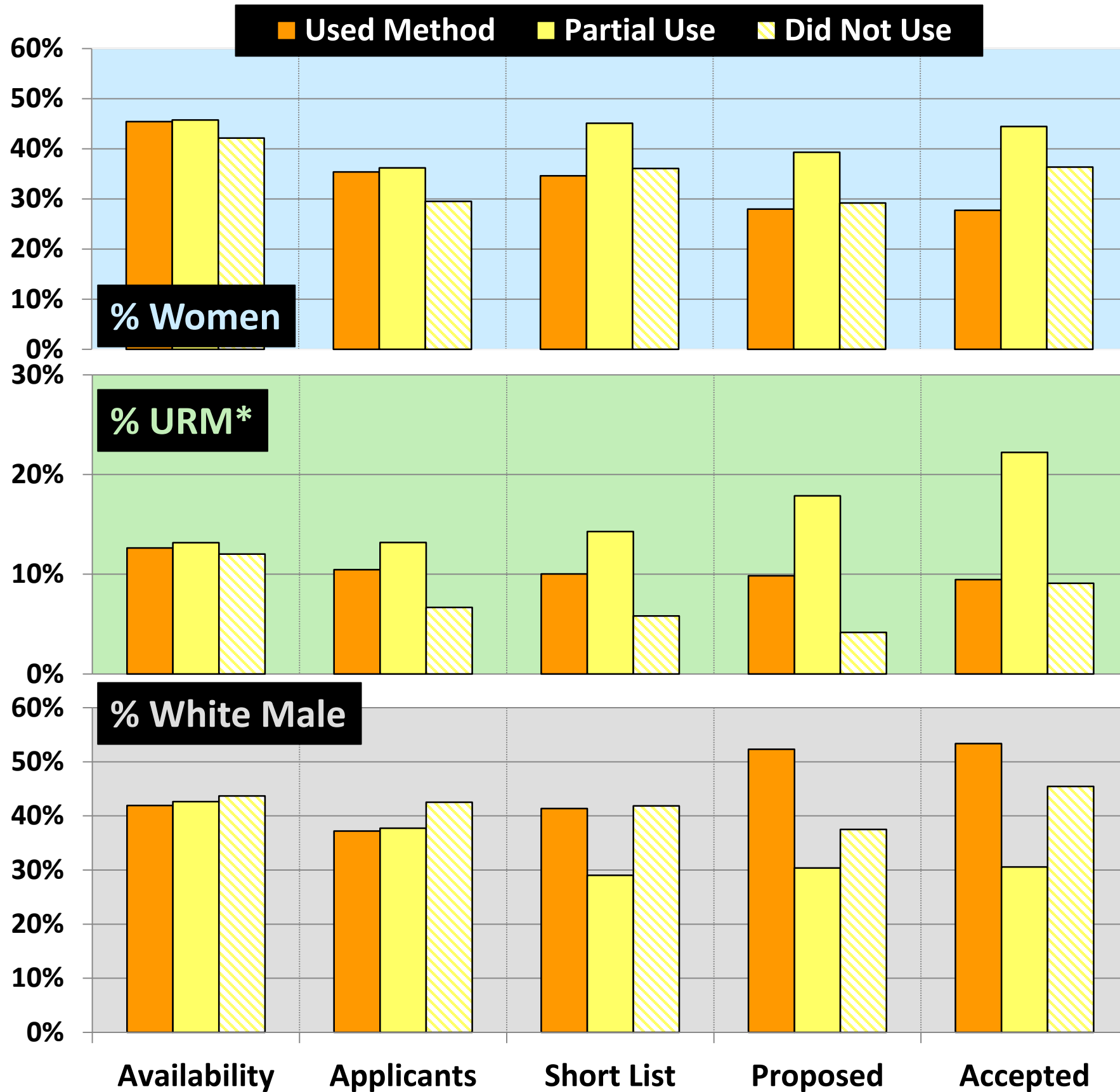
and made sure that all finalists had an opportunity to respond to all areas of inquiry....



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=167; partial use,
N=28; Did not use, N=25.

Slide 76: Specified the position at the junior level where appl. pools tend to be more diverse.

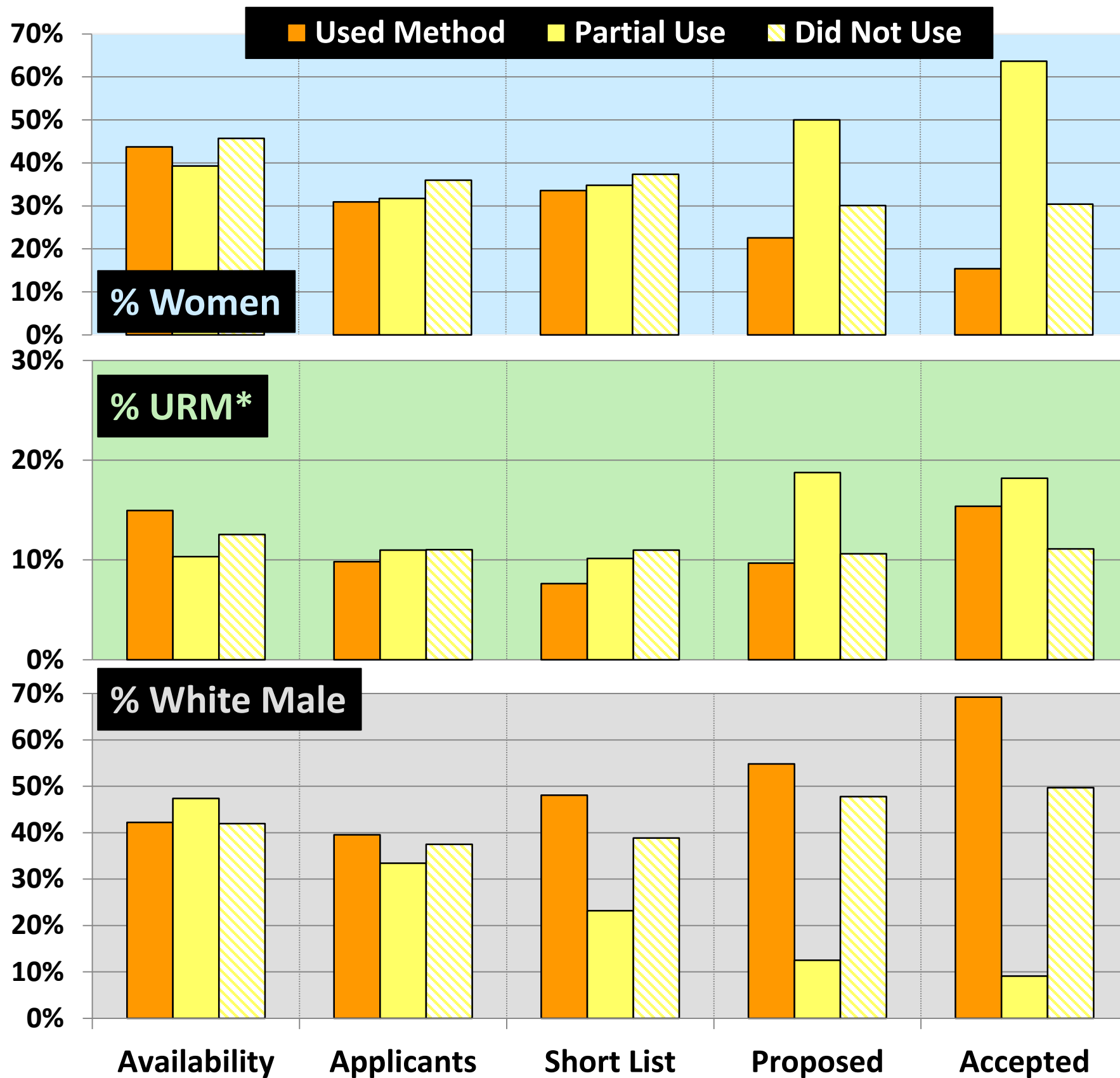


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=152; partial use,
N=47; Did not use, N=21.

Slide 77: Set aside/secured resources to support ongoing faculty recruitment activities

in regard to individuals from diverse backgrounds (e.g., course relief...).



*includes Afric. Am.,
Hisp., & Nat. Am.

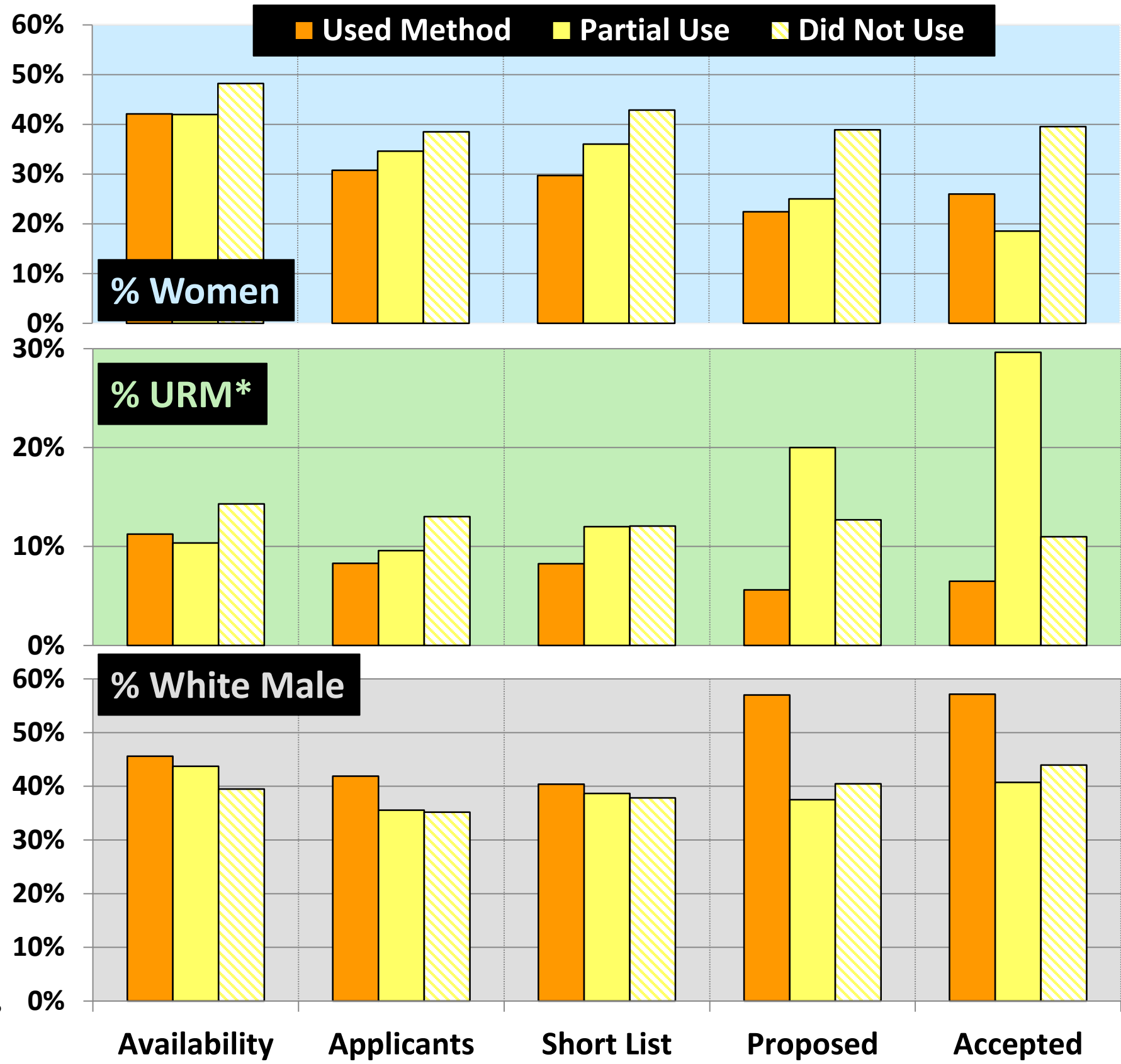
of job searches: used meth., N=23; partial use, N=11; Did not use, N=186.

Hiring Methods:

Not Clearly Promising Search Practices

***[-] Negative Associations or
High Interest Items with Unclear Findings***

Slide 78: Compared the relative success of our department to similar programs at peer institutions in re. to diversity-related issues and faculty hiring patterns....

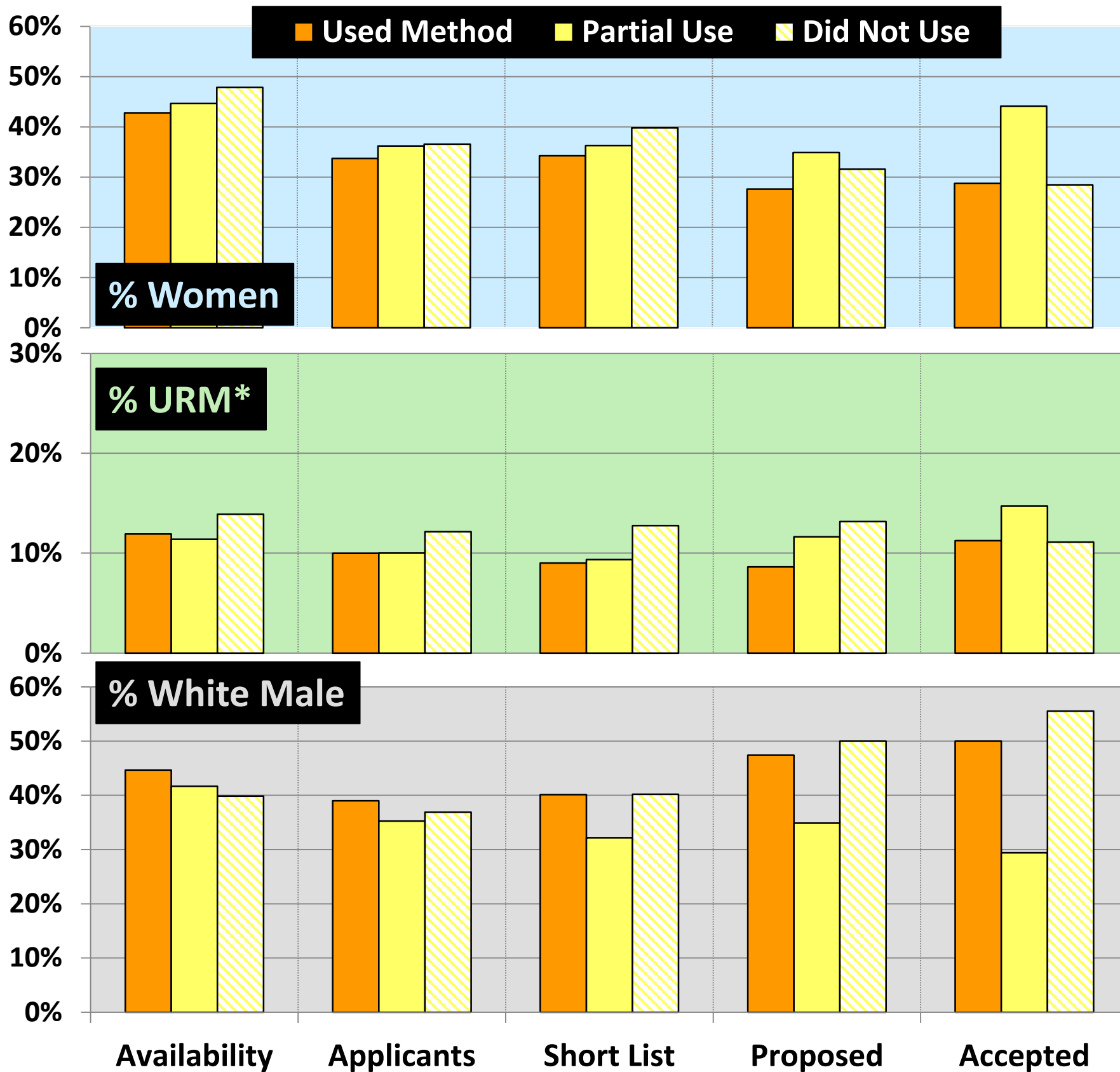


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=79; partial use,
N=29; Did not use, N=112.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 79: Examined and analyzed the history of departmental hiring in regard to equity issues (perhaps including an evaluation of past institutional affiliation of current faculty....).

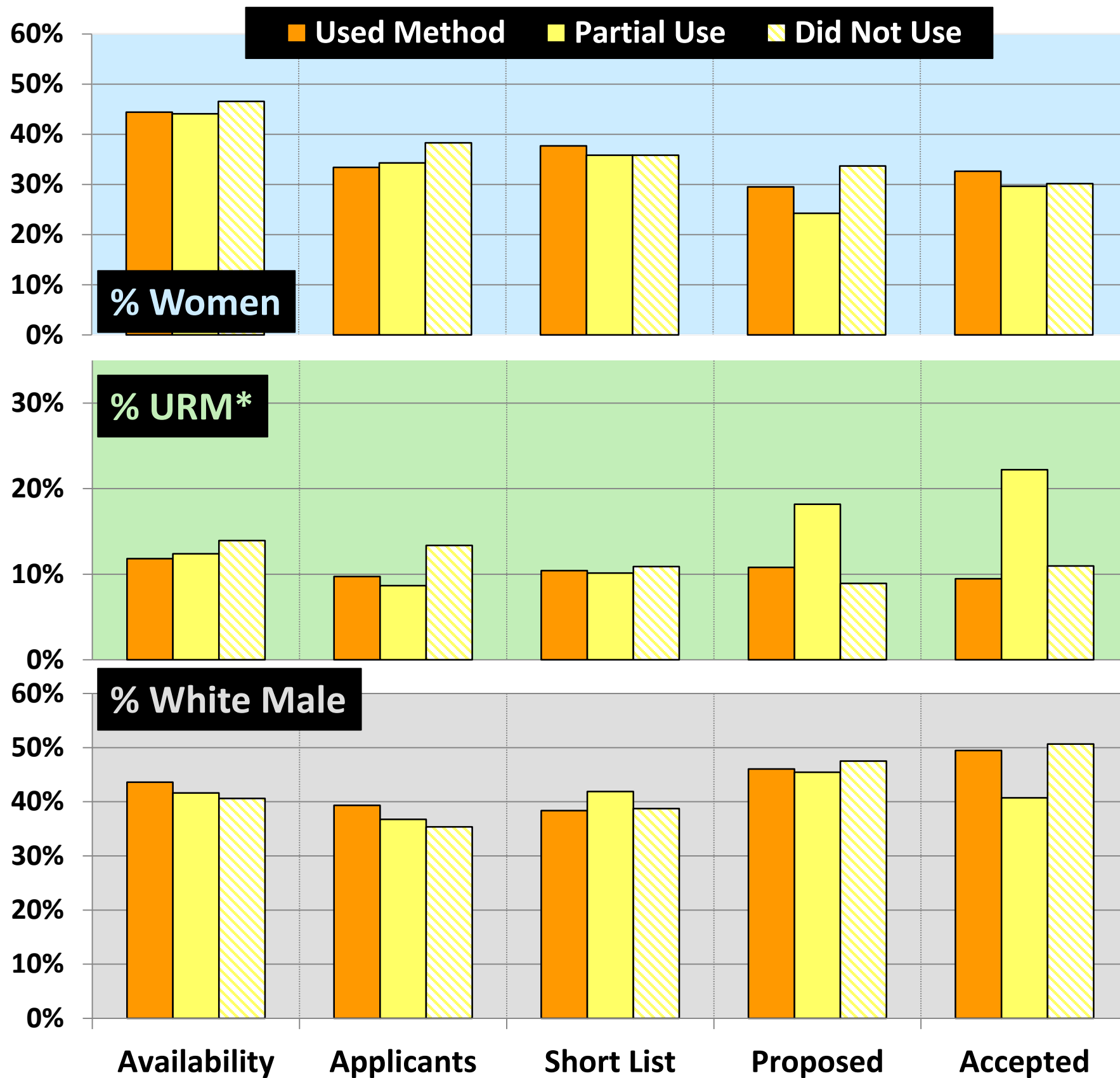


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used meth., N=98; partial use, N=29; Did not use, N=93.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 80: Systematically examined applicant pool and availability data throughout recent faculty recruitments...to ensure diverse applicant pools, past and future.

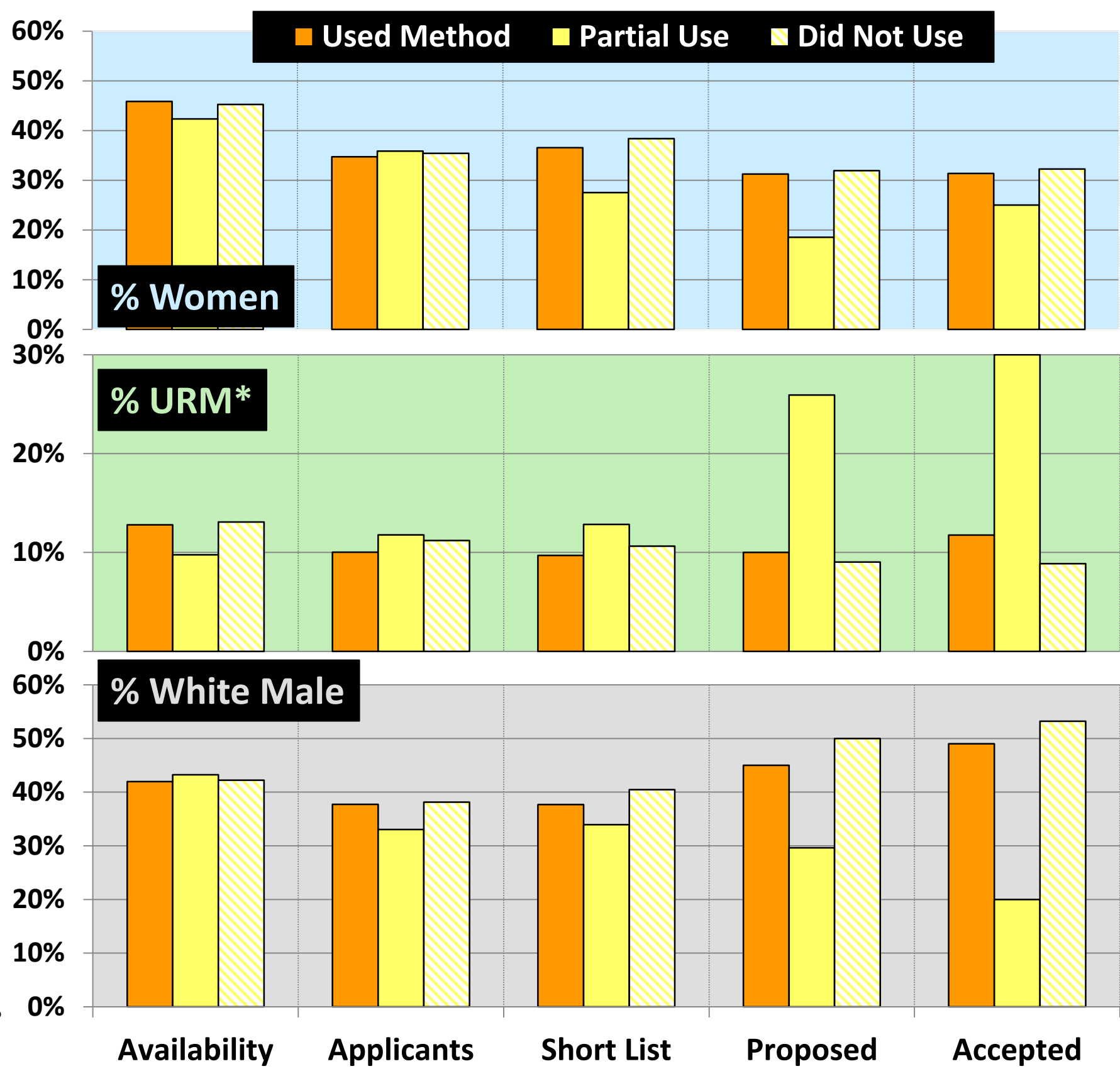


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used meth., N=110; partial use, N=27; Did not use, N=83.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 81: Supported faculty peer presentations...and discussions with hiring committees regarding faculty diversity and mitigating implicit associations.

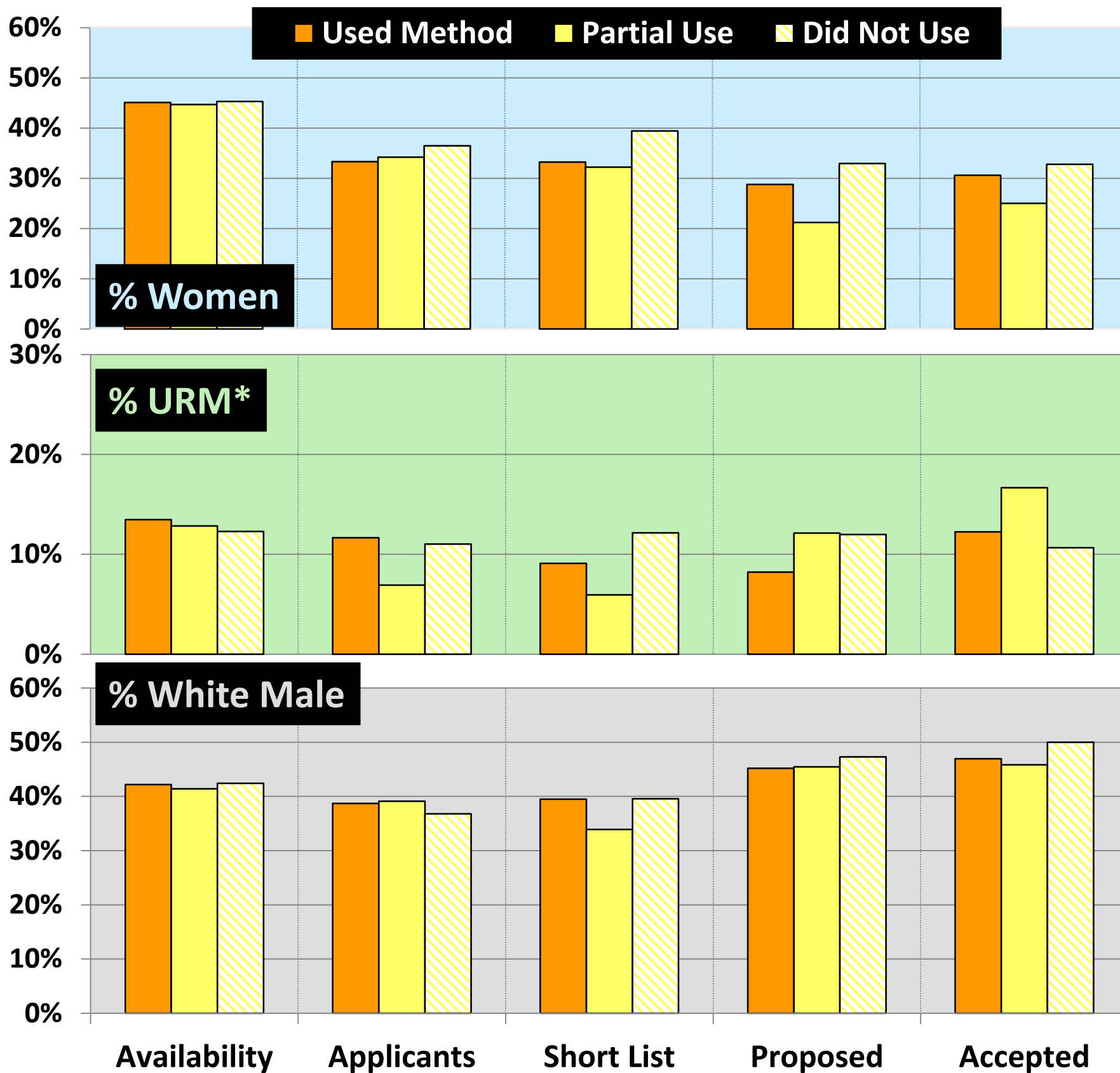


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used meth., N=70; partial use, N=20; Did not use, N=130.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 82: Encouraged search committee members to attend trainings regarding issues of implicit associations and how to minimize their impact.

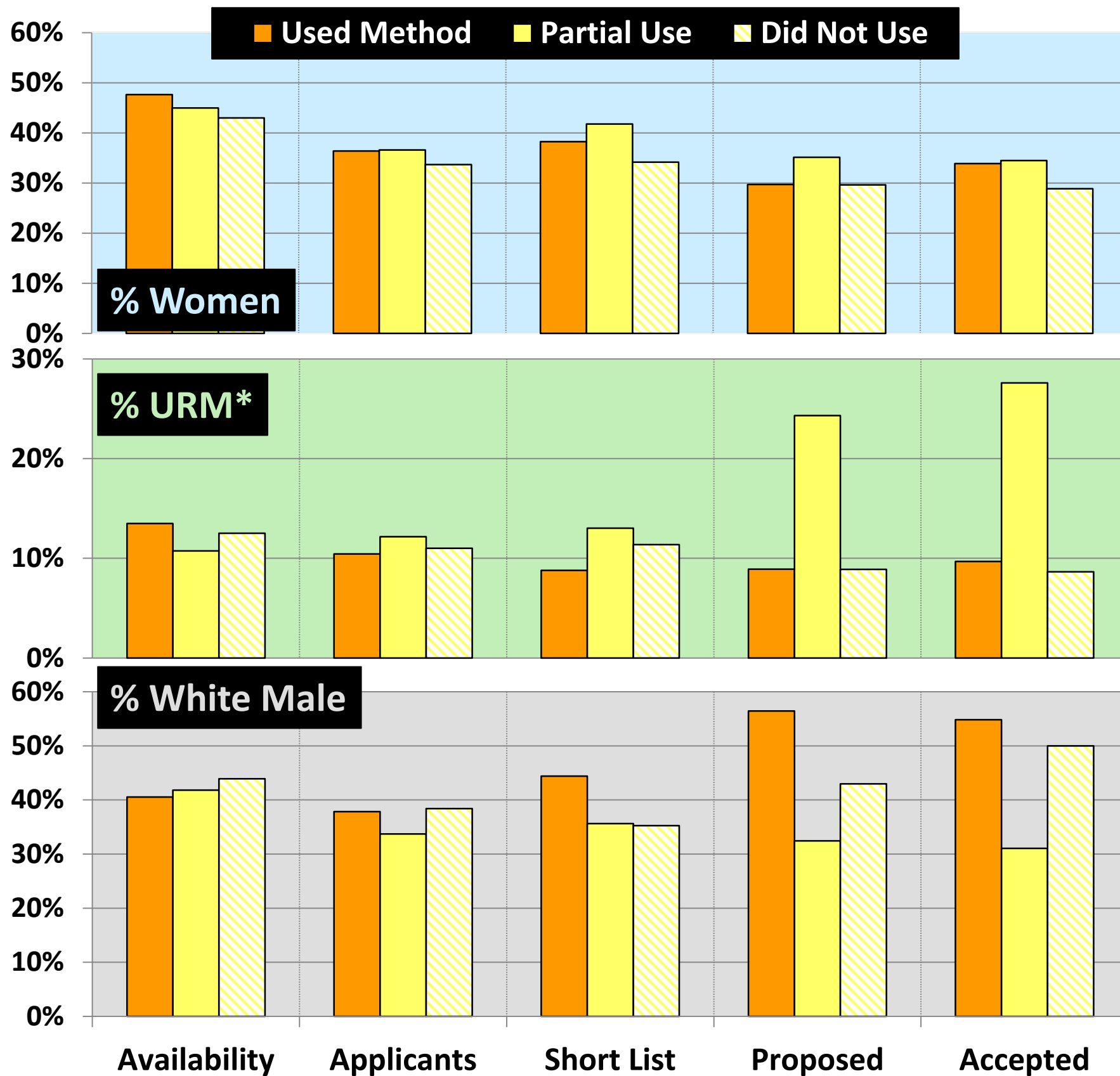


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=64; partial use,
N=23; Did not use, N=133.

Slide 83: Developed in advance of reviewing applications a weighted rubric

that was used in the evaluation of all candidates.



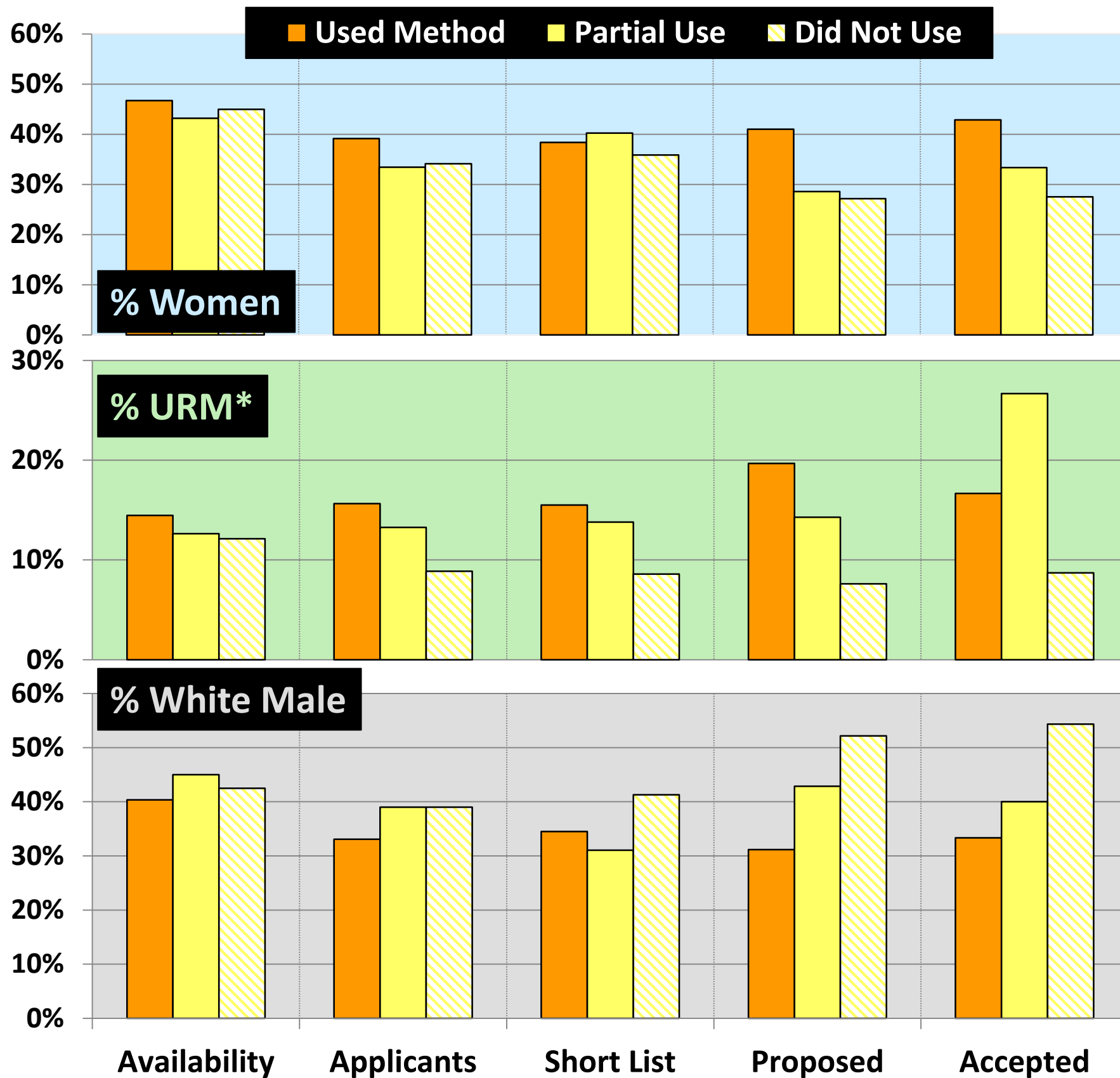
*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=92; partial use,
N=29; Did not use, N=99.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 84: Considered and/or pursued cluster hires of candidates with diverse backgrounds

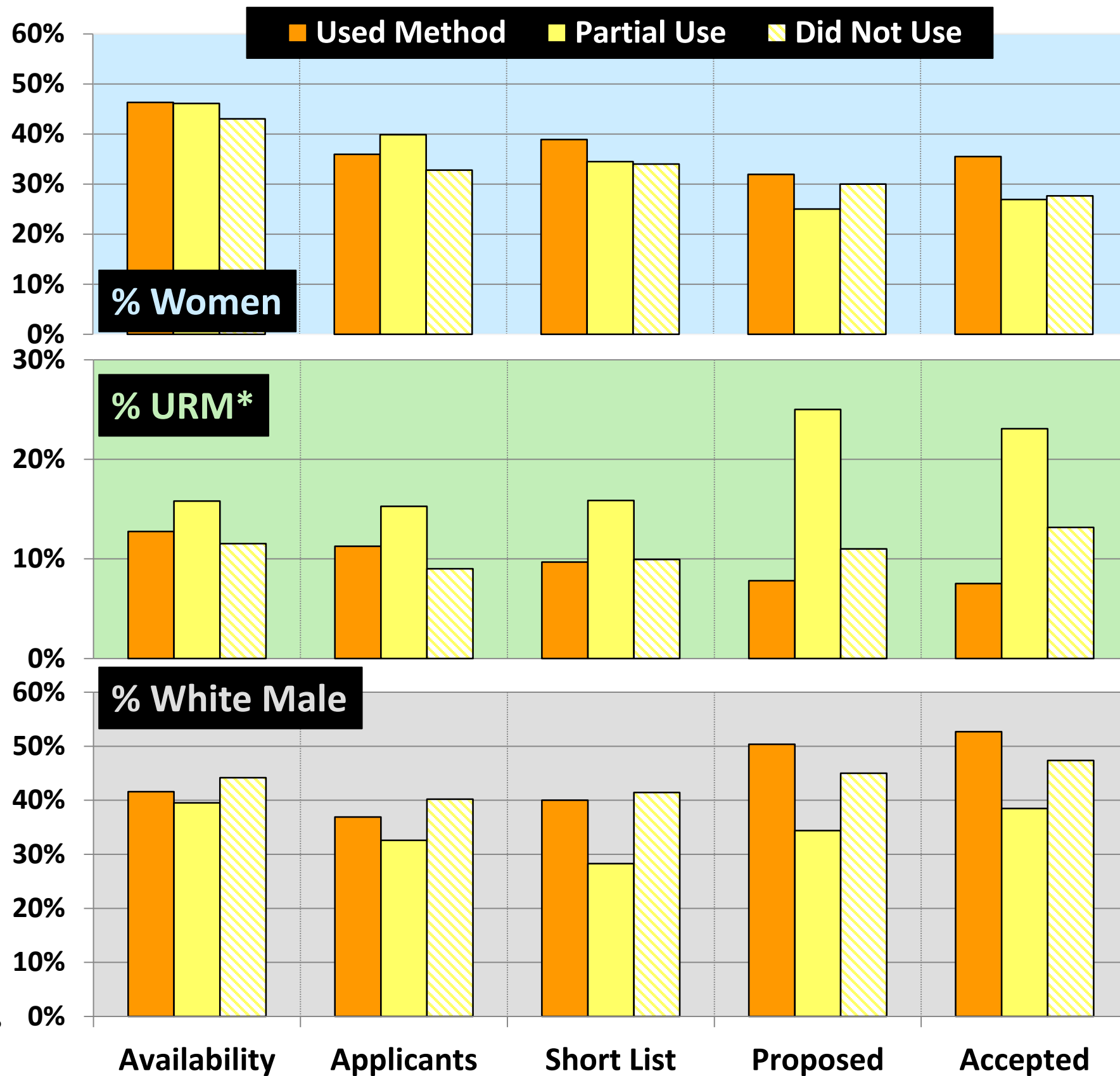
(multiple faculty positions that are related...e.g., research clusters...).



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used meth., N=48; partial use, N=19; Did not use, N=153.

Slide 85: Specified in the job qualifications/evaluation criteria that demonstrated commitment to diversity, exp. with multicultural ed..., working w. diverse populations.



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=120; partial use,
N=25; Did not use, N=75.

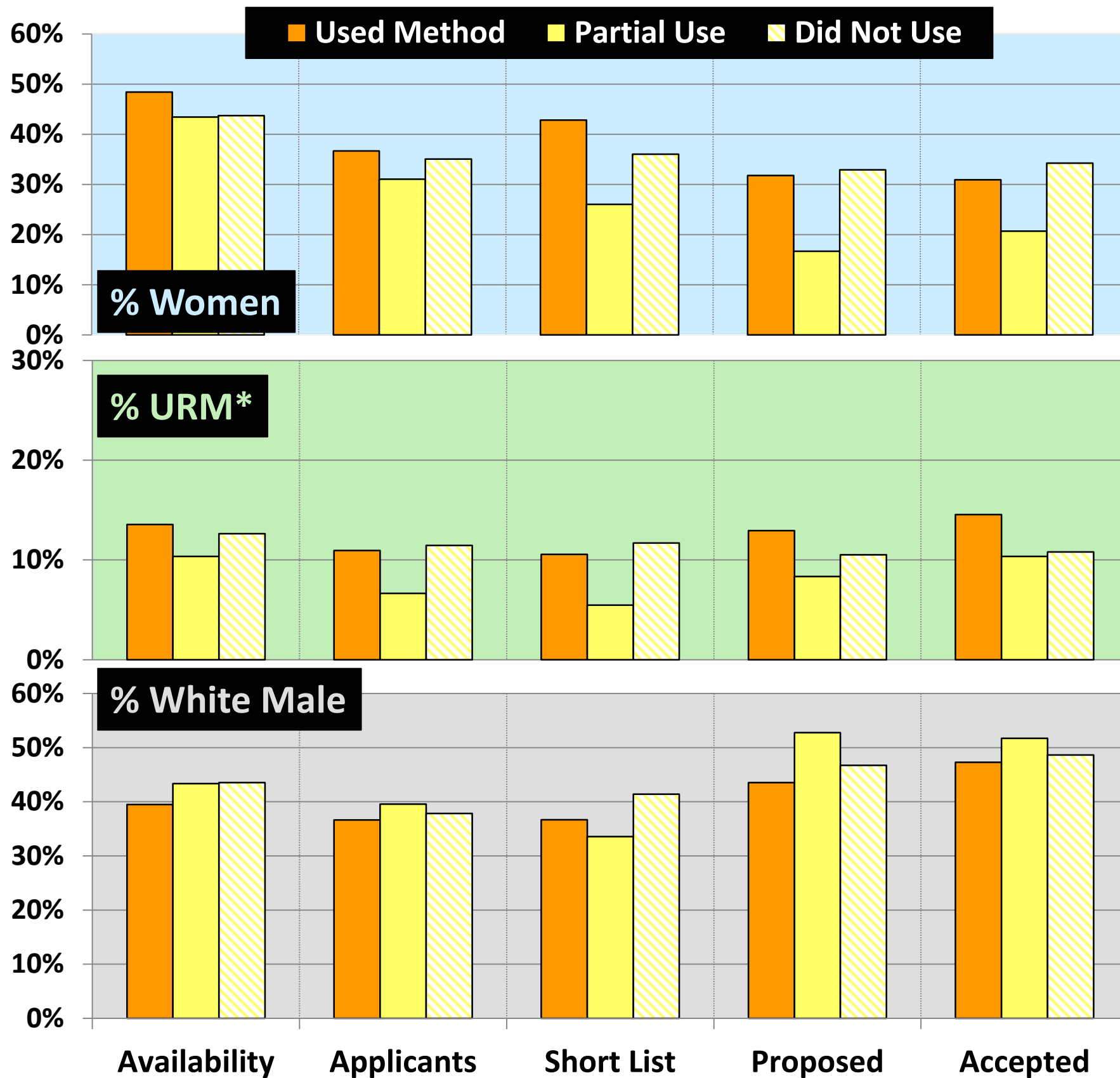
Hiring Methods:

Not Clearly Promising Search Practices

Inconclusive Patterns

Slide 86: Specified degree requirements in broad ways

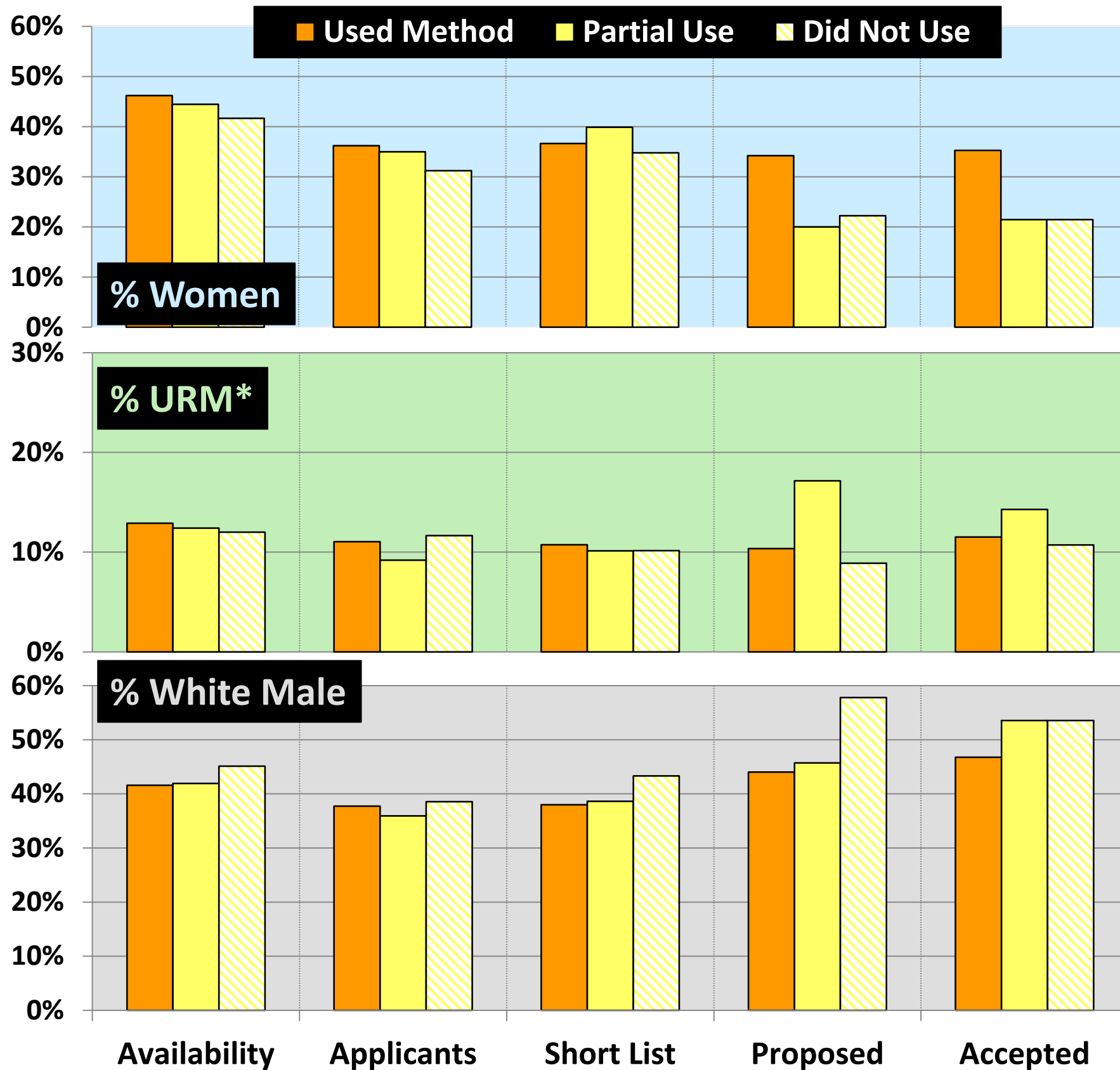
(e.g., did not explicitly restrict the search to Ph.D. recipients, allowing for other equivalent/appropriate...degrees).



*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=70; partial use,
 N=23; Did not use, N=127.

Slide 87: Actively considered candidates with publications from less well-known journals/publishers, carefully evaluating the quality of the work....

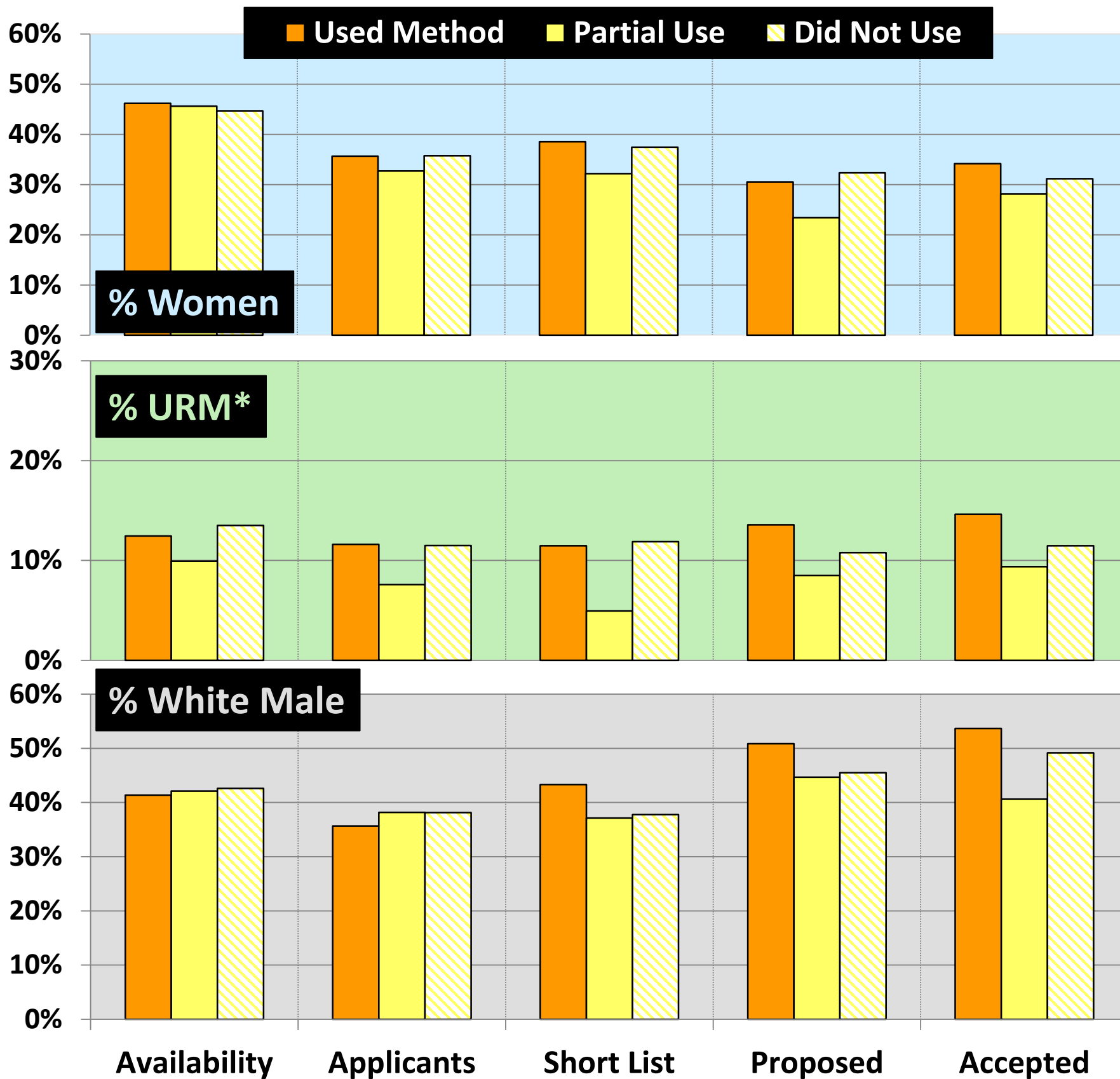


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=154; partial use,
N=29; Did not use, N=37.

Slide 88: Developed multiple short-lists emphasizing different important qualifications

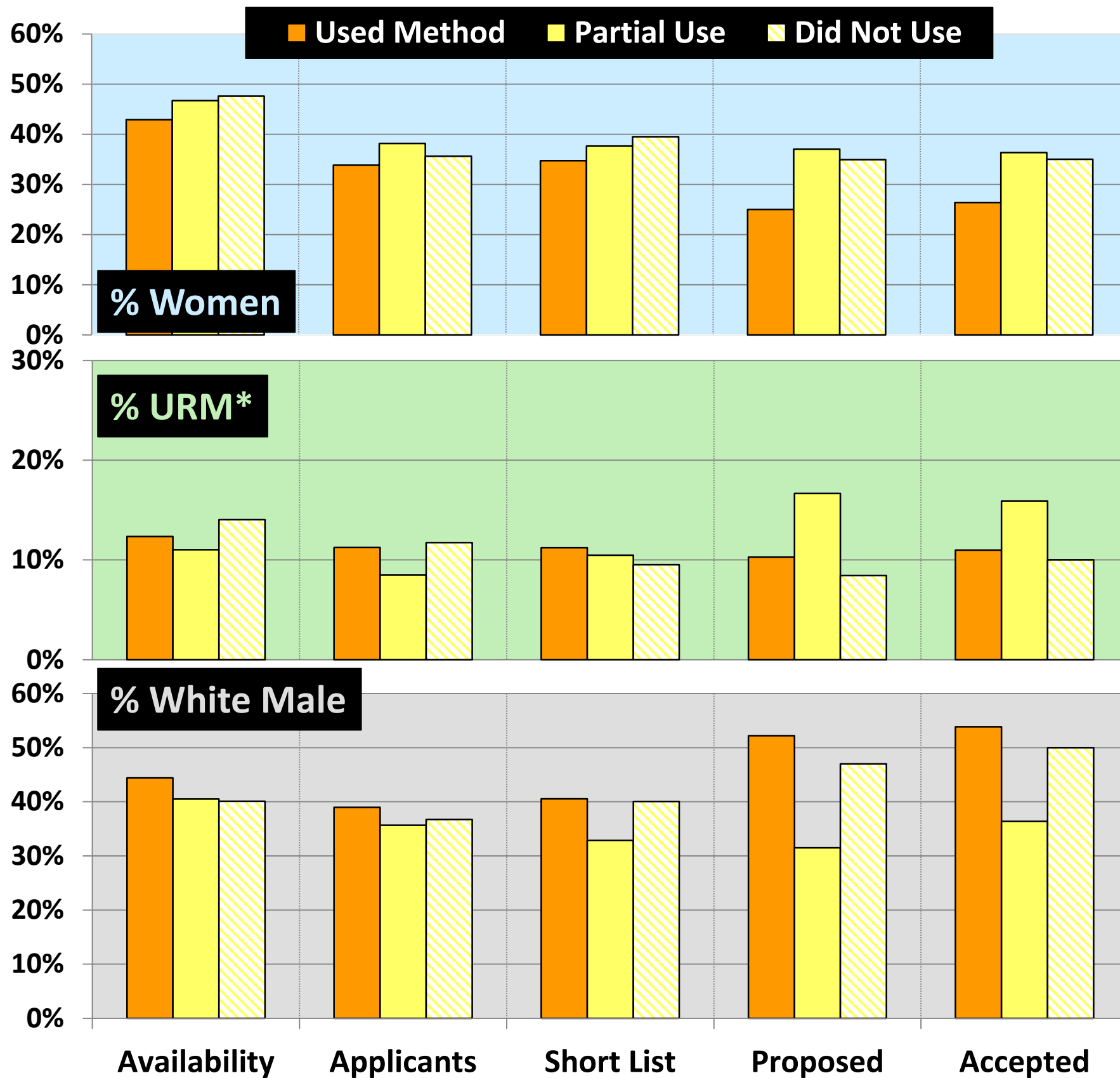
(e.g., short-lists focused on teaching, contribution to diversity, service, research potential, etc.).



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=50; partial use,
N=36; Did not use, N=134.

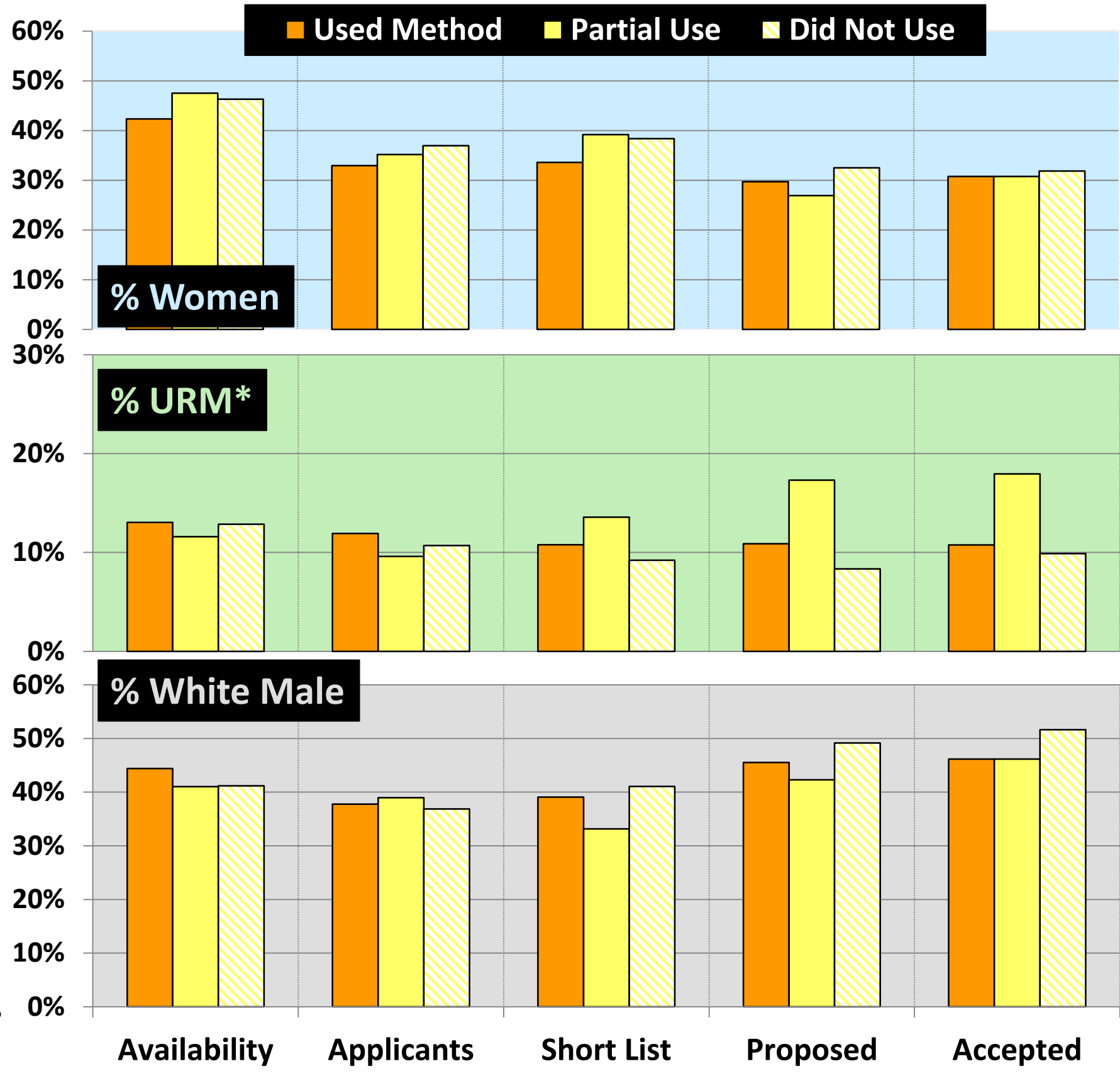
Slide 89: Developed longer-term relationships with possible faculty candidates of diverse backgrounds via conferences, national organizations, faculty contacts, etc.



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used meth., N=106; partial use, N=39; Did not use, N=75.

Slide 90: Developed or made use of programs/events that bring possible future faculty candidates from diverse backgrounds to campus...(e.g., visiting scholar/postdoc...).

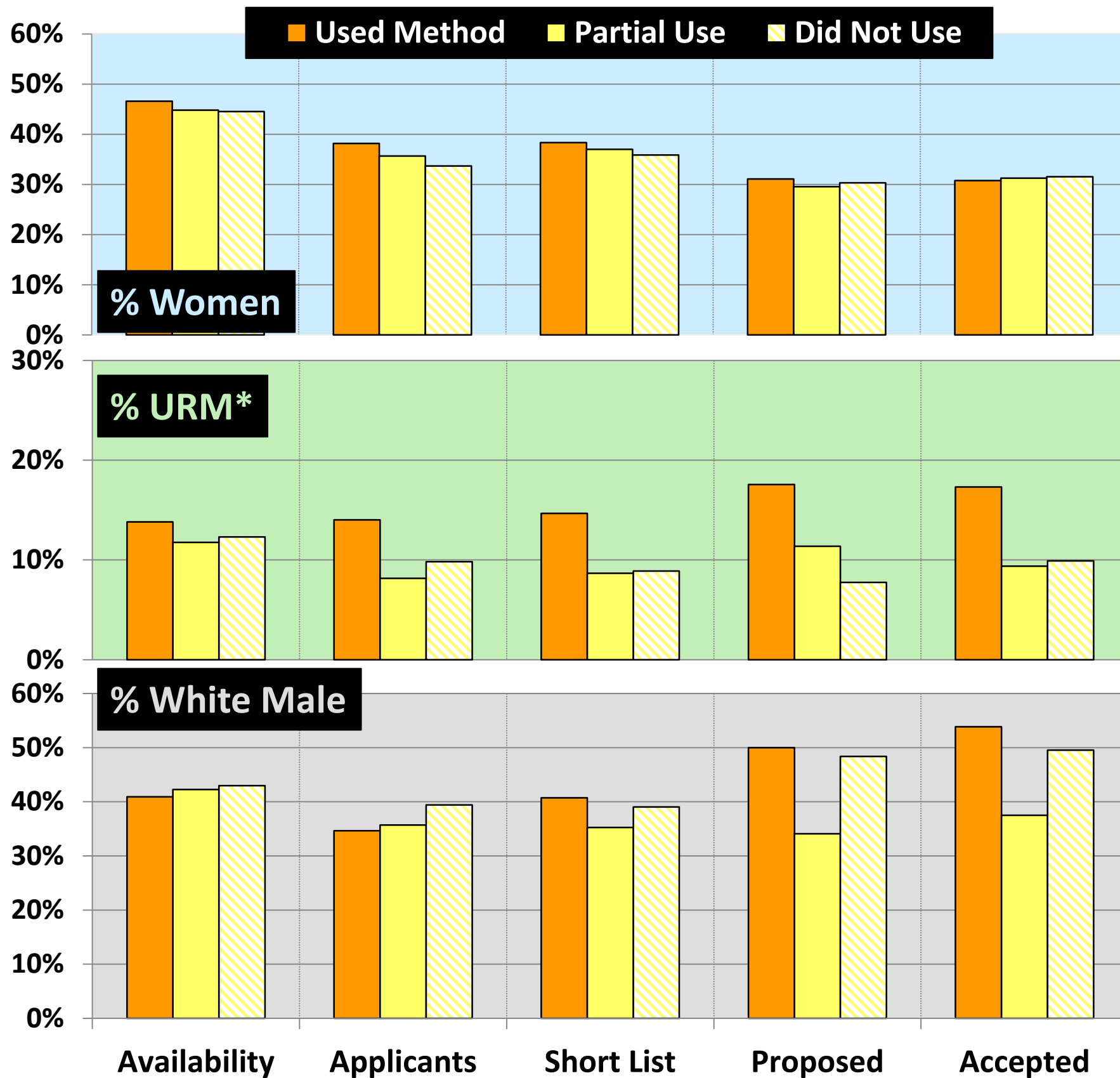


*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=74; partial use,
 N=41; Did not use, N=105.

Sources: Survey of Earned
 Doctorates (US, PR); UCB AP
 Recruit 2012-13—2015-16
 (as of 9/28/2016).

Slide 91: Promoted on-going relationships with institutions/departments/organizations known to grant PhDs to, or support research scholars from, diverse populations.

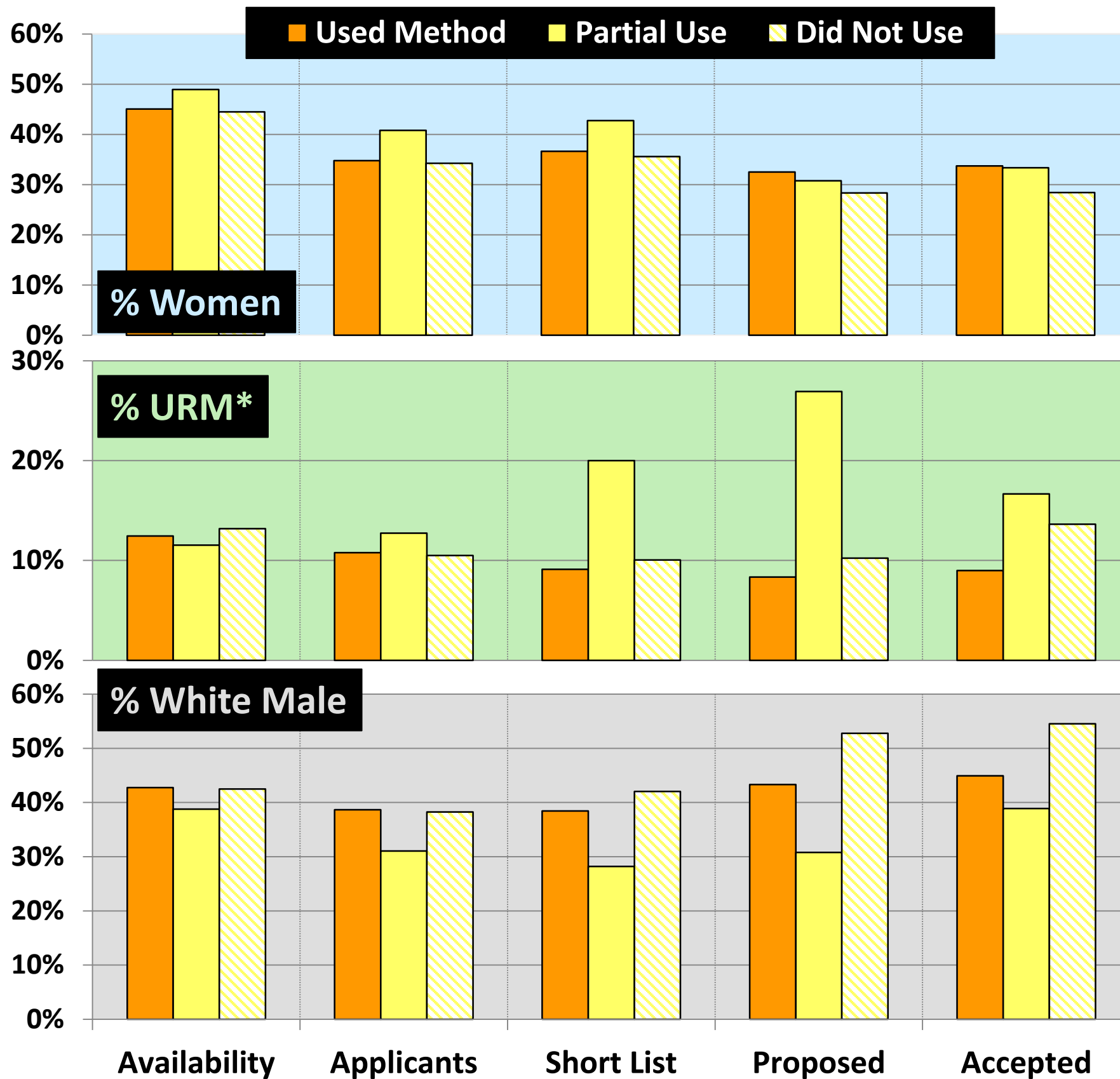


*includes Afric. Am.,
 Hisp., & Nat. Am.

of job searches: used
 meth., N=67; partial use,
 N=34; Did not use, N=119.

Slide 92: Supported existing UC academic pipelines, from our undergrad to junior faculty,

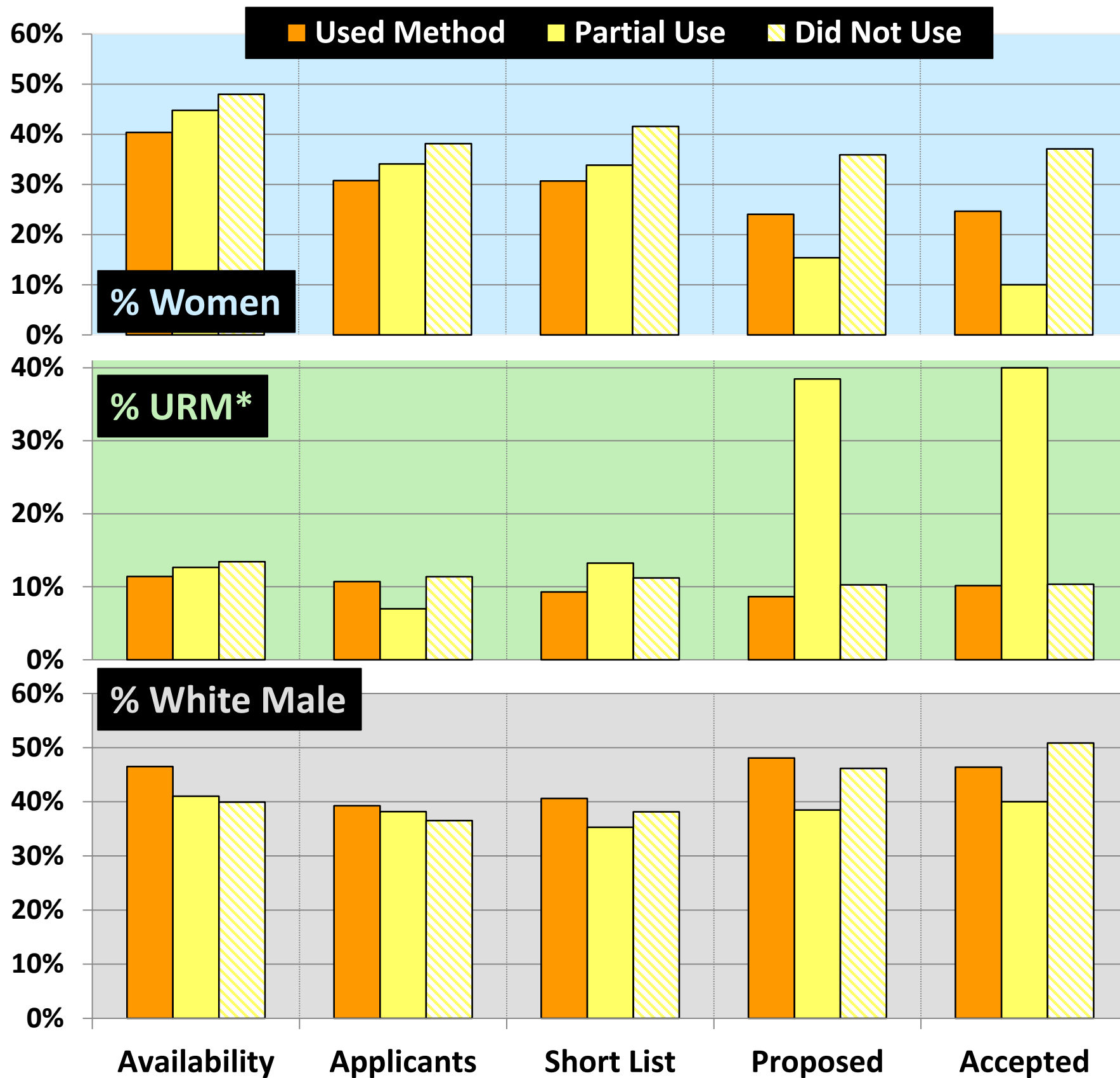
to develop, promote, and identify future faculty talent of diverse backgrounds.



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=99; partial use,
N=22; Did not use, N=99.

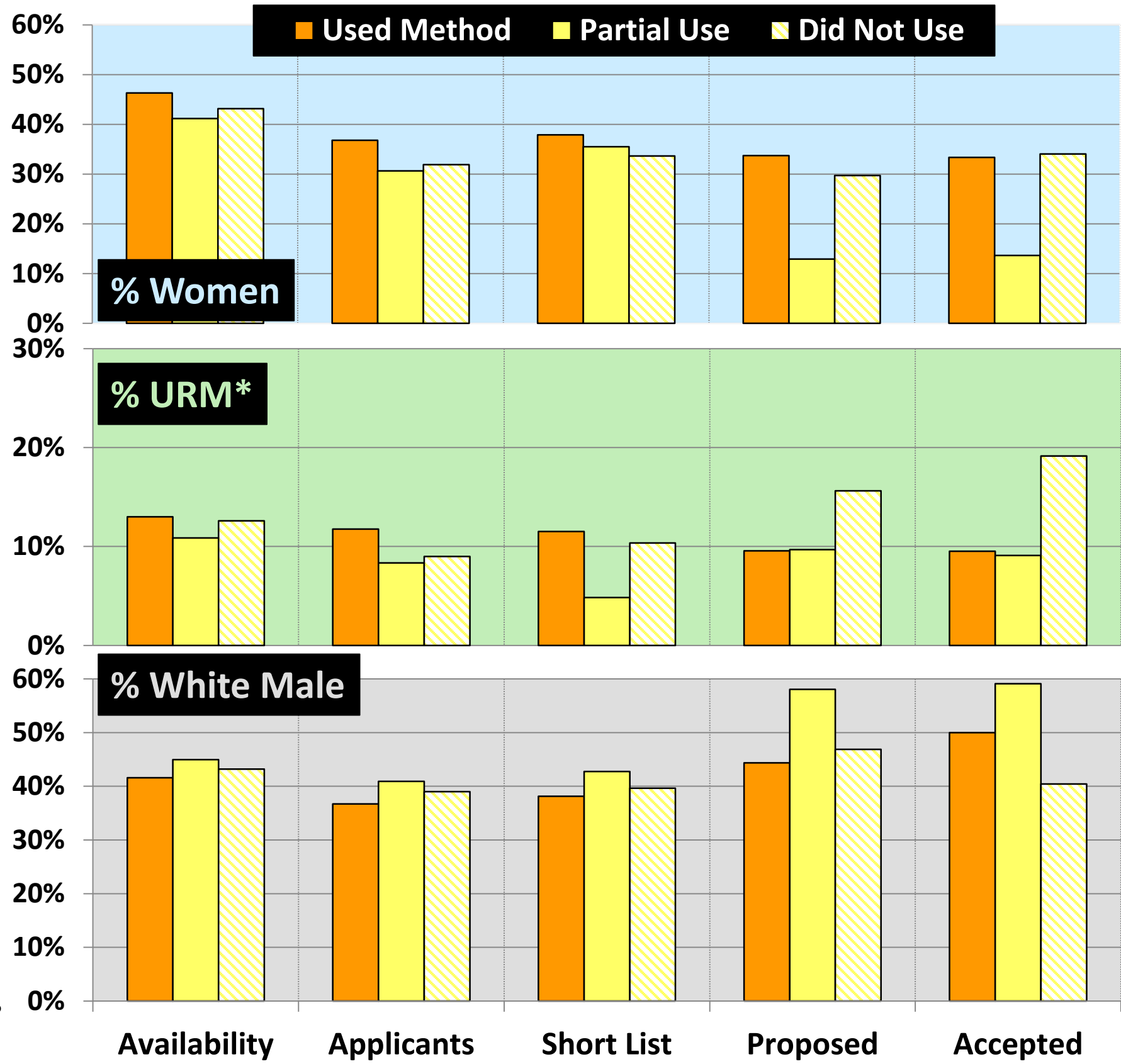
Slide 93: Appointed a departmental point person(s) to coordinate on-going recruitment efforts in regard to possible future faculty candidates from diverse backgrounds....



*includes Afric. Am.,
Hisp., & Nat. Am.
of job searches: used
meth., N=75; partial use,
N=13; Did not use,
N=132.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 94: Advertised widely, including in diversity specific venues (e.g., The Hispanic Outlook...).



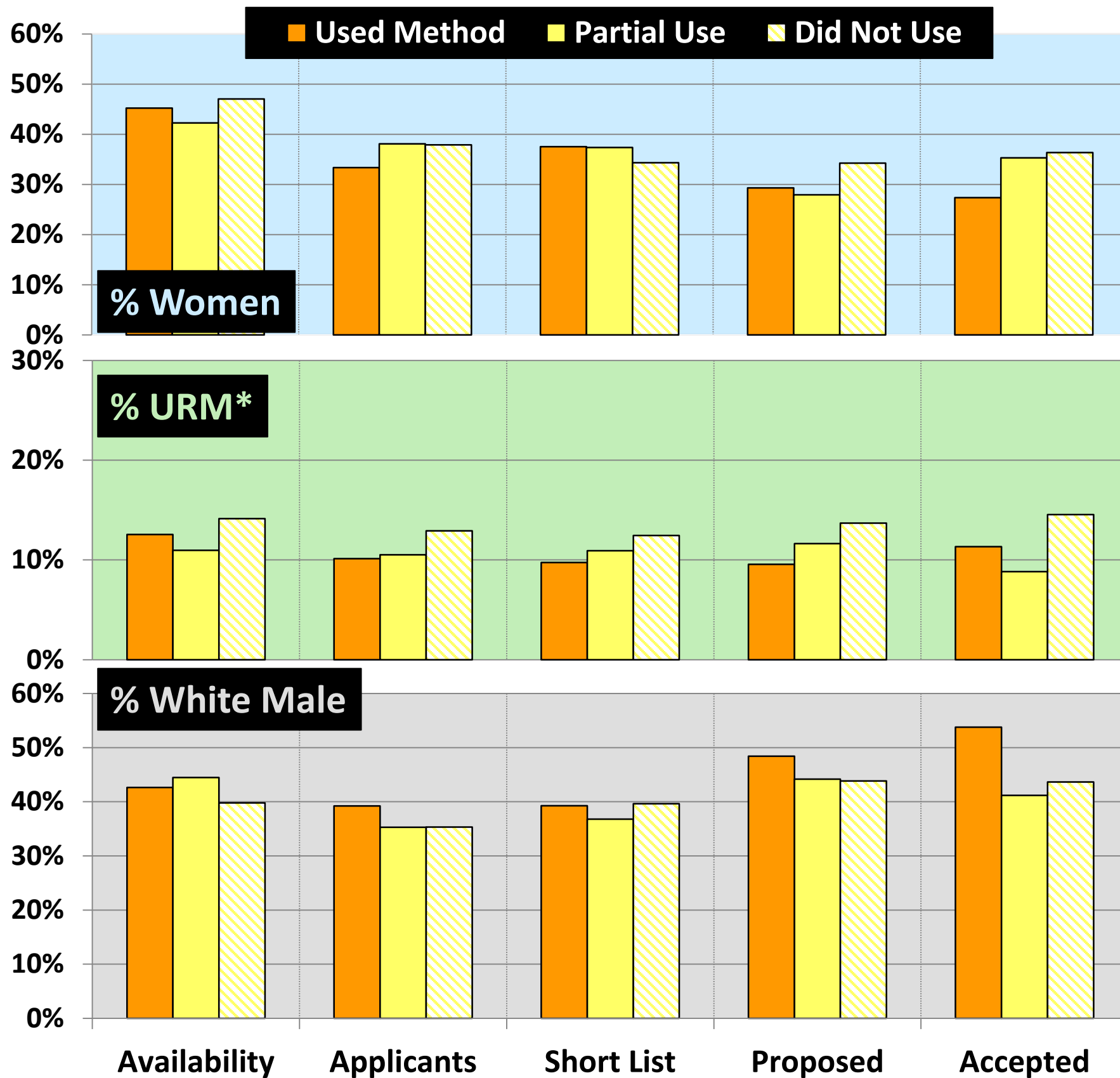
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used meth., N=156; partial use, N=24; Did not use, N=40.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 95: Put out a call to the larger department...other [groups]

...to help the hiring committee identify potential faculty applicants of diverse backgrounds.

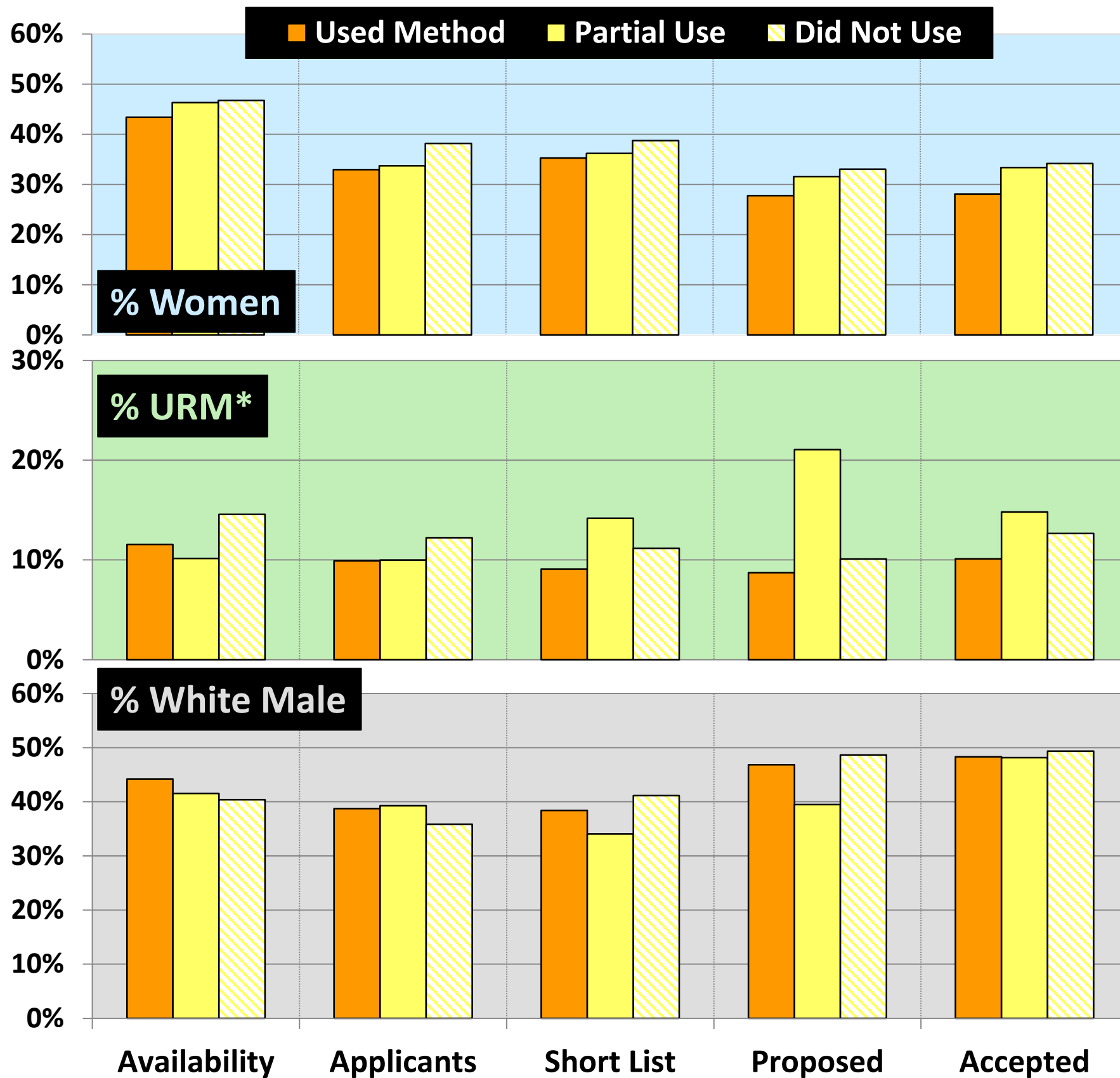


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=131; partial use,
N=35; Did not use, N=54.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 96: Appointed a champion, typically a faculty member, to advocate for candidates who may have been overlooked, including individuals from diverse backgrounds....

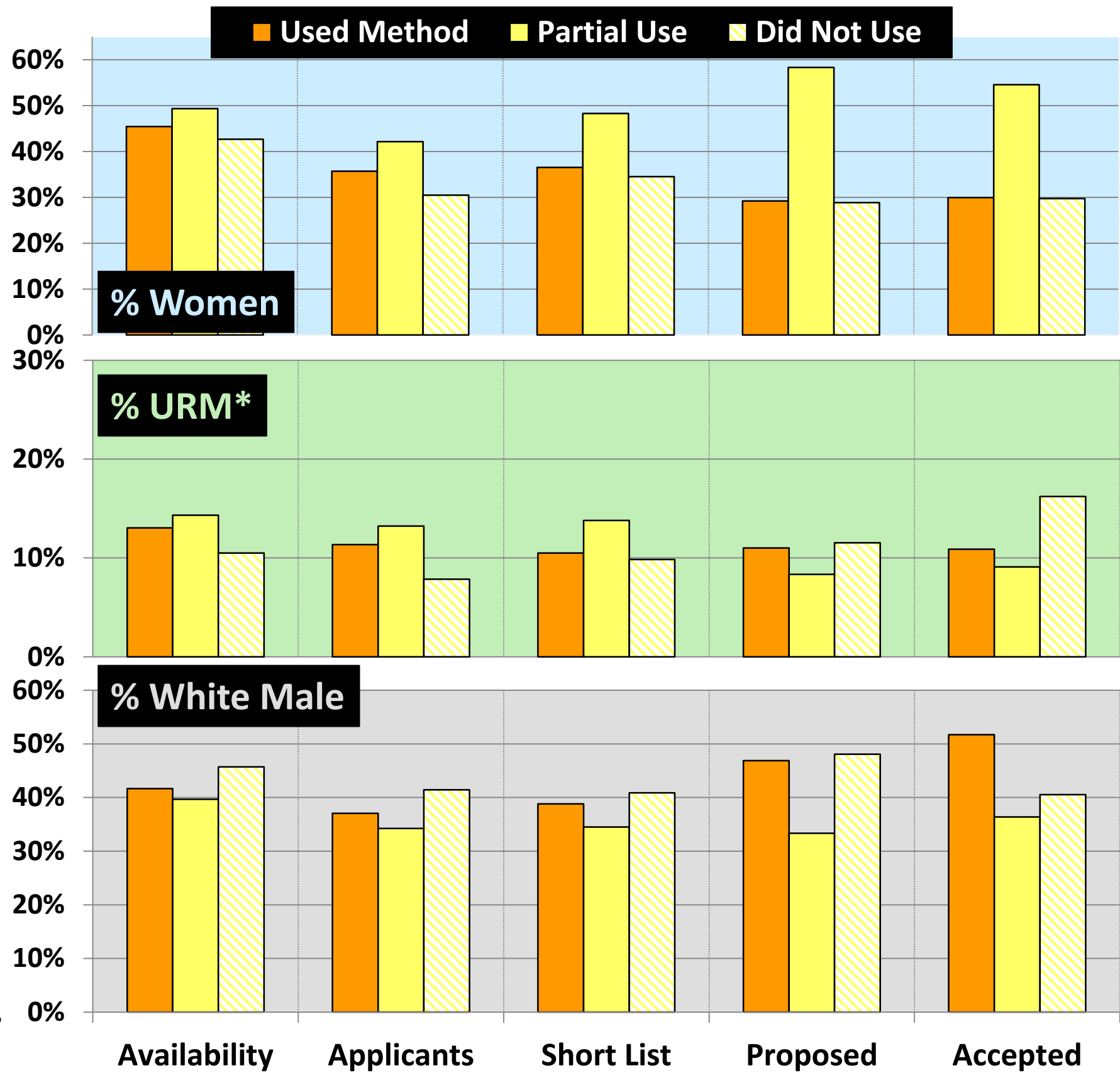


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=99; partial use,
N=26; Did not use, N=95.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 97: Made clear to job finalists the possibility of research collaboration across departments and disciplines ...in regard to areas of pressing societal concern....



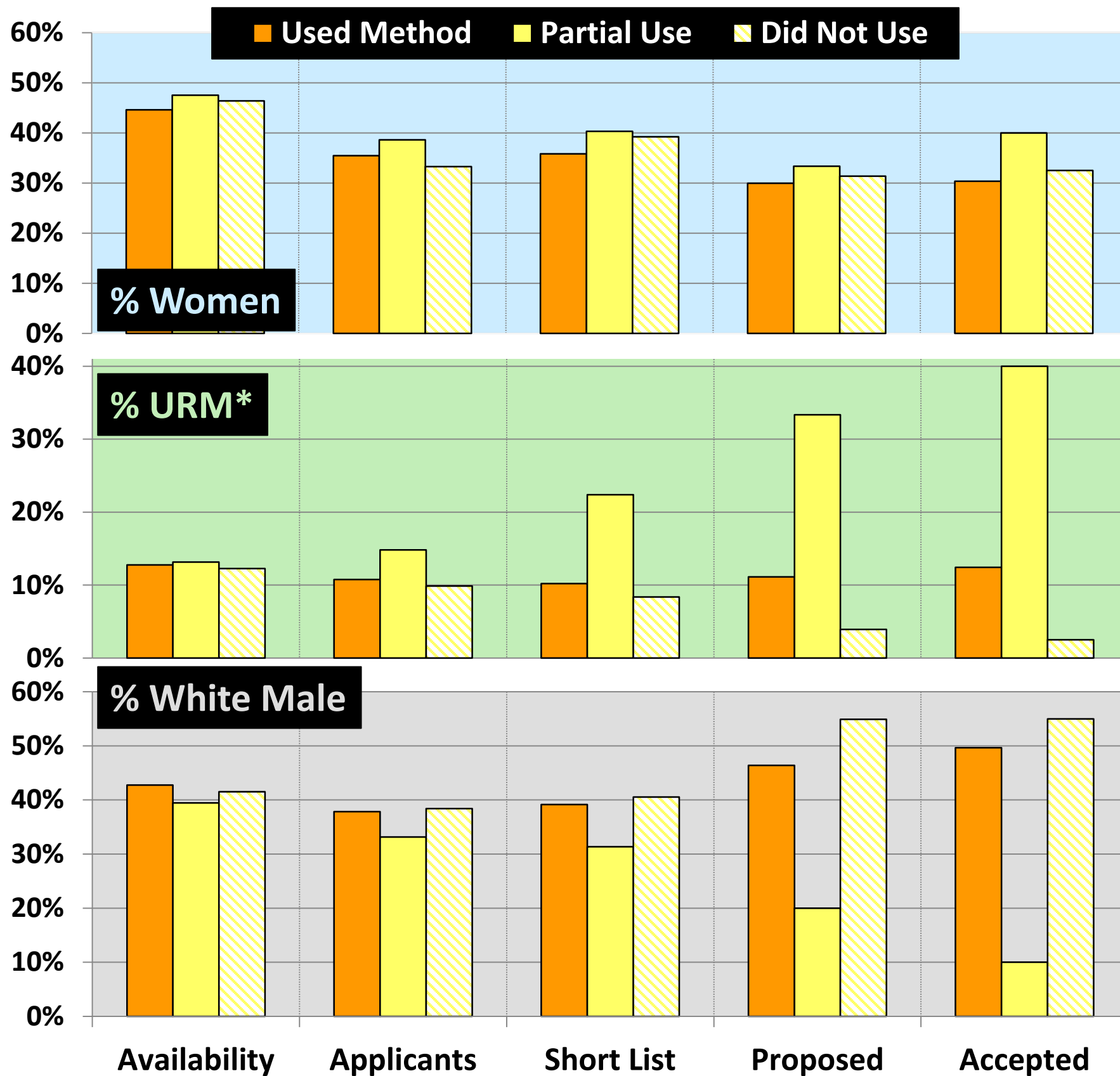
*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used meth., N=168; partial use, N=14; Did not use, N=38.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 98: Notified candidates about possible dual-career couple employment options

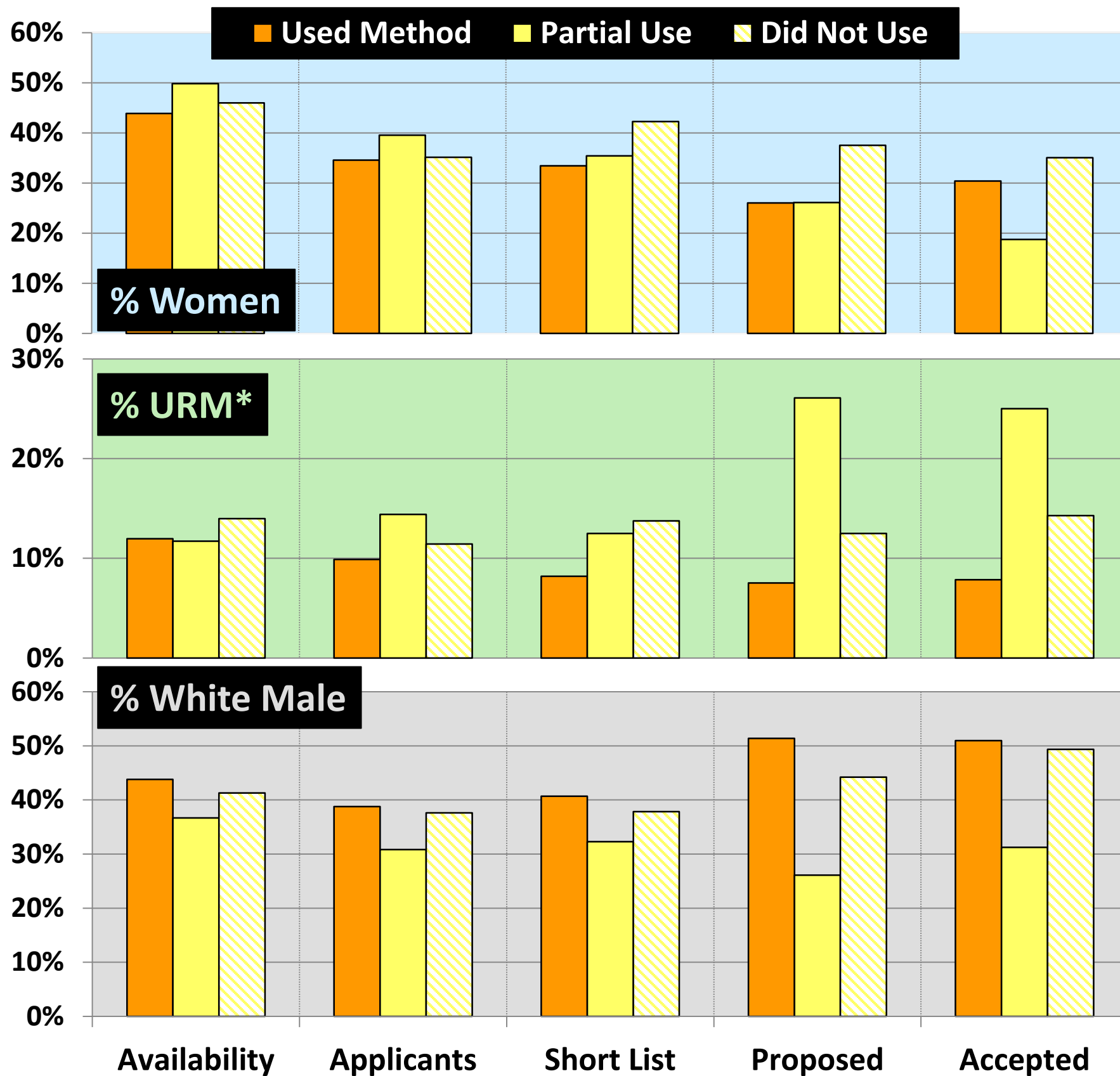
and family friendly polices/resources.



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=158; partial use,
N=17; Did not use, N=45.

Slide 99: Established consistent departmental mechanisms to review the equity of all faculty searches...



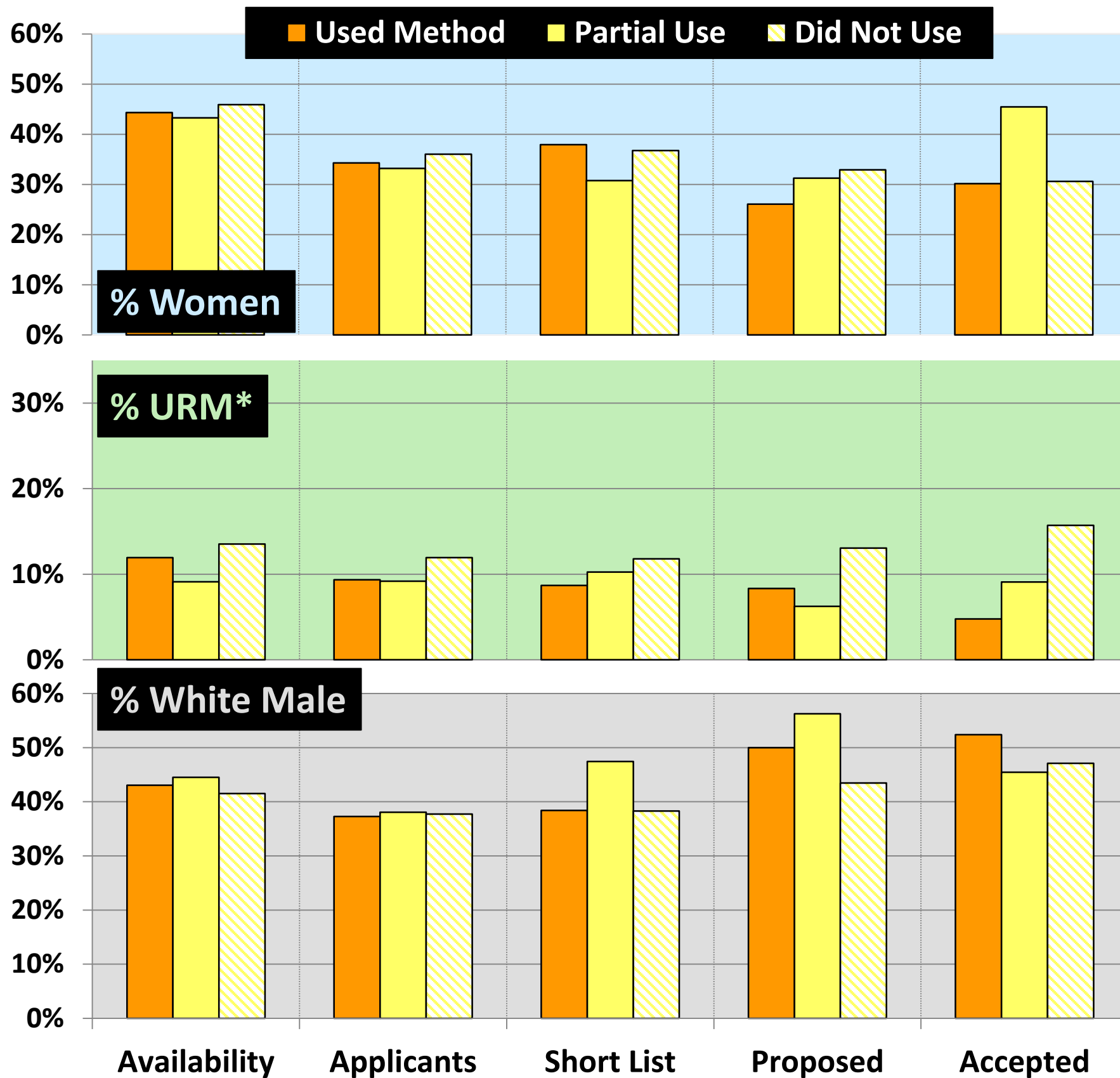
*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: used
meth., N=119; partial use,
N=19; Did not use, N=82.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 100: Demonstrated a willingness to extend on-going faculty searches

which have low diversity of applicant pools/finalists.



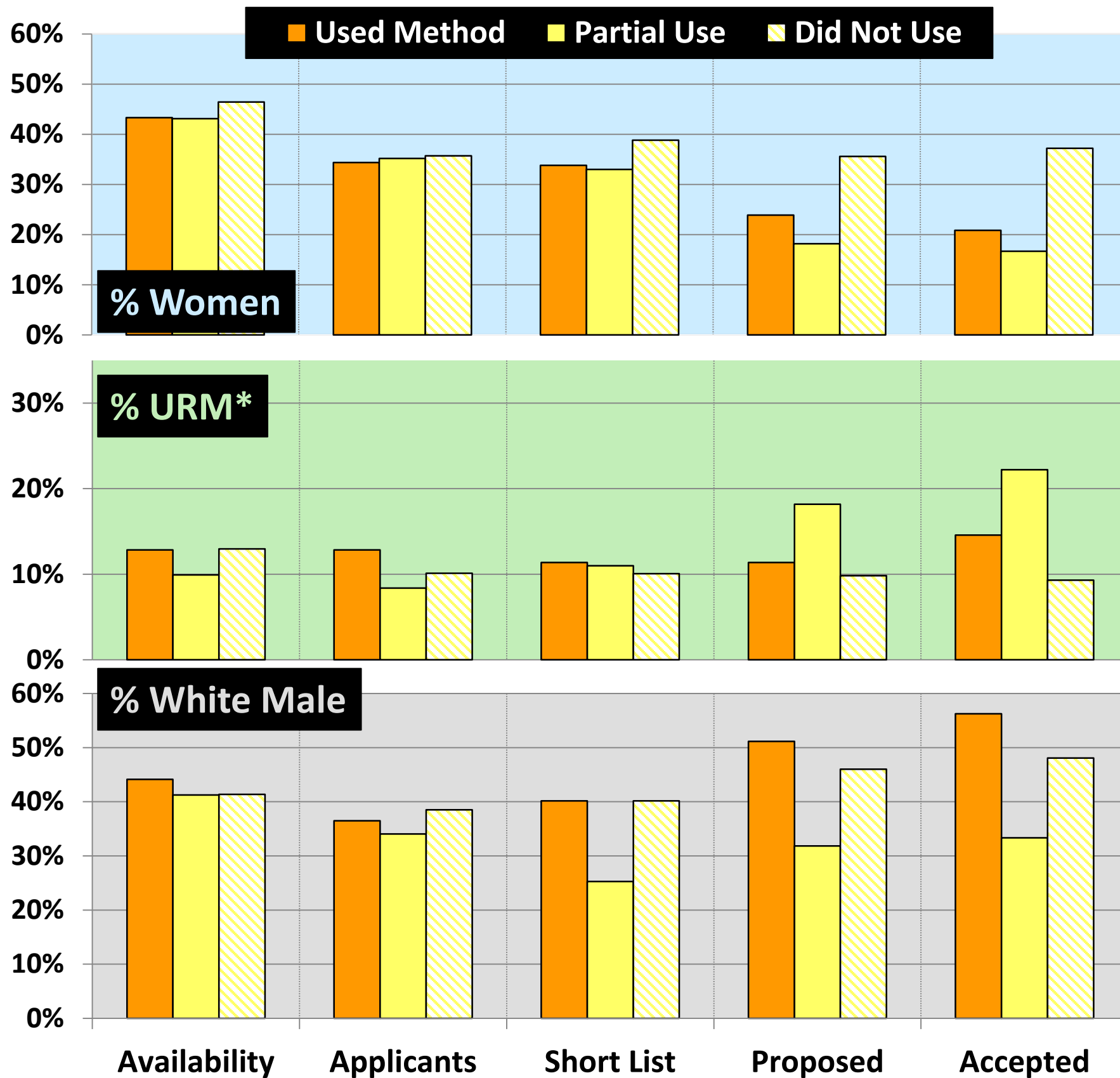
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=76; partial use,
N=14; Did not use,
N=130.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 101: Involved the Dean/other administrators in communicating with faculty

about the importance of diversity in faculty recruitment....



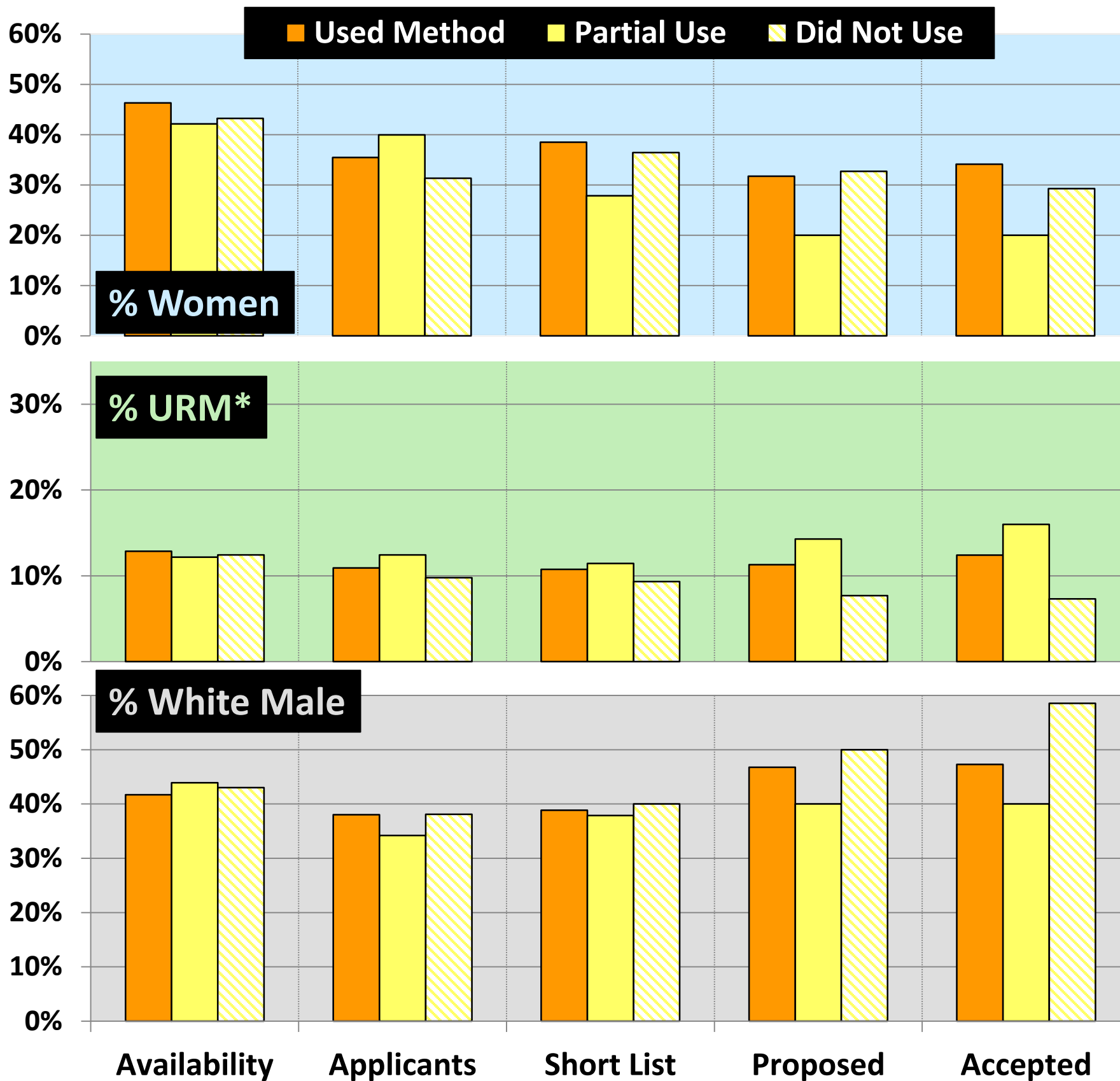
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=69; partial use,
N=17; Did not use,
N=134.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 102: Developed internal search guides

and/or made sure that committee members were aware of and reviewed campus and best practices related to diversity....

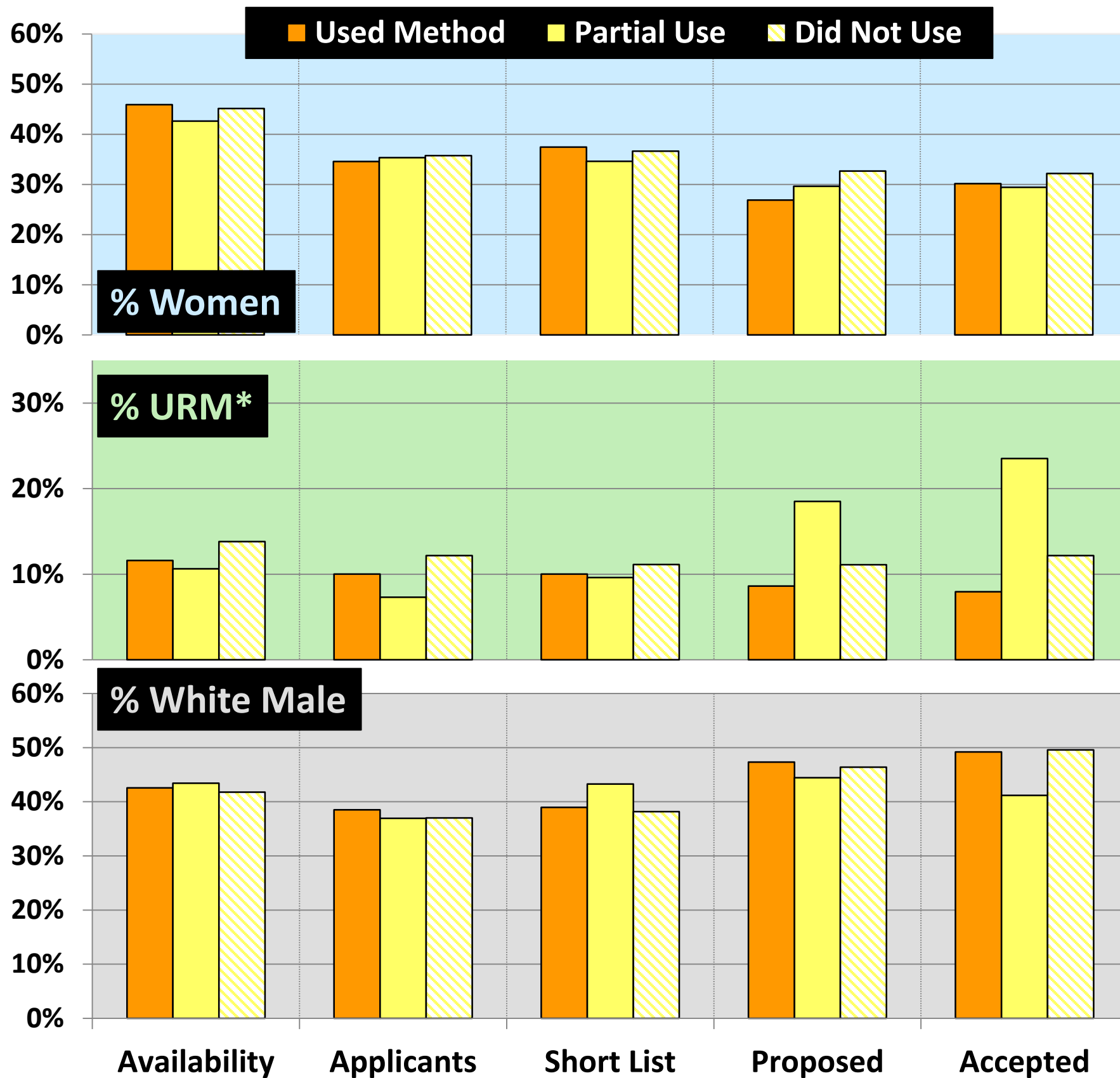


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=150; partial use,
N=28; Did not use, N=42.

Slide 103: Codified the departments approach to dealing with pre-existing relationships

between faculty candidates and hiring committee members....



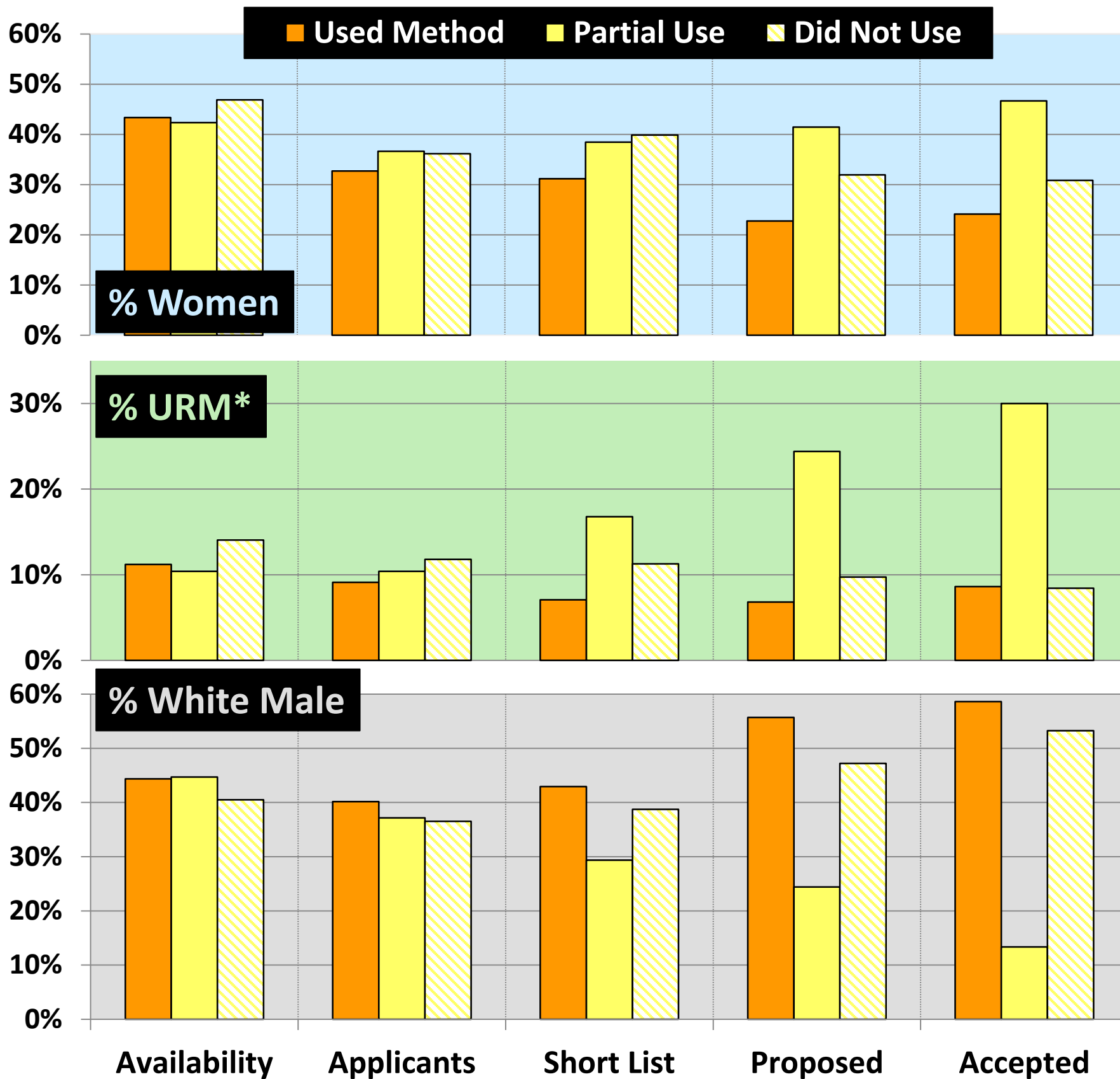
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=83; partial use,
N=20; Did not use,
N=117.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 104: Instilled a sense of institutional accountability

by monitoring the effectiveness of hiring diverse candidates through the years....



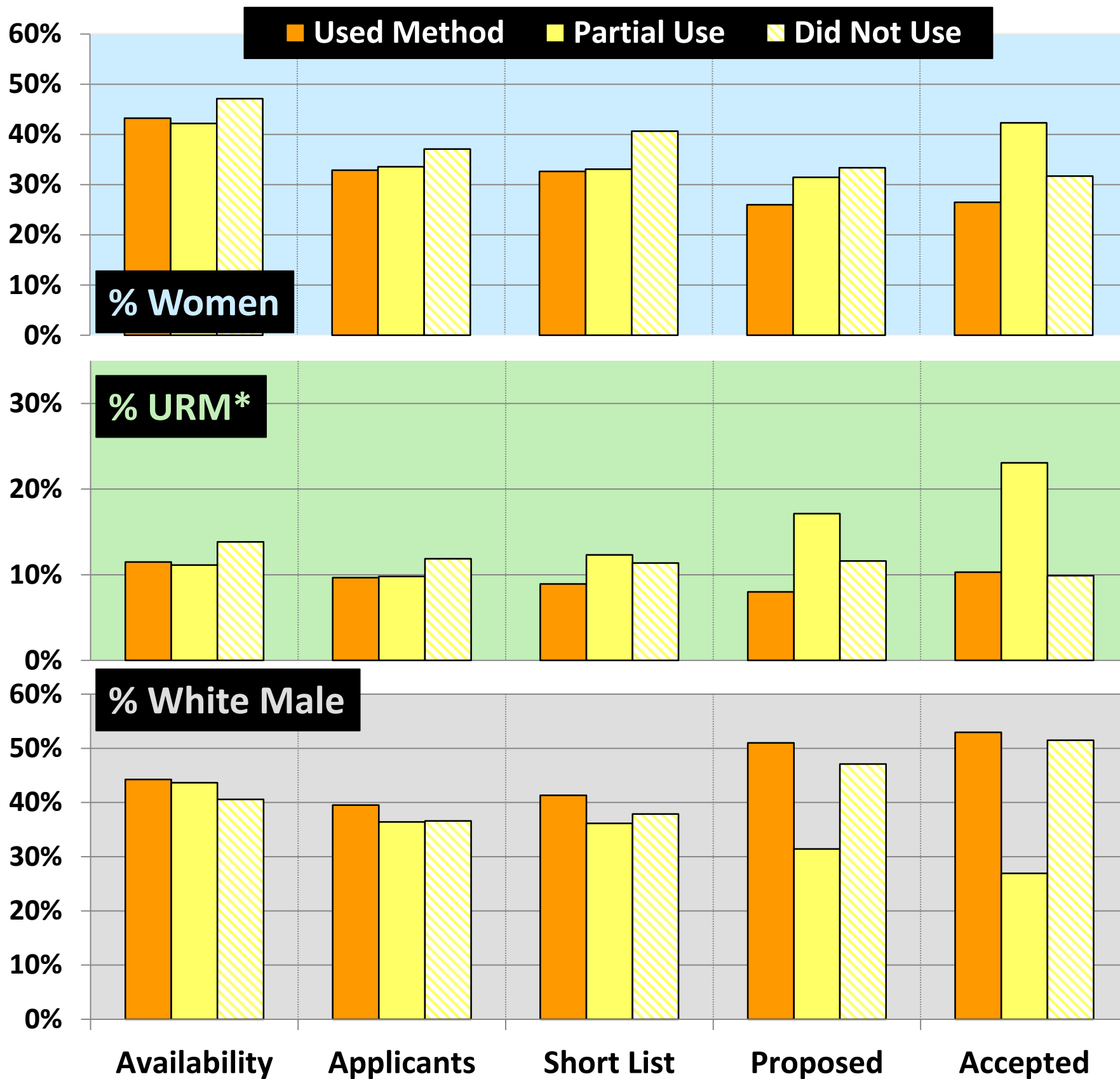
*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used
meth., N=65; partial use,
N=31; Did not use,
N=124.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 105: Conducted retrospective analyses of recent faculty recruitments

in regard to diversity issues (e.g., Were the applicant pools/finalists appropriately diverse?...).



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: used meth., N=78; partial use, N=25; Did not use, N=117.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Hiring Methods:

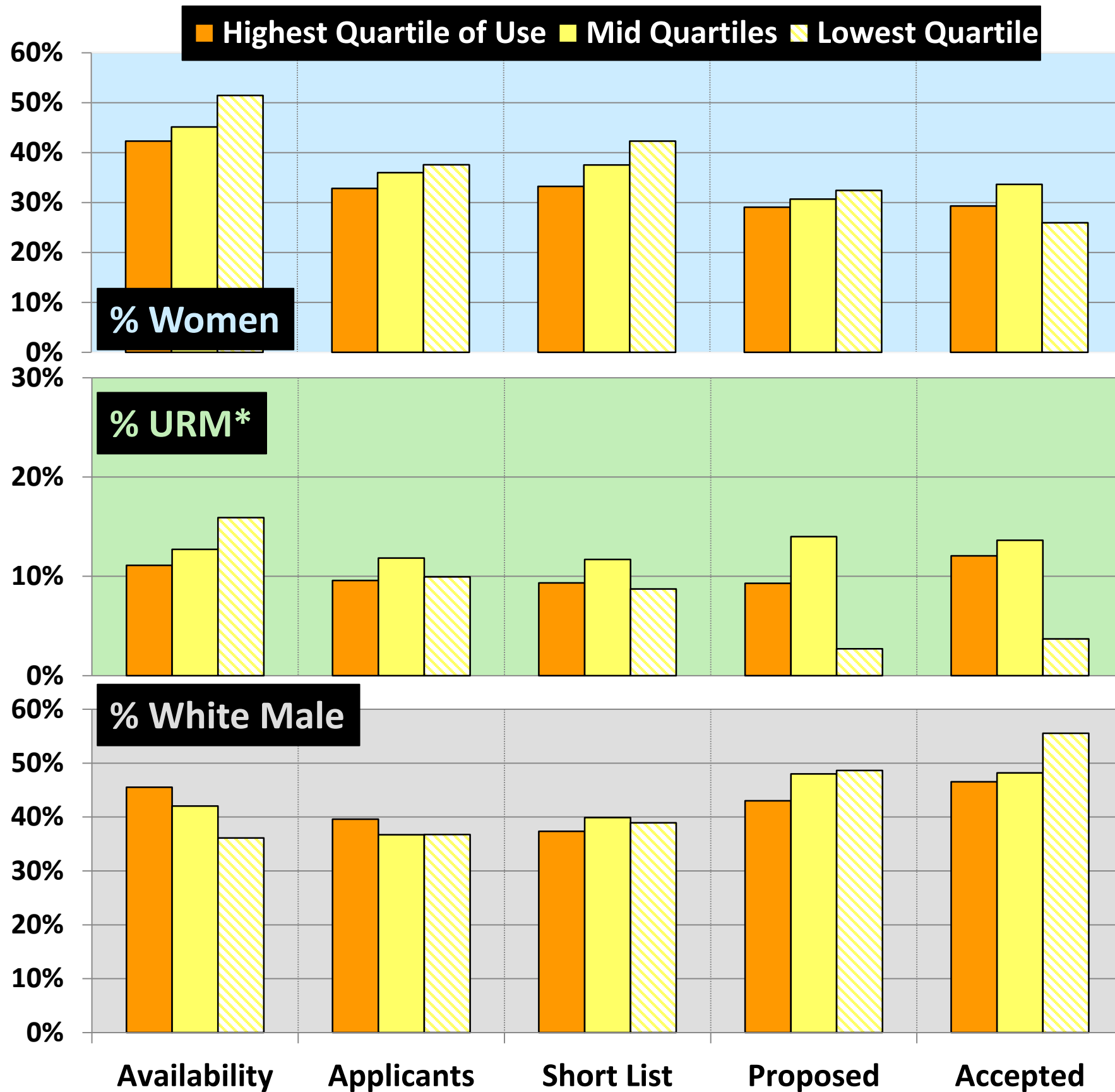
Methods Grouped by Factor Analysis

Slide 106: Identified Factors*: UCB Faculty Hiring Methods

Factor 1: Prioritized & Institutionalized Diversity Concerns As a Department		
<i>Hiring Methods</i>		Corr.
qr44	Examined and analyzed the history of departmental hiring in regard to equity issues (perhaps including an evaluation of past institutional affiliation of current faculty....).	0.756
qr45	Compared the relative success of our department to similar programs at peer institutions in re. to diversity-related issues and faculty hiring patterns....	0.723
qr55	Conducted retrospective analyses of recent faculty recruitments in regard to diversity issues (e.g., Were the applicant pools/finalists approp. diverse?).	0.613
qr42	As a department/unit, clarified and prioritized the diversity needs of the department vs. competing needs....	0.549
qr43	Developed a departmental diversity plan with specific plans-of-action and benchmarks to gauge their short-term and longer-term effectiveness.	0.544
qr53	Systematically examined applicant pool and availability data throughout recent faculty recruitments...to ensure diverse applicant pools, past and future.	0.504
qr54	Instilled a sense of institutional accountability by monitoring the effectiveness of hiring diverse candidates through the years....	0.493
Cronbach's alpha: Raw 0.82; Standardized 0.82.		

*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

Slide 107: Factor 1: Prioritized/Institutionalized Diversity Concerns as a Department



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=67; Mid Quarts.,
N=121; Low Quart.,
N=32.

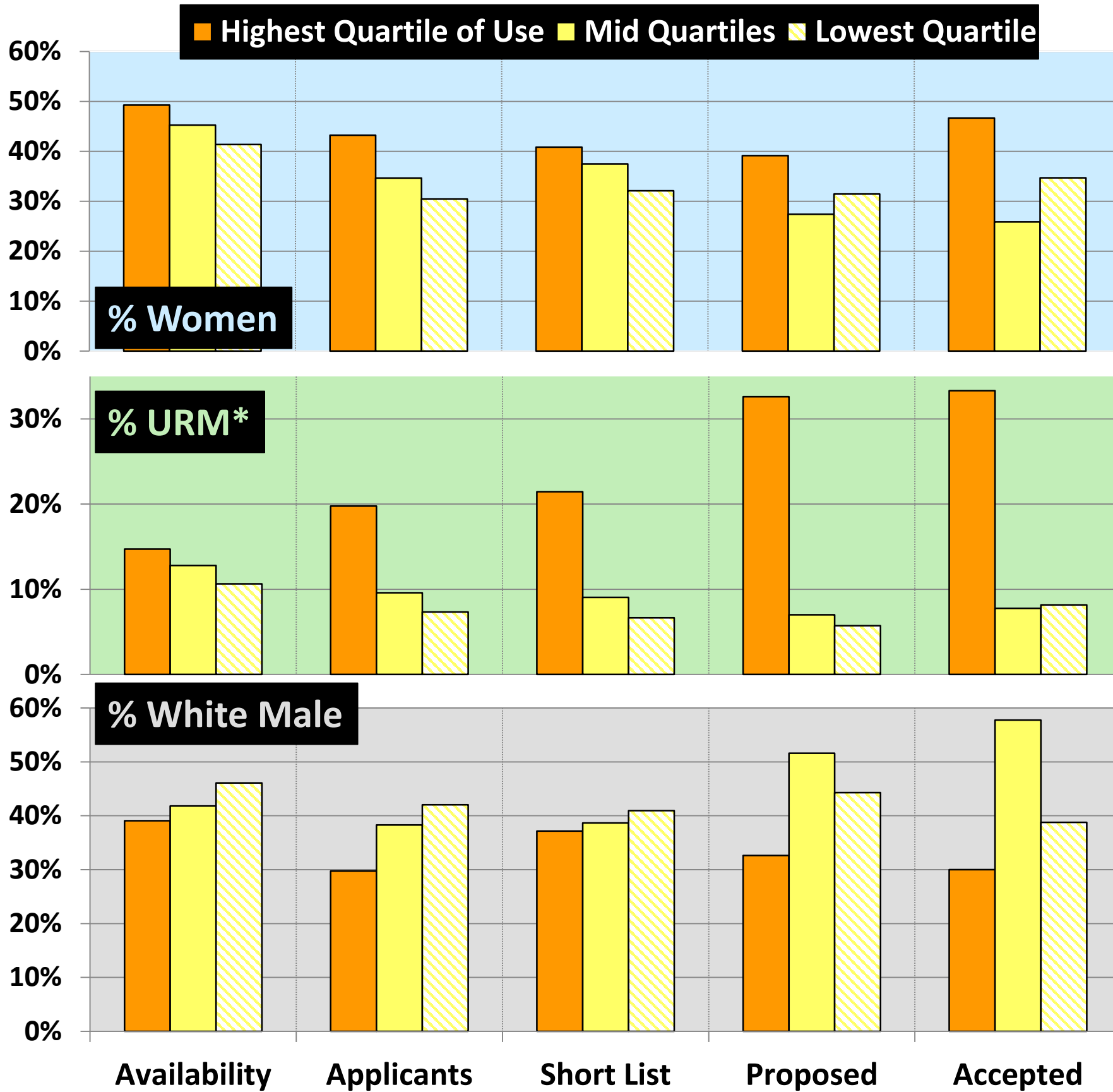
Slide 108: Identified Factors*: UCB Faculty Hiring Methods

Factor 2: Niche Hiring, Shared Mission, & Collegiality

<i>Hiring Methods</i>		Corr.
qr5	Coupled the subject area with diversity issues (e.g., "labor" AND "womens history" vs. just "labor history").	0.625
qr6	Selected subject area(s) associated with "public" or "engaged scholarship"-- fields focused on direct societal improvement, particularly in re. to underserved pop.	0.601
qr16	Promoted on-going relationships with institutions/departments/organizations known to grant PhDs to, or support research scholars from, diverse populations.	0.505
qr29	Made clear to job finalists the possibility of research collaboration across departments and disciplines...in regard to areas of pressing societal concern....	0.484
qr28	Arranged to have finalists meet with campus groups/individuals from diverse backgrounds.	0.428
qr1	Specified the position in a disciplinary area with relatively high diversity of degree recipients/faculty (based on examination of demographic data or personal observation).	0.393
Cronbach's alpha: Raw 0.66; Standardized 0.66.		

*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

Slide 109: Factor 2: Niche Hiring, Shared Mission, & Collegiality



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=43; Mid Quarts.,
N=128; Low Quart.,
N=49.

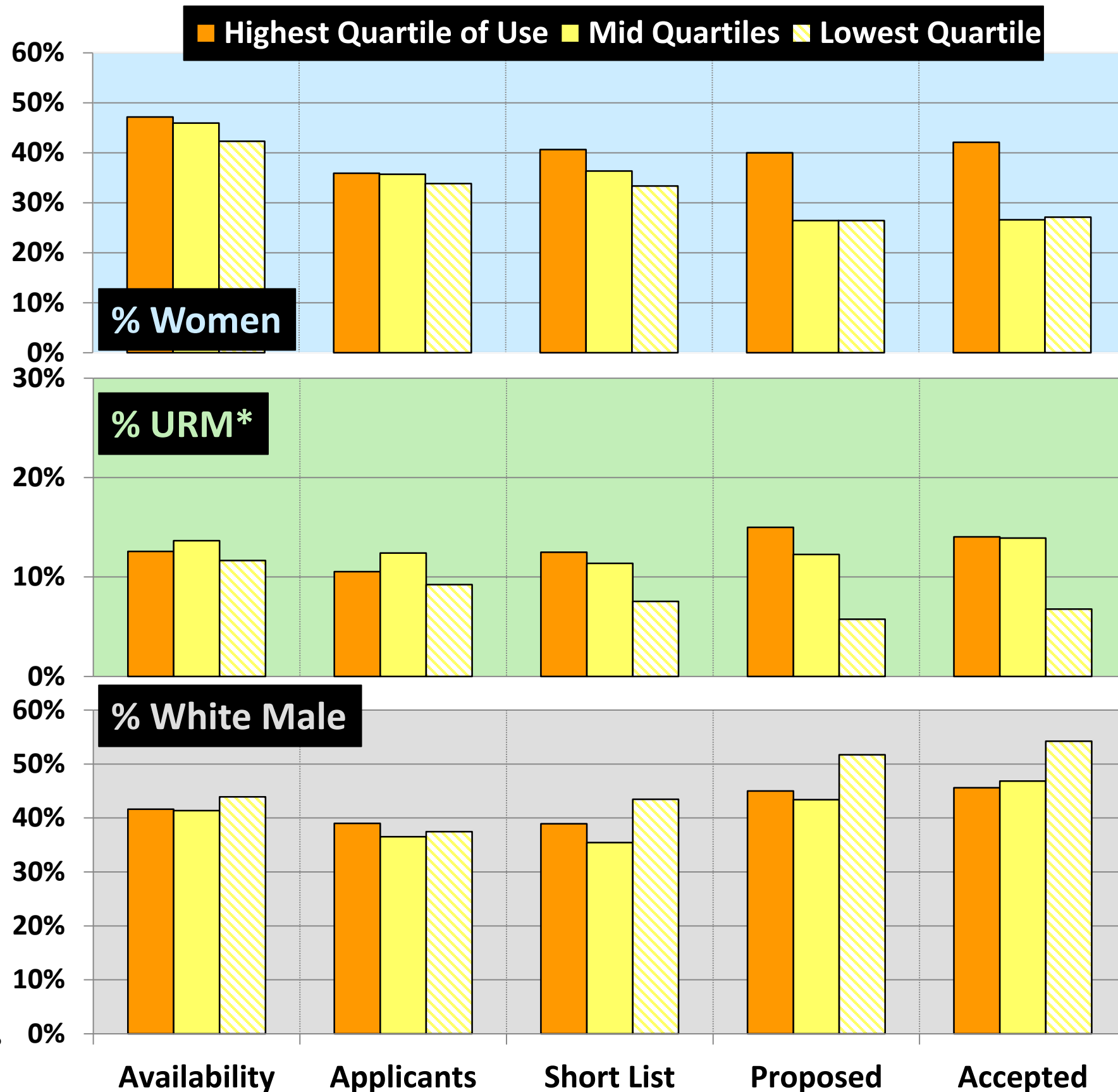
Slide 110: Identified Factors*: UCB Faculty Hiring Methods

Factor 3: Employed Proactive “Best Practices” and Flexibility		
<i>Hiring Methods</i>		Corr.
qr50	Developed internal search guides and/or made sure that committee members were aware of and reviewed campus and "best practices" related to diversity....	0.555
qr8	Actively considered candidates with publications from less well-known journals/publishers, carefully evaluating the quality of the work....	0.539
qr7	Actively considered candidates with degrees from a broad range of different institutional settings (e.g., PhDs from non-top-tier programs; HBCU/Hispanic serv.).	0.535
qr25	Tapped existing UC/UCB academic pipelines to diversify the applicant search pool (e.g., considered...UC Presidents Postdoctoral Fellowship recipients).	0.529
qr39	Tried to make sure that the applicant pool/finalist group was as diverse as possible to support equitable evaluation of all candidates (i.e., research studies suggest...).	0.403
Cronbach's alpha: Raw 0.61; Standardized 0.62.		

*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 111: Factor 3: Employed Proactive “Best Practices” and Flexibility



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: High
Quart., N=69; Mid Quarts.,
N=82; Low Quart., N=69.

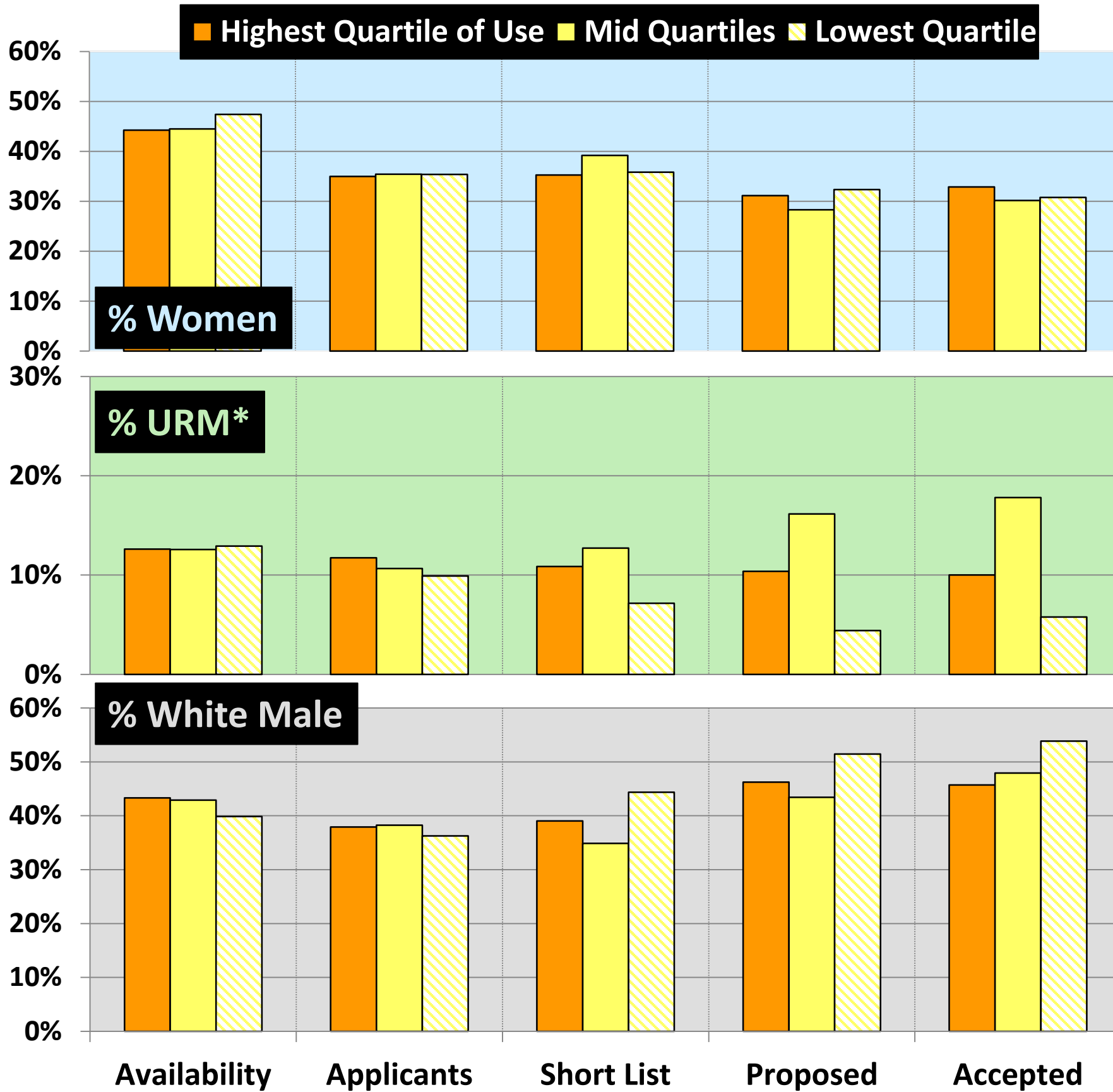
Slide 112: Identified Factors*: UCB Faculty Hiring Methods

Factor 4: Intensive Recruitment Methods		
<i>Hiring Methods</i>		Corr.
qr15	Developed or made use of programs/events that bring possible future faculty candidates from diverse backgrounds to campus...(e.g., visiting scholar/postdoc...).	0.670
qr14	Developed longer-term relationships with possible faculty candidates of diverse backgrounds via conferences, national organizations, faculty contacts, etc.	0.597
qr24	Directly called/emailed possible candidates with diverse backgrounds and encouraged them to apply to the position.	0.492
qr17	Monitored national resources that identify possible future faculty candidates from diverse backgrounds (e.g., lists of recent fellowship recipients...).	0.421
Cronbach's alpha: Raw 0.66; Standardized 0.66.		

*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 113: Factor 4: Intensive Recruitment Methods



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=84; Mid Quarts.,
N=76; Low Quart., N=60.

Slide 114: Identified Factors*: UCB Faculty Hiring Methods

Factor 5: Implicit Bias, Peer Presentations, Resources, & Rubrics

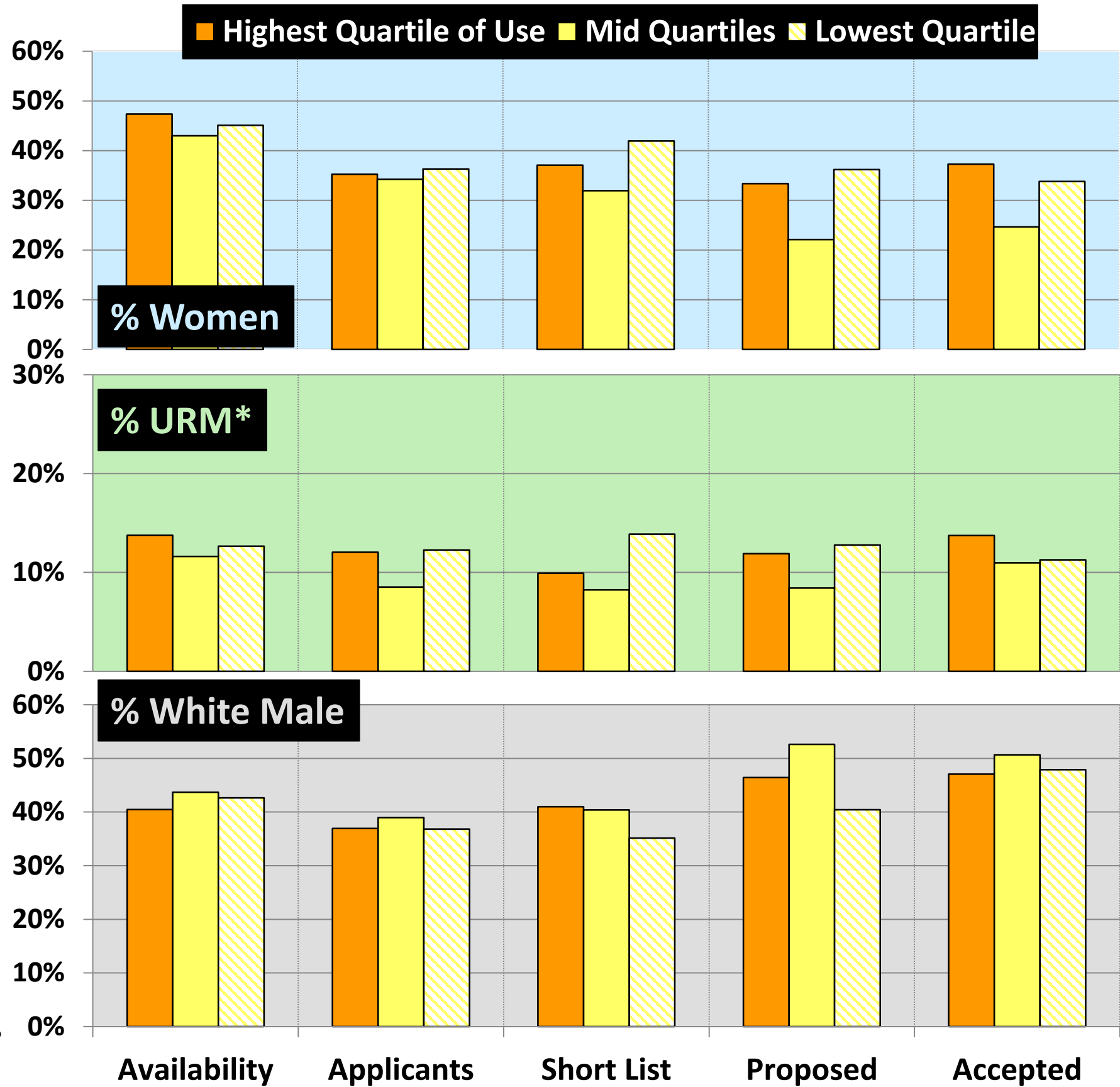
<i>Hiring Methods</i>		Corr.
qr51	Supported faculty peer presentations...and discussions with hiring committees regarding faculty diversity and mitigating implicit associations.	0.604
qr20	Set aside/secured resources to support ongoing faculty recruitment activities in regard to individuals from diverse backgrounds (e.g., course relief...).	0.480
qr34	Encouraged search committee members to attend trainings regarding issues of "implicit associations" and how to minimize their impact.	0.458
qr35	Developed in advance of reviewing applications a weighted rubric that was used in the evaluation of all candidates.	0.413
Cronbach's alpha: Raw 0.55; Standardized 0.56.		

Factor 6: Employed Traditional Equity Mechanisms

<i>Hiring Methods</i>		Corr.
qr46	Established consistent departmental mechanisms to review the equity of all faculty searches....	0.595
qr52	Codified the departments approach to dealing with pre-existing relationships between faculty candidates and hiring committee members....	0.591
qr47	Demonstrated a willingness to extend on-going faculty searches which have low diversity of applicant pools/finalists.	0.484
Cronbach's alpha: Raw 0.58; Standardized 0.58.		

*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

Slide 115: Factor 5: Implicit Bias, Peer Presentations, Resources, & Rubrics

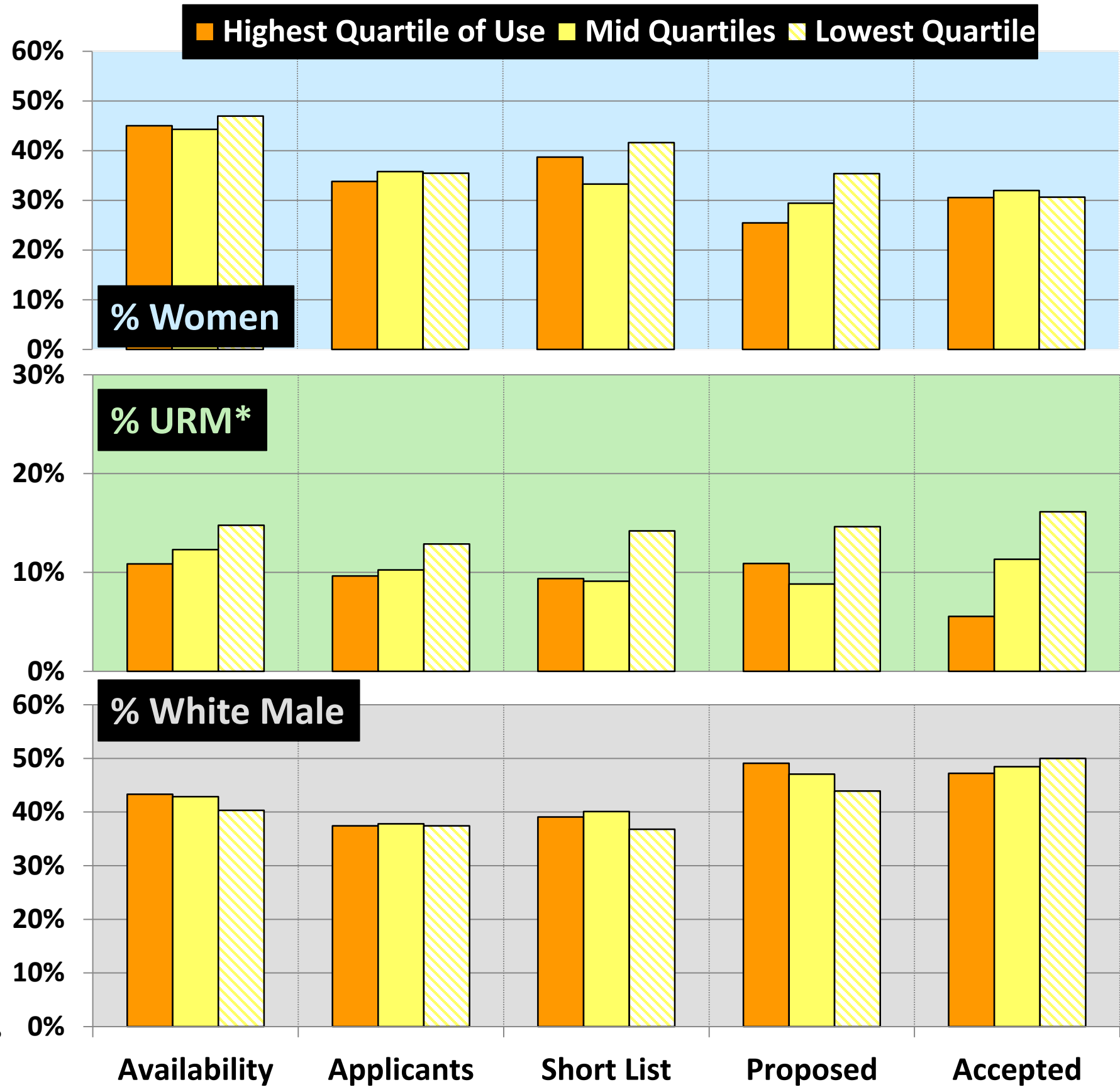


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=75; Mid Quarts.,
N=72; Low Quart., N=73.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 116: Factor 6: Employed Traditional Equity Mechanisms



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=47; Mid Quarts.,
N=111; Low Quart.,
N=62.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 117: Identified Factors*: UCB Faculty Hiring Methods

Factor 7: Dual Career and Faculty Support Options

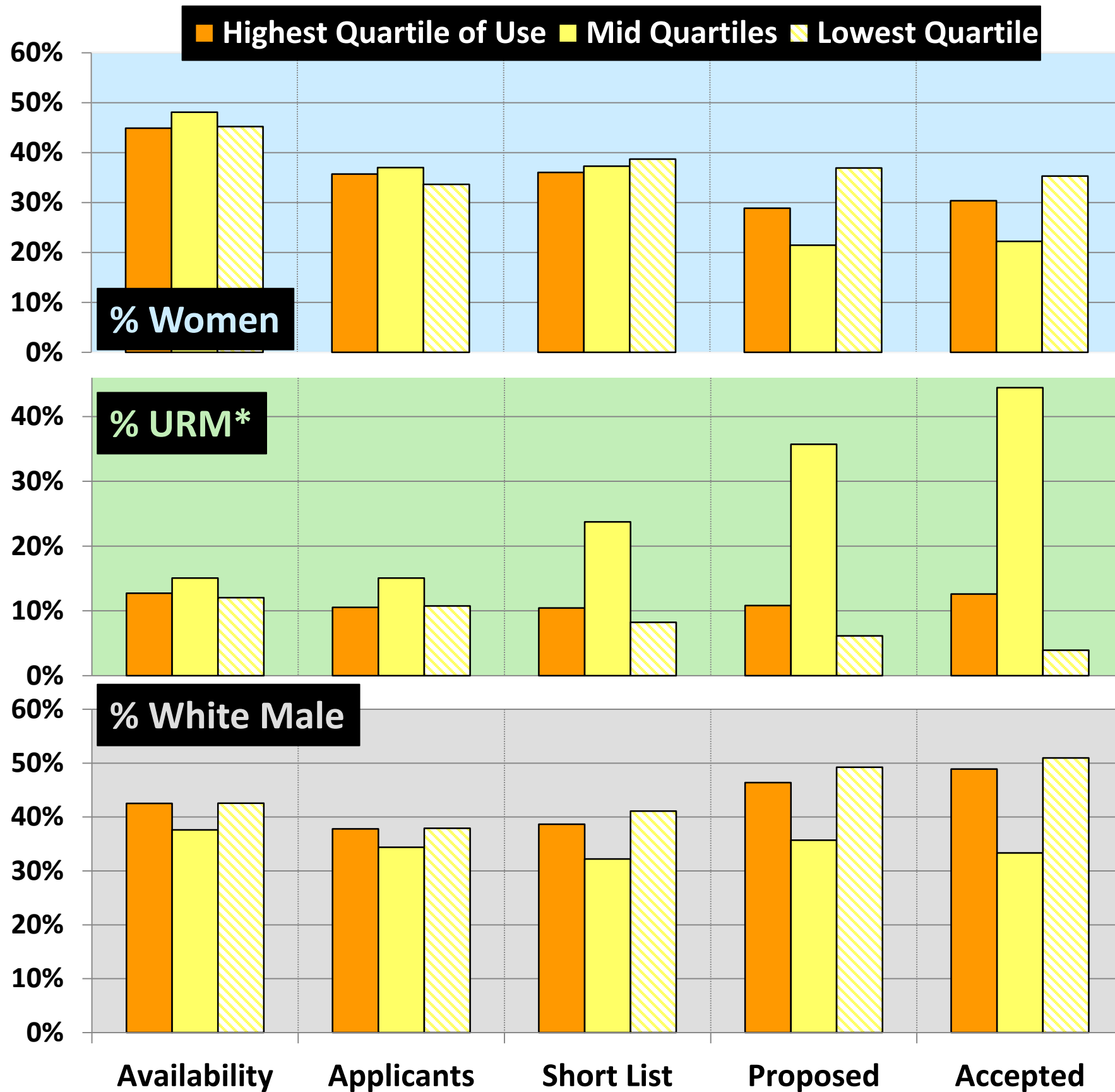
<i>Hiring Methods</i>		Corr.
qr31	Discussed post-hire support efforts for new faculty.	0.567
qr30	Notified candidates about possible dual-career couple employment options and family friendly polices/resources.	0.511
Cronbach's alpha: Raw 0.53; Standardized 0.54.		

Factor 8: Champion or Point Person and Degree Flexibility

<i>Hiring Methods</i>		Corr.
qr26	Appointed a "champion," typically a faculty member, to advocate for candidates who may have been overlooked, including individuals from diverse backgrounds....	0.677
qr4	Specified degree requirements in broad ways (e.g., did not explicitly restrict the search to Ph.D. recipients, allowing for other equivalent/appropriate...degrees).	0.435
qr19	Appointed a departmental point person(s) to coordinate on-going recruitment efforts in regard to possible future faculty candidates from diverse backgrounds....	0.434
Cronbach's alpha: Raw 0.46; Standardized 0.55.		

*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

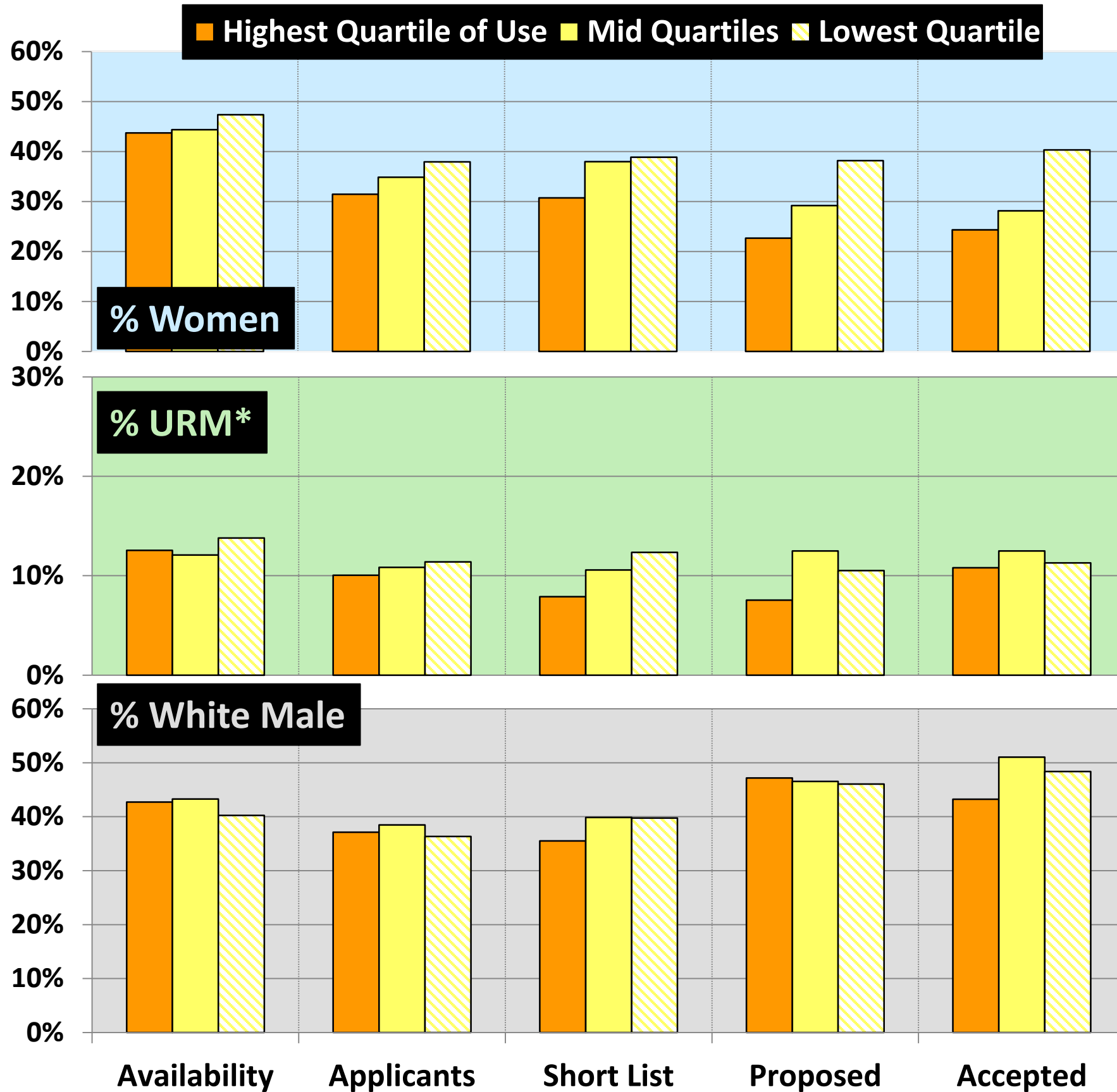
Slide 118: Factor 7: Dual Career and Faculty Support Options



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=148; Mid
Quarts., N=14; Low
Quart., N=58.

Slide 119: Factor 8: Champion or Point Person and Degree Flexibility



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=35; Mid Quarts.,
N=117; Low Quart.,
N=68.

Slide 120: Identified Factors*: UCB Faculty Hiring Methods

Factor 9: Holistic Evaluation, Junior Level, Focused on Potential

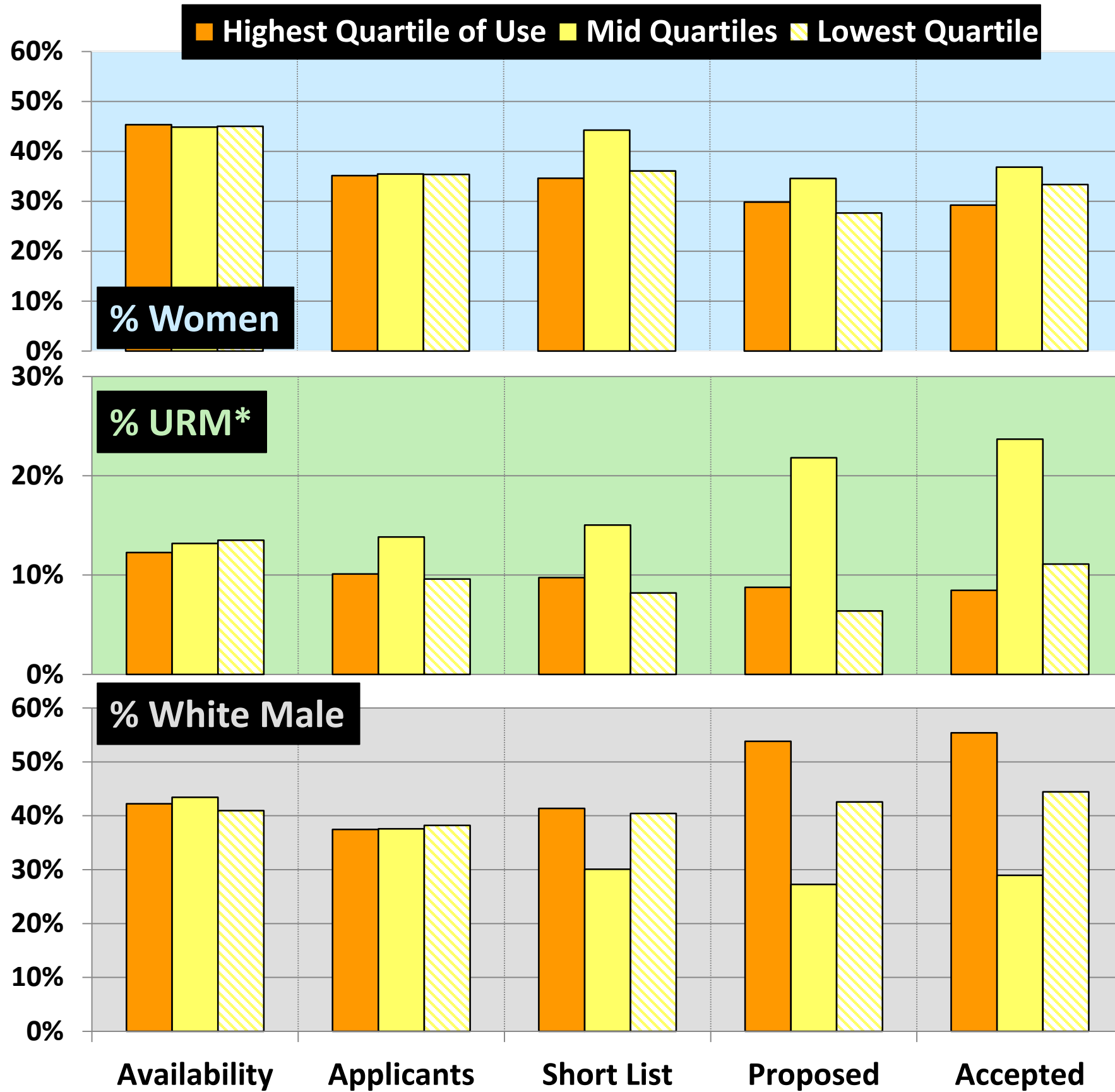
<i>Hiring Methods</i>		Corr.
qr10	Evaluated candidates based on their potential to develop a significant research program in their field (not exclusively based on their publication placement to date).	0.614
qr3	Specified the position at the junior level where appl. pools tend to be more diverse.	0.495
qr11	Evaluated candidates using a broad holistic approach, focusing particularly on candidates areas of strength rather than narrowly defined areas of weakness....	0.429
Cronbach's alpha: Raw 0.47; Standardized 0.50.		

Factor 10: Open and Welcoming Recruitment

<i>Hiring Methods</i>		Corr.
qr23	Contacted colleagues from other institutions to ask for their help in identifying potential applicants from diverse backgrounds.	0.514
qr27	Established a welcoming environment for all interview finalists (i.e., sought to minimize any undue stress related to the interview process).	0.425
qr21	Advertised widely, including in diversity specific venues (e.g., The Hispanic Outlook...).	0.400
Cronbach's alpha: Raw 0.38; Standardized 0.43.		

*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

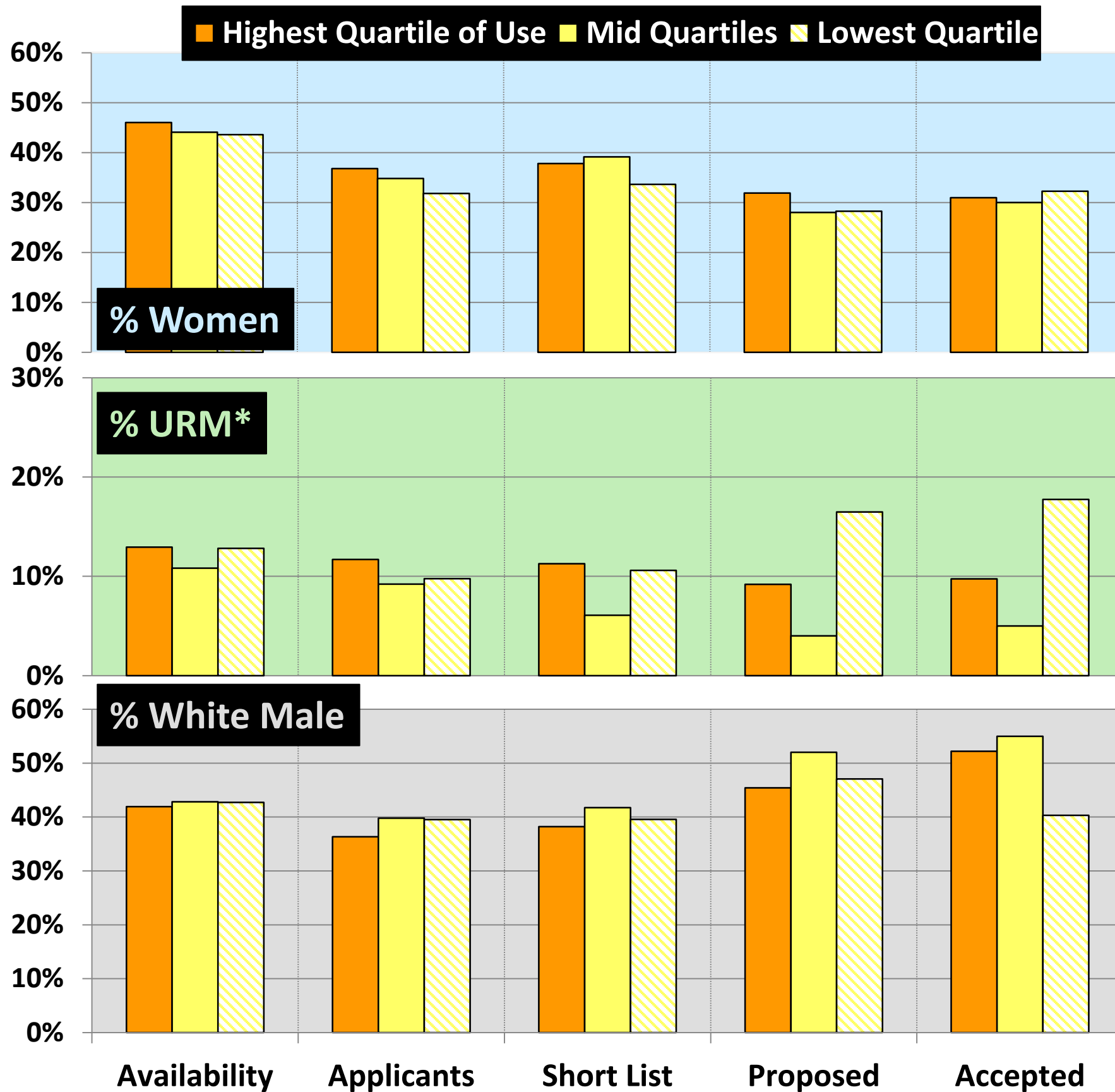
Slide 121: Factor 9: Holistic Evaluation, Junior Level, Focused on Potential



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: High
Quart., N=133; Mid
Quarts., N=47; Low
Quart., N=40.

Slide 122: Factor 10: Open and Welcoming Recruitment



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: High
Quart., N=139; Mid
Quart., N=23; Low
Quart., N=58.

Slide 123: Identified Factors*: UCB Faculty Hiring Methods

Hiring Methods Weakly Correlated with Other Methods	
Q2	Developed broad hiring goals...that allowed the committee to be open to a wide range of candidates, including candidates from diverse backgrounds.
Q9	Specified in the job qualifications/evaluation criteria that demonstrated commitment to diversity, exp. with multicultural ed..., working w. diverse populations.
Q12	Developed multiple short-lists emphasizing different important qualifications (e.g., short-lists focused on teaching, contribution to diversity, service, research potential, etc.).
Q13	Used a variety of different settings/forums to evaluate/get-to-know interview finalists (e.g., from formal lectures to relaxed conversational settings...).
Q18	Supported existing UC academic pipelines, from our undergrad to junior faculty, to develop, promote, and identify future faculty talent of diverse backgrounds.
Q22	Put out a call to the larger department...other [groups]...to help the hiring committee identify potential faculty applicants of diverse backgrounds.
Q32	Communicated efficiently and respectfully with all faculty candidates/ finalists throughout the entire recruitment.
Q33	Established a search committee with individuals from diverse backgrounds.
Q36	Took the necessary time to fully evaluate all applications, carefully reviewing all materials (e.g., handbooks suggest spending 15-20 minutes per application).
Q37	Appointed senior reviewers or equity advisors to monitor the equity of all recruitment related processes/decisions.
Q38	Checked why candidates did not make the short list, including individuals from diverse backgrounds, explicitly identifying the reasons for de-selection.
Q40	Developed standard interview questions/job presentation criteria and made sure that all finalists had an opportunity to respond to all areas of inquiry....
Q41	Avoided improper or unlawful questions related to gender, sexual orientat., race, ethnicity, religion, family status, pregnancy, internat. status, health status, age....
Q48	Considered and/or pursued cluster hires of candidates with diverse backgrounds (multiple faculty positions that are related...e.g., research clusters...).
Q49	Involved the Dean/other administrators in communicating with faculty about the importance of diversity in faculty recruitment....

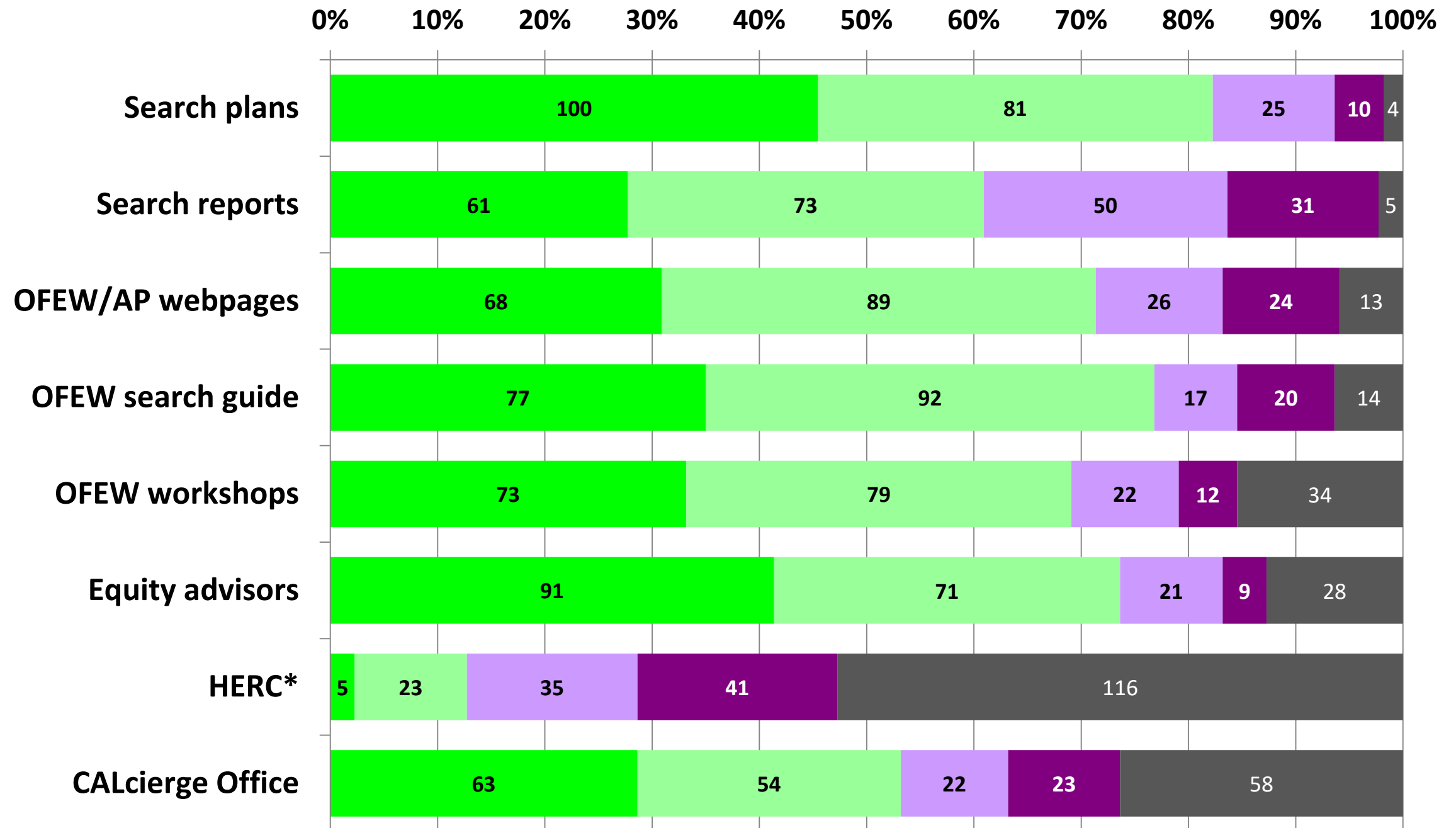
*Using SAS factor analysis with promax rotation, see:
http://www.ats.ucla.edu/stat/sas/library/factor_ut.htm

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Existing Hiring Mechanisms and Resources

Slide 124: Usefulness of Existing Mechanisms Designed to Promote Diverse Faculty Pools and Hires at UC Berkeley

■ Very useful
 ■ Somewhat useful
 ■ Not too useful
 ■ Not at all useful
 ■ Not sure/Other

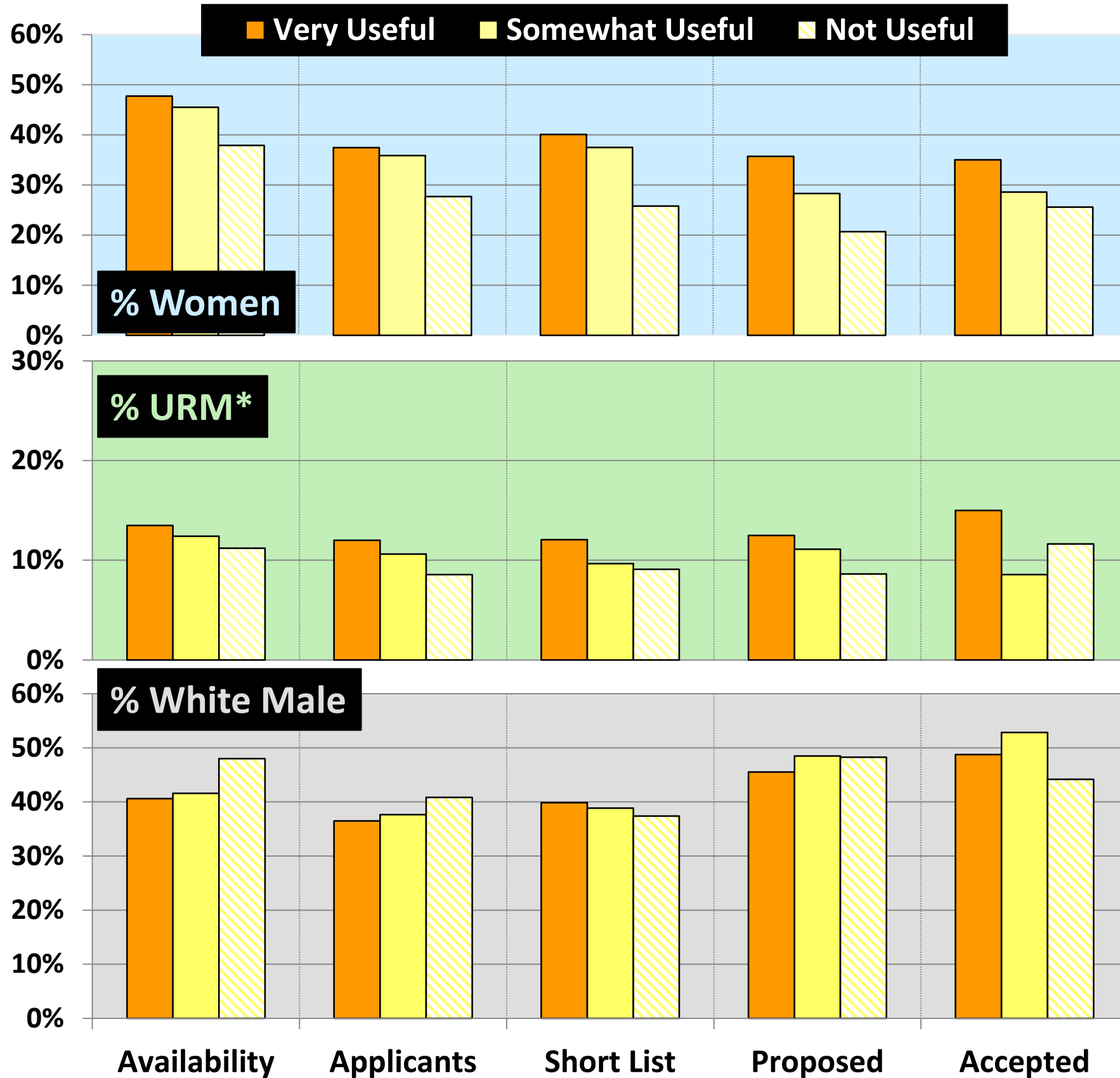


*Northern California Higher Education Recruitment Consortium (HERC)

Sources: UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 125: Usefulness of Mechanisms Designed to Promote Diversity:

Faculty Search Plans

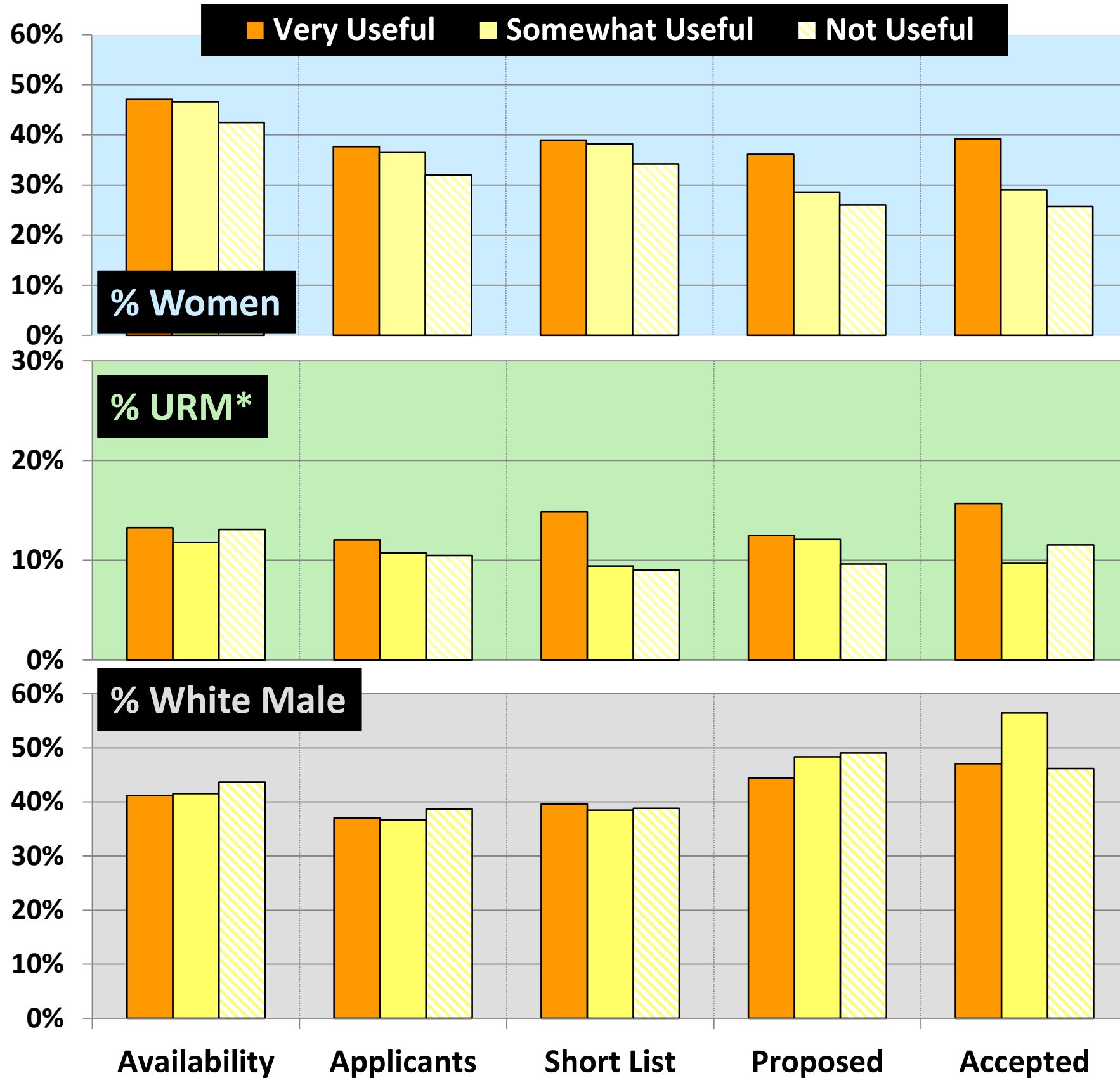


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: very useful, N=100; somewhat, N=81; not useful, N=35.

Slide 126: Usefulness of Mechanisms Designed to Promote Diversity:

Faculty Search Reports

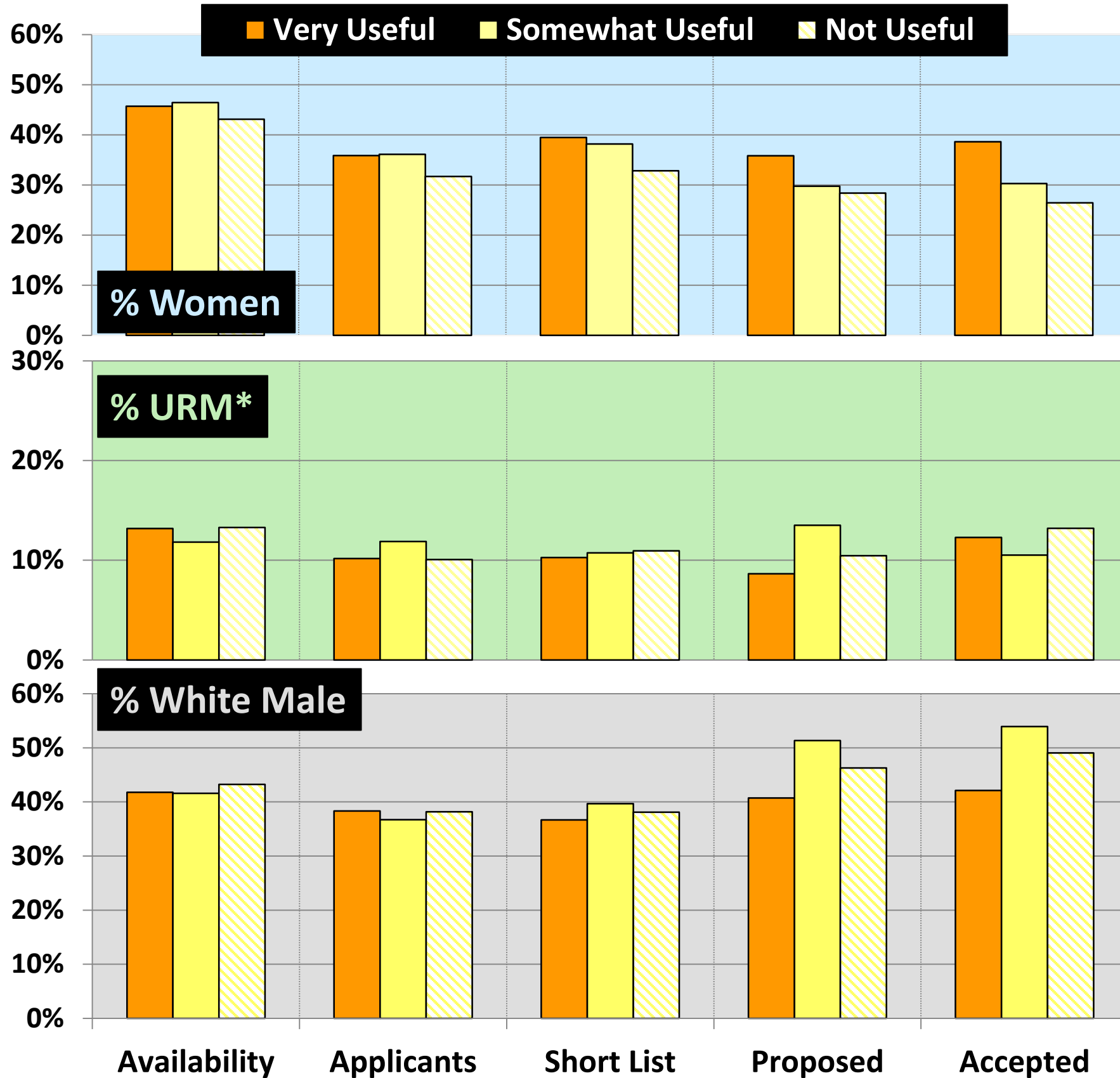


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: very useful, N=61; somewhat, N=73; not useful, N=81.

Slide 127: Usefulness of Mechanisms Designed to Promote Diversity:

OFEW and APO Webpages

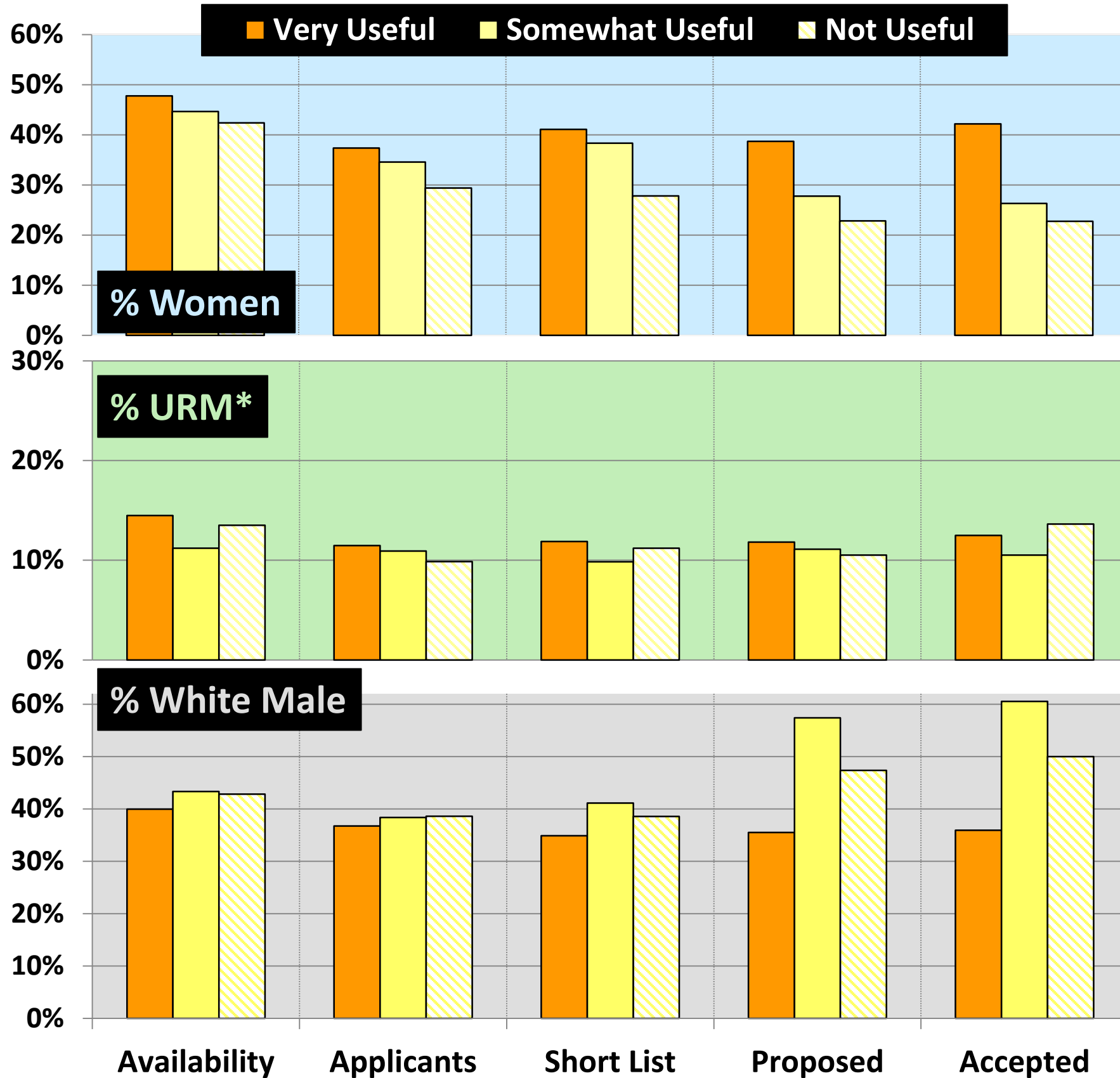


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: very useful, N=68; somewhat, N=89; not useful, N=50.

Slide 128: Usefulness of Mechanisms Designed to Promote Diversity:

OFEW Search Guide

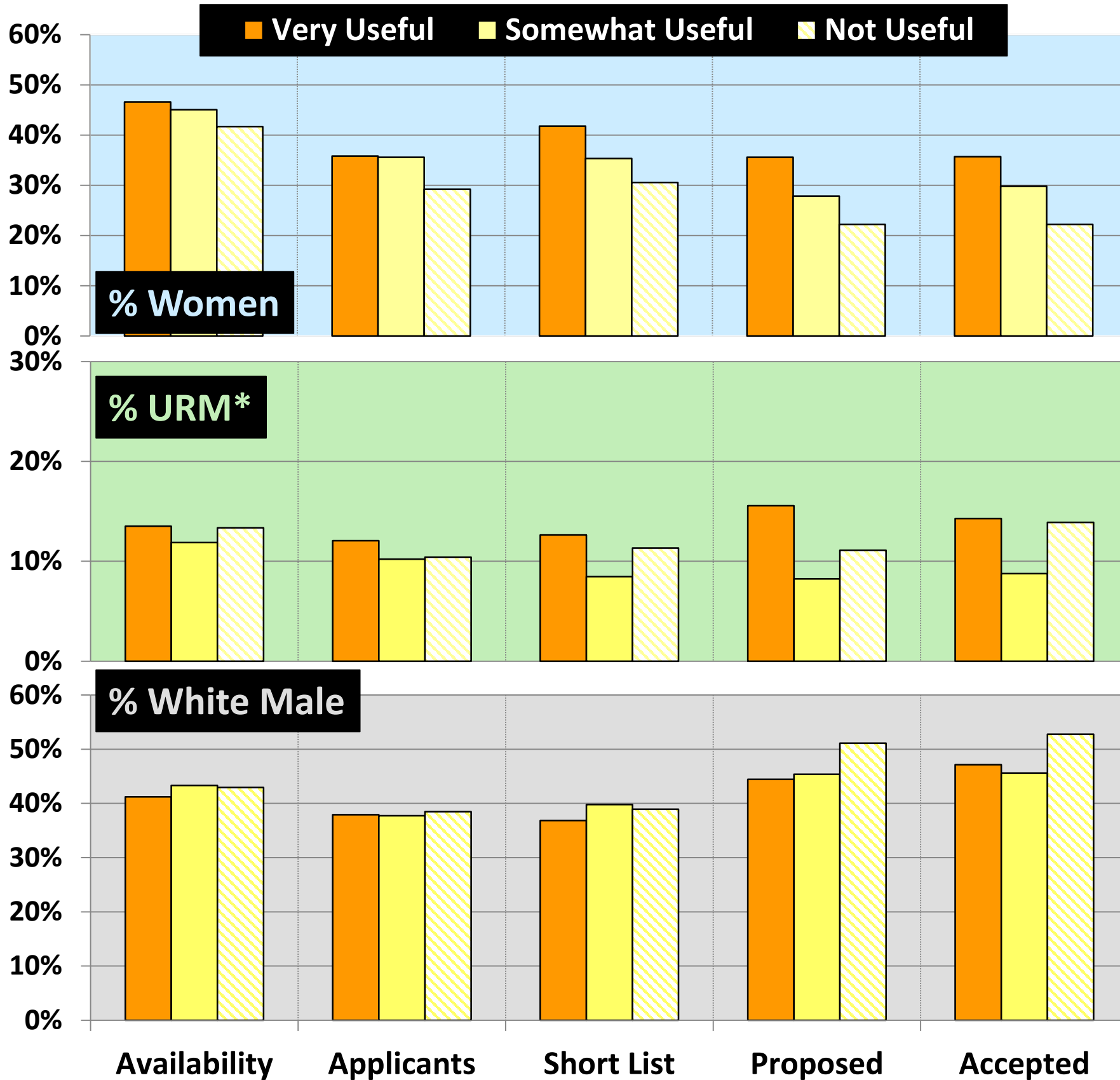


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: very useful, N=77; somewhat, N=92; not useful, N=37.

Slide 129: Usefulness of Mechanisms Designed to Promote Diversity:

Faculty Search Workshops

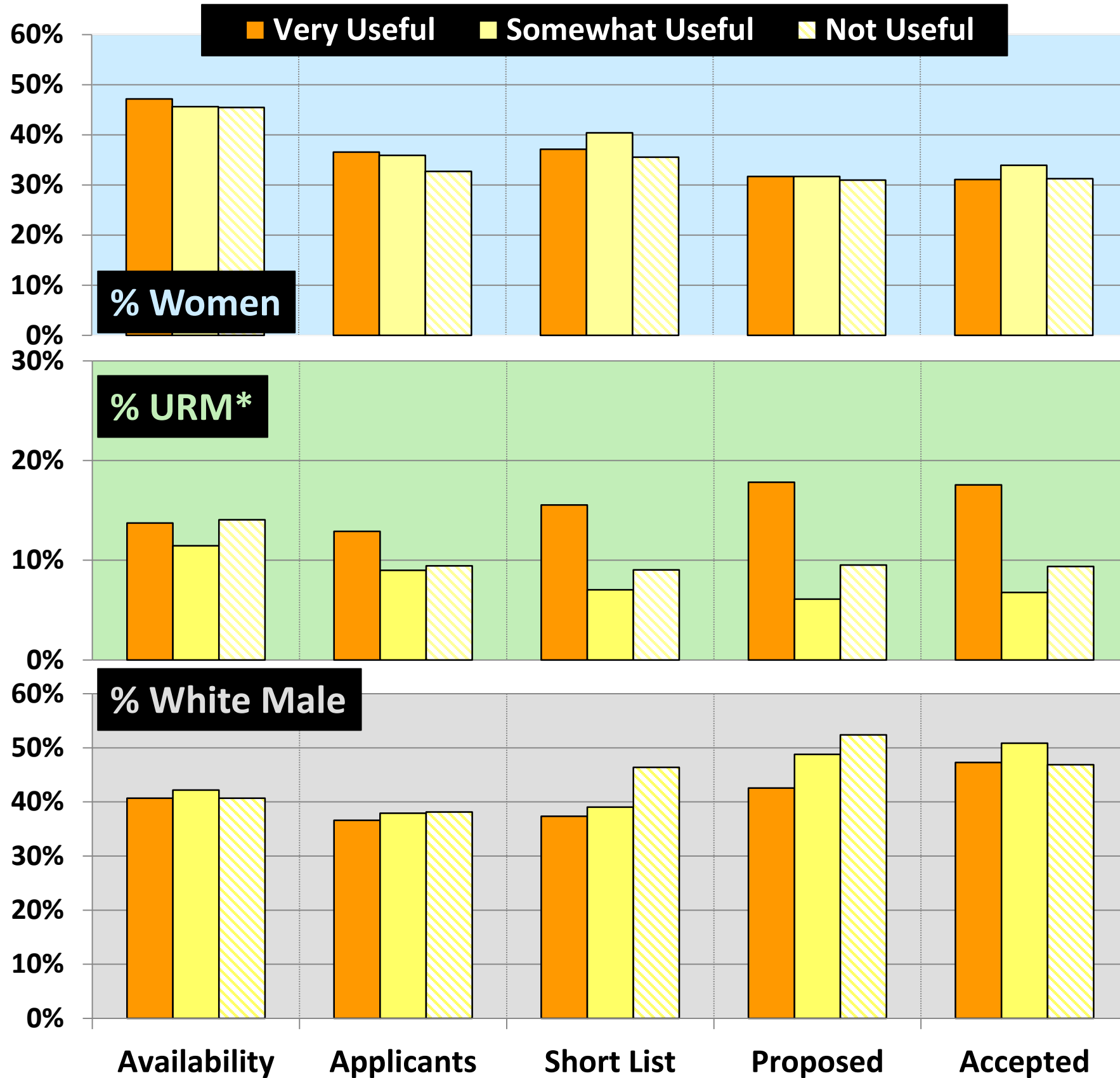


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: very useful, N=73; somewhat, N=79; not useful, N=34.

Slide 130: Usefulness of Mechanisms Designed to Promote Diversity:

Faculty Equity Advisors

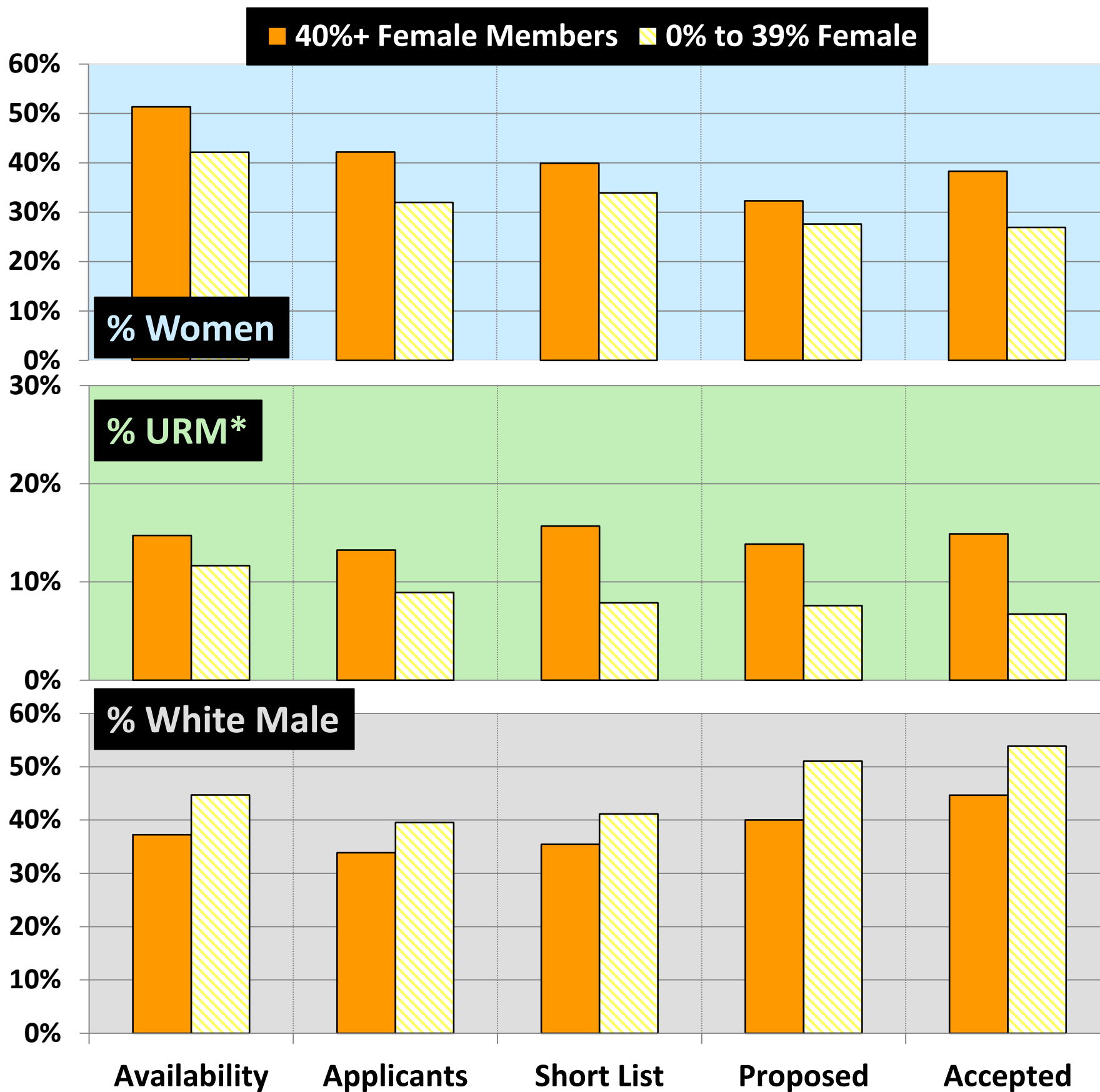


*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: very useful, N=91; somewhat, N=71; not useful, N=30.

Hiring Committee Composition

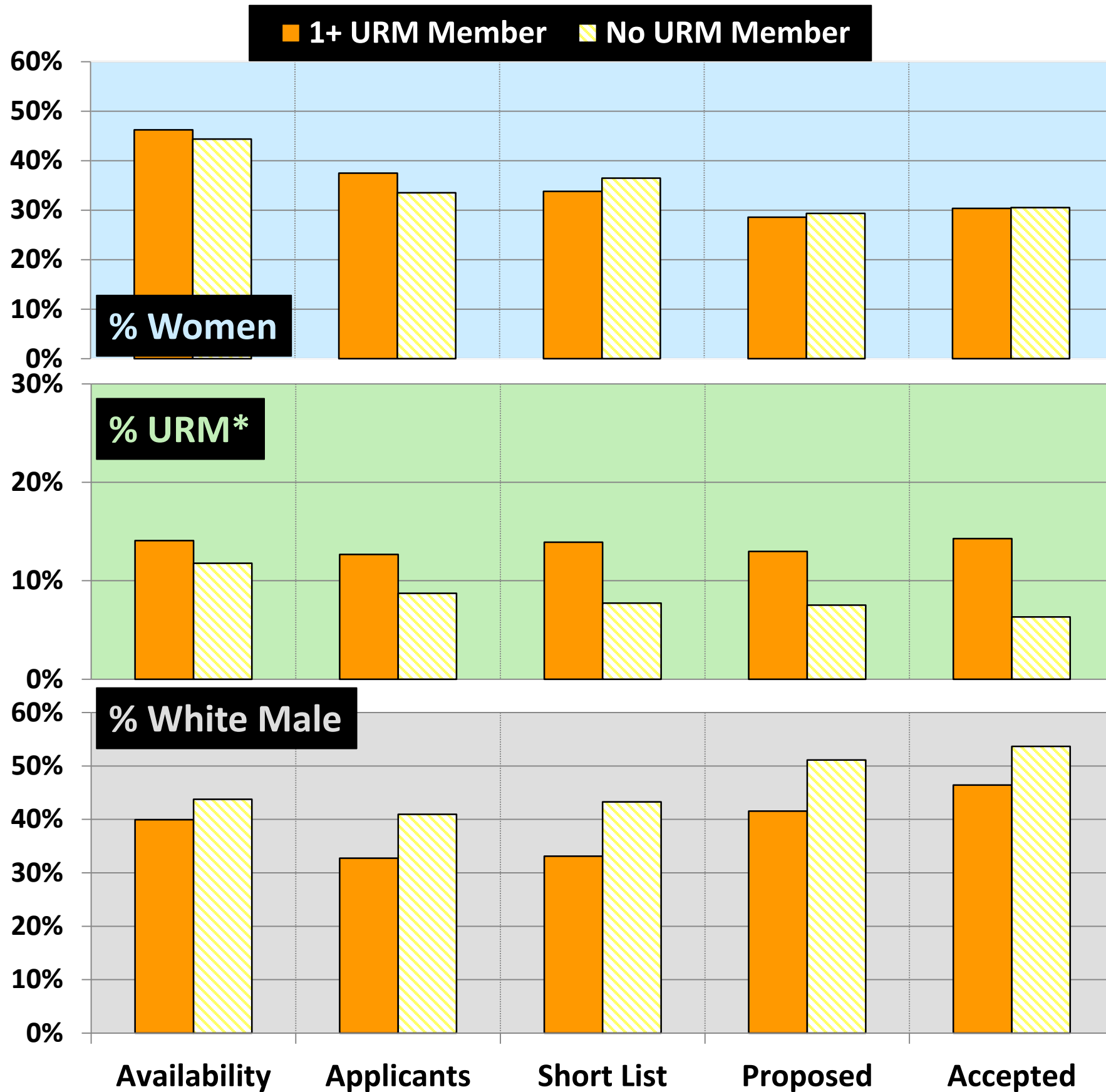
Slide 131: Search Committee Demography: 40% or More Female Committee (yes/no)



*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: 40%
Female Comm., N=52;
Less than 40%, N=112.

Slide 132: Search Committee Demography: Any URM* Committee Member (yes/no)

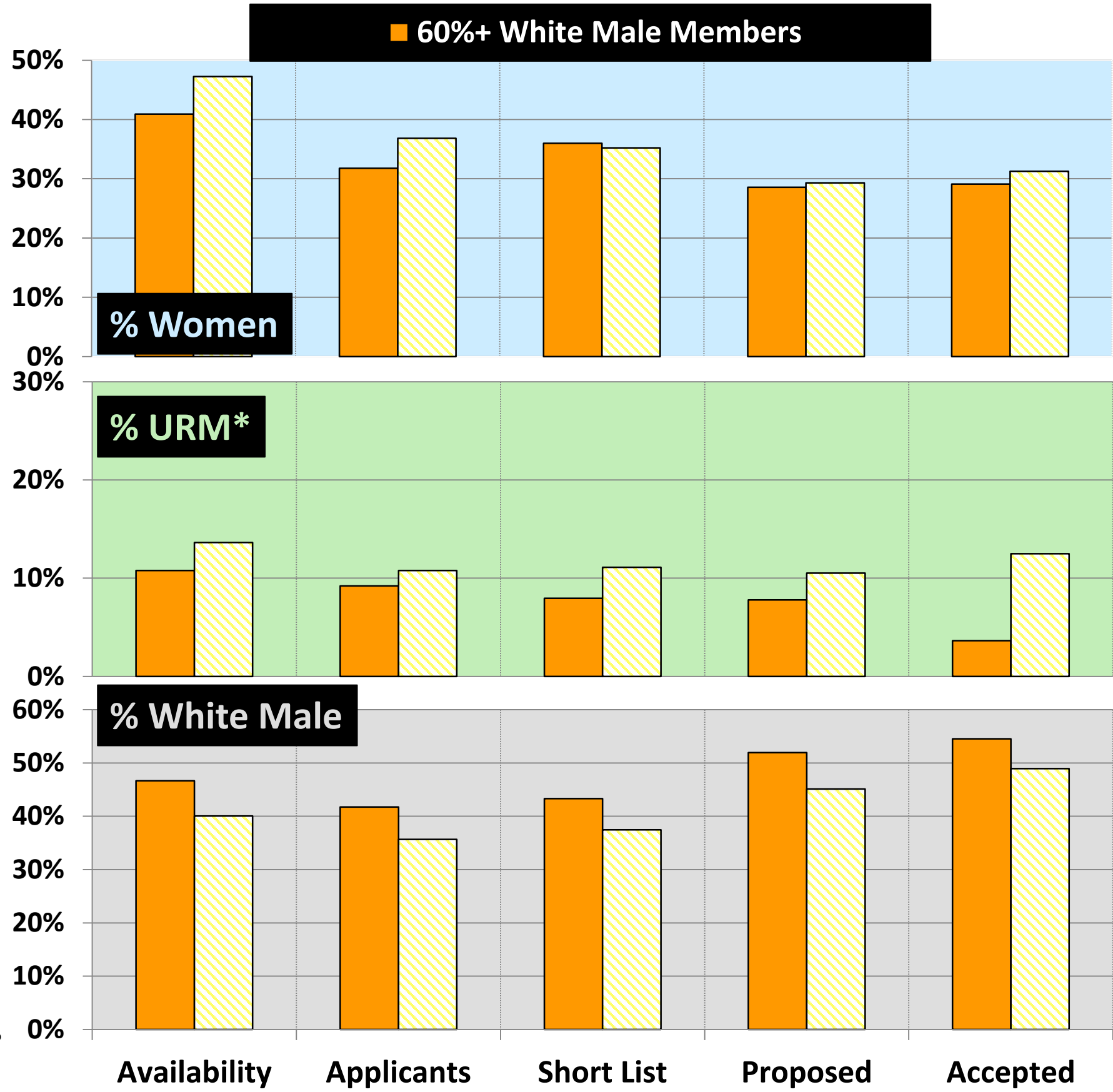


*includes Afric. Am.,
Hispanic, & Nat. Am.

of job searches: # of job searches: Any URM, N=61; No URM, N=103.

Sources: Survey of Earned Doctorates (US, PR); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016).

Slide 133: Search Committee Demography: 60% or More White Male (yes/no)



*includes Afric. Am.,
Hisp., & Nat. Am.

of job searches: 60%+
White Male Comm., N=57;
Less than 60%, N=107.

Sources: Survey of Earned
Doctorates (US, PR); UCB AP
Recruit 2012-13—2015-16
(as of 9/28/2016).

Slide 134: UCB Fac. Job Searches 2012-2015 (n=164*): Modeling for % of actual applicants, linear regression, selected groups and controls including hiring committee demography

Variables	% women		% urm**		% asian		% white women		% asian women		%urm** women		%urm** men		% asian men		% white men	
	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val	β	p-val
% in availability pool	0.532	<.0001	0.741	<.0001	0.813	<.0001	0.521	<.0001	0.457	0.012	0.708	<.0001	0.624	<.0001	1.258	<.0001	0.419	<.0001
Assist. only listing	0.022	0.219	-0.023	0.121	0.052	0.003	0.003	0.858	0.026	0.015	-0.006	0.483	-0.016	0.064	0.028	0.012	-0.023	0.204
Open search	-0.004	0.823	-0.010	0.497	0.007	0.670	-0.009	0.514	0.002	0.834	-0.006	0.444	0.000	0.986	0.004	0.732	-0.006	0.748
Relisted position	-0.025	0.252	-0.020	0.280	-0.006	0.778	-0.007	0.670	-0.009	0.488	-0.017	0.089	0.008	0.461	0.004	0.776	0.019	0.397
Year of listing	-0.005	0.509	0.003	0.622	-0.013	0.097	0.004	0.564	-0.005	0.232	0.003	0.347	0.003	0.414	-0.003	0.483	0.000	0.995
PTEM***	-0.145	<.0001	-0.002	0.921	0.149	<.0001	-0.102	<.0001	0.004	0.809	0.011	0.385	-0.019	0.135	0.124	<.0001	-0.017	0.569
Biology/Nat. Res.	-0.102	0.001	0.020	0.409	0.118	<.0001	-0.091	0.000	0.016	0.332	0.009	0.518	0.002	0.869	0.094	<.0001	-0.012	0.682
Professional Sch.	-0.056	0.051	0.015	0.491	0.114	<.0001	-0.074	0.001	0.045	0.004	0.006	0.611	0.004	0.755	0.064	0.000	-0.041	0.135
Social Sciences	-0.003	0.907	0.040	0.085	0.096	0.001	-0.054	0.017	0.039	0.016	0.037	0.006	0.003	0.803	0.052	0.004	-0.069	0.018
Humanities	-		-		-		-		-		-							
Total # of applicants	0.000	0.832	0.000	0.521	0.000	0.039	0.000	0.336	0.000	0.051	0.000	0.882	0.000	0.240	0.000	0.216	0.000	0.071
% in hiring committee	-0.018	0.685	0.183	0.000	0.114	0.027	0.055	0.159	-0.020	0.627	0.094	0.033	0.053	0.207	0.069	0.092	0.083	0.162
Intercept	0.189	0.001	-0.020	0.529	0.063	0.067	0.073	0.081	0.055	0.011	-0.029	0.105	0.010	0.597	0.004	0.836	0.177	0.040
R-square	0.586		0.451		0.466		0.561		0.173		0.482		0.230		0.641		0.293	
Adj. R-square	0.556		0.411		0.428		0.529		0.113		0.444		0.175		0.615		0.242	

Underrepresented Minority=Afric. Am., Hisp., Native Am. *Physical sciences, technology, engineering, & mathematics.

***Searches with more than 20% missing gender/ethnicity data for committee members are excluded.**

Sources: Survey of Earned Doctorates (US, PR, 2008-2012 [TT]; 1993-2007 [TEN.]); UCB AP Recruit 2012-13—2015-16 (as of 9/28/2016)