

UNIVERSITY OF CALIFORNIA, LOS ANGELES
ACADEMIC AFFIRMATIVE ACTION PLAN

October 1, 2009—September 30, 2010

October 2009

Prepared by UCLA Faculty Diversity & Development

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UNIVERSITY OF CALIFORNIA DIVERSITY STATEMENT

RECOMMENDED TO THE UNIVERSITY OF CALIFORNIA BY THE ACADEMIC SENATE OF THE UNIVERSITY OF CALIFORNIA

Adopted by the Assembly of the Academic Senate May 10, 2006

Endorsed by the President of the University of California June 30, 2006

Adopted by the Regents of the University of California September 20, 2007

The diversity of the people of California has been the source of innovative ideas and creative accomplishments throughout the state's history into the present. Diversity – a defining feature of California's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more.

Because the core mission of the University of California is to serve the interests of the State of California, it must seek to achieve diversity among its student bodies and among its employees. The State of California has a compelling interest in making sure that people from all backgrounds perceive that access to the University is possible for talented students, staff, and faculty from all groups. The knowledge that the University of California is open to qualified students from all groups, and thus serves all parts of the community equitably, helps sustain the social fabric of the State.

Diversity should also be integral to the University's achievement of excellence. Diversity can enhance the ability of the University to accomplish its academic mission. Diversity aims to broaden and deepen both the educational experience and the scholarly environment, as students and faculty learn to interact effectively with each other, preparing them to participate in an increasingly complex and pluralistic society. Ideas, and practices based on those ideas, can be made richer by the process of being born and nurtured in a diverse community. The pluralistic university can model a process of proposing and testing ideas through respectful, civil communication. Educational excellence that truly incorporates diversity thus can promote mutual respect and make possible the full, effective use of the talents and abilities of all to foster innovation and train future leadership.

Therefore, the University of California renews its commitment to the full realization of its historic promise to recognize and nurture merit, talent, and achievement by supporting diversity and equal opportunity in its education, services, and administration, as well as research and creative activity. The University particularly acknowledges the acute need to remove barriers to the recruitment, retention, and advancement of talented students, faculty, and staff from historically excluded populations who are currently underrepresented.

ACADEMIC AFFIRMATIVE ACTION PLAN ANNUAL UPDATE

Federal regulations prohibit discrimination on the basis of race, color, religion, sex, national origin, physical or mental disability or status as a covered veteran and require Federal contractors and subcontractors to take affirmative action to ensure equality of opportunity in all aspects of employment. This document constitutes the annual update of the UCLA Academic Affirmative Action Plan, which describes the University's good faith efforts to meet the affirmative action requirements of the Federal regulations. The Plan is additionally in conformance with Article I, Section 31 of the California Constitution which prohibits discrimination against or granting preferential treatment to any individual or group on the basis of race, sex, color, ethnicity, or national origin.

I. STATEMENT OF POLICY ON NONDISCRIMINATION AND AFFIRMATIVE ACTION FOR ACADEMIC EMPLOYEES AT UCLA

It is the policy of the University not to engage in discrimination against or harassment of any person employed or seeking employment with the University of California on the basis of race, color, national origin, religion, sex, gender identity, pregnancy,¹ physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services (as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994).² this policy applies to all employment practices including recruitment selection, promotion, transfer, merit increase, salary, training and development, demotion, and separation. This policy is intended to be consistent with the provisions of applicable State and Federal laws and University policies.

University policy also prohibits retaliation against any employee or person seeking employment for bringing a complaint of discrimination or harassment pursuant to this policy. This policy also prohibits retaliation against a person who assists someone with a complaint of discrimination or harassment or participates in any manner in an investigation or resolution of a complaint of discrimination or harassment. Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment.

In addition, it is the policy of the University to undertake affirmative action, consistent with its obligations as a Federal contractor, for minorities and women, for persons with disabilities, and for covered veterans.³ The university commits itself to apply every good faith effort to achieve prompt and full utilization of minorities and women in all segments of its workforce where deficiencies exist. These efforts conform to all current legal and regulatory requirements, and are consistent with University standards of quality and excellence.

In conformance with Federal regulations, written affirmative action plans shall be prepared and maintained by each campus of the University, by the Lawrence Berkeley National Laboratory, by the Office of the President, and by the Division of Agriculture and Natural Resources. Such plans shall be reviewed and approved by the Office of the President and the Office of the General Counsel before they are officially promulgated.

¹ Pregnancy includes pregnancy, childbirth, and medical conditions related to pregnancy or childbirth.

² Service in the uniformed services includes membership, application for membership, performance of service, application for service, or obligation for service in the uniformed services.

³ Covered veterans includes veterans with disabilities, recently separated veterans, Vietnam era veterans, veterans who served on active duty in the U.S. Military, Ground, Naval or Air Service during a war or in a campaign or expedition for which a campaign badge has been authorized, or Armed Forces service medal veterans.

UCLA will make good faith efforts to promote and maintain a discrimination-free workplace by demonstrating that it neither condones nor tolerates employment practices that discriminate against any person or specific group of persons on the bases listed above. These employment practices include recruitment, selection, appointment, reappointment, promotion, transfer, demotion, merit increases, salary, training and development, award of tenure, non-renewal of appointment, separation, and making reasonable and appropriate accommodations for persons with disabilities. UCLA is committed to maintaining an environment in which employees can work in an atmosphere that is free from all forms of harassment (sexual or otherwise), exploitation, or intimidation. Such behavior is prohibited by law and is a violation of University policy.

UCLA is an affirmative action employer. It is the policy of the University to undertake affirmative action for minorities, women, persons with disabilities, and covered veterans. UCLA is committed to making every good faith effort towards achieving and maintaining a diverse workforce, at all levels of employment, that is representative of the availability of qualified women and minorities in the relevant labor markets. Furthermore, it is our policy at UCLA to promote equal employment opportunity and to take affirmative action through recruitment and employment efforts, training and development, educational opportunities, advancement in employment, transfer and other terms and conditions of employment of qualified minorities, women, persons with disabilities, and covered veterans. Our primary tool toward the attainment of a diverse workplace is the development of and adherence to an Affirmative Action Plan that translates the legal mandates concerning equal employment opportunity and affirmative action and the social responsibilities associated with diversifying the workplace into an operational framework for implementation by the responsible campus administrators.

This written Academic Affirmative Action Plan, which is required by federal regulation, is available for inspection in the Office of the Vice Chancellor–Academic Personnel, the office for Faculty Diversity & Development, the Academic Personnel Office, and the libraries. Copies are distributed electronically to the Chancellor, the Executive Vice Chancellor, Vice Chancellors, Provosts, Deans and other Academic Affirmative Action Unit Coordinators, University Librarian, Chair of the Academic Senate, Chair of the Academic Senate's Committee on Diversity and Equal Opportunity, and members of the Chancellor's Advisory Group on Diversity and are available through these sources. The plan is also posted on the Faculty Diversity and Academic Personnel Office websites.

While it is understood that the application of specific policies will contain appropriate variations for staff employees, this basic statement of UCLA's policy applies alike to all employees.

The Academic Affirmative Action Plan is updated annually and should be reviewed by campus units accordingly. The Plan shall remain in effect until superseded in whole or in part(s).

It must be emphasized that the purpose of this policy statement and our written Affirmative Action Plan is to recognize that mere opposition to employment discrimination is not enough. Commitment and effort are required for achievement. These four aspects—policy statement, written plan, commitment, and effort—are to characterize the implementation of this program at every level and in every sector of this institution. Direct responsibility for affirmative action is assigned to the Executive Vice Chancellor for academic administration and to the Vice Chancellor, Business and Administrative Services, for staff administration, with such assistance and support as the written Affirmative Action Plan provides.

II. ACADEMIC AFFIRMATIVE ACTION - WOMEN AND MINORITIES

A. ORGANIZATION, AUTHORITIES & RESPONSIBILITIES

Overall responsibility for faculty affirmative action has been assigned to the Vice Provost for Faculty Diversity & Development. The Academic Senate's Committee on Diversity and Equal Opportunity also participates in addressing affirmative action issues. (See Attachment 1 for the UCLA Academic Affirmative Action Organization Chart, 2009-2010.)

1. Faculty Diversity & Development

Faculty Diversity & Development is headed by the Vice Provost-Faculty Diversity & Development, appointed by the Chancellor and reporting to the Executive Vice Chancellor. The Vice Provost-Faculty Diversity & Development provides executive academic leadership for achieving and sustaining faculty diversity as an indispensable element of UCLA's academic excellence. The Vice Provost-Faculty Diversity & Development serves as UCLA's academic affirmative action officer and holds primary responsibility and accountability for ensuring equal employment opportunity and non-discrimination in academic areas and for developing and implementing the campus academic affirmative action program. The incumbent ensures that UCLA's faculty employment policies and practices comply with all relevant Federal, State, and University requirements as a faculty employer. As required under Federal Affirmative Action Regulations, the incumbent has the authority, resources, support of and access to top management to ensure the effective implementation of the affirmative action program. The incumbent must regularly assess and report whether, within existing campus constraints, these needs are met and whether the campus is fully complying with equal employment opportunity, non-discrimination, and affirmative action requirements as they apply to UCLA's academic employees.

Currently, a Director, Faculty Diversity & Development reports to the Vice Provost-Faculty Diversity & Development and holds these and other related responsibilities: (1) preparing the annual academic affirmative action reports in cooperation with campus administrators and the Academic Personnel Office; (2) modifying the plan as needed each year to conform with affirmative action regulations, University of California policy, and campus requirements; (3) supervising the work of the Associate Director, Research and Analysis; and (4) managing the review, revision, and submission of the plan in consultation with the Vice Provost-Faculty Diversity & Development and the UC Interim Executive Director, Academic Personnel.

Currently, the Associate Director, Research and Analysis holds responsibility for data collection, analysis and reports and assists in ensuring that the campus fully complies with all affirmative action responsibilities.

2. Academic Senate's Committee on Diversity and Equal Opportunity

The Academic Senate's Committee on Diversity and Equal Opportunity (CODEO) consists of seven members appointed by the Academic Senate Committee on Committees. CODEO works in collaboration with the Chancellor, Executive Vice Chancellor, and the Vice Provost-Faculty Diversity & Development. Its functions are:

- a. To advise the Chancellor and to recommend to the Division concerning policies and programs to advance, and to identify excellence in improving faculty diversity, including particularly the recruitment and retention of women and minorities in academic job groups identified as underutilized;
- b. To assist academic departments and units in the establishment and review of strategies for better utilization;
- c. To review and recommend strategies for creating diverse applicant pools; and,
- d. To review and comment on statements on faculty diversity included in academic units' annual strategic planning updates.

3. Academic Affirmative Action Units

The basic organizational units of this Academic Affirmative Action Plan are academic departments or other academic units that appoint academic personnel. An Academic Affirmative Action Unit is a grouping of related academic departments and units and has an assigned Unit Coordinator, typically an academic dean, who is responsible for implementation of affirmative action policy within the Unit (see Attachment 2 for a list of Unit Coordinators). A proposed academic appointment within any unit will not be released for academic personnel processing until the Unit Coordinator (or in appropriate cases, the Vice Chancellor-Academic Personnel) has approved the proposal as being in compliance with applicable affirmative action policy and procedure. (A complete description of the academic personnel process is contained in "The UCLA CALL" issued by the Academic Personnel Office.)

4. Consultation with Academic Senate and Other Organizations

The Academic Senate will be consulted in the development and review of those aspects of affirmative action policy and procedure affecting all academic personnel titles and series that are subject to review by the Council on Academic Personnel under established personnel policy. Full access to all administratively-generated affirmative action data and analyses relating to these titles and series will be provided to the appropriate agencies of the Academic Senate. Similar consultation will take place with, and access to data and analyses will be provided to, the Librarians Association with respect to aspects of affirmative action policy and procedure affecting academic librarian positions. There will also be similar consultation with and access provided to the Chancellor's Advisory Group on Diversity, the UCLA Committee on Disability and other appropriate organizations. In no instance will an appointment involving a title that falls within the jurisdiction of the Council on Academic Personnel be disapproved by the Vice Chancellor-Academic Personnel on the basis of non-conformity with affirmative action policy and procedure without consultation with the committee(s) of the Academic Senate designated as appropriate by the Senate.

5. Internal Audit and Reporting System

UCLA has implemented an internal audit and reporting system to periodically measure the effectiveness of its affirmative action program. The Vice Provost-Faculty Diversity & Development coordinates the auditing and reporting systems for UCLA academic personnel. The Academic Personnel Office is responsible for maintaining and monitoring accurate and

up-to-date records on searches, appointments, promotions, terminations, and salary by sex and ethnicity. These records provide the data for academic affirmative action planning and activities on campus. The annual Academic Affirmative Action Plan is prepared, distributed, and carried out as described in this section. The Vice Provost-Faculty Diversity & Development consults with the Academic Senate's Committee on Diversity and Equal Opportunity, Deans, Directors, and Chairs on matters of academic affirmative action, reports progress to relevant administrators, and advises the Vice Chancellor-Academic Personnel and the Executive Vice Chancellor on areas of concern.

In addition to the efforts noted in this subsection, assessments are made of programs and procedures for individuals with disabilities and covered veterans. Should concerns arise with regard to opportunities for academic individuals with disabilities and covered veterans opportunity to self-identify or to participate in our University sponsored activities, the Vice Provost – Faculty Diversity & Development will follow the consulting and reporting procedures described above.

6. Time Period Covered by the Plan

Data made available by UCLA's Academic Personnel Office and other sources during one academic year are used in preparing the Academic Affirmative Action Plan for the following year. The current plan, based on data received during academic year 2008-2009, presents the goals and proposed actions for the academic year October 1, 2009 – September 30, 2010.

B. ANALYSES TO IDENTIFY UNDERUTILIZATION

1. Workforce Analysis

UCLA annually conducts an analysis of the academic workforce composition. The workforce analysis lists each job title, ranked from the lowest paid to the highest paid, within each department or similar organizational unit. For each job title, the total number of incumbents, the work location, the total number of male and female incumbents, and the total number of male and female incumbents in each of the following groups are given: Blacks, Hispanics, Asians/Pacific Islanders, American Indians/Alaskan Natives and Unknown. A complete workforce analysis is available on request from the office for Faculty Diversity & Development.

2. Job Group Analysis

For purposes of affirmative action analyses, academic employees of UCLA have been clustered into the job groups below, each comprising jobs with similar content, wage rates, and opportunities. The codes corresponding with job titles for each group are shown parenthetically. A complete listing of the academic job titles ("UCLA Academic Title Codes, Sorted by Class Title Outline") is available on request from Faculty Diversity & Development or the Academic Personnel Office. Employees in all job groups except those for the School of Medicine (Job Groups 7A, 7B, 1D, 2D, 3D, 4D, and 5D) are located at the UCLA campus. About a third of academic appointees in the School of Medicine are assigned to off-campus medical facilities which include Cedar Sinai Medical Center, Martin Luther King/Drew Medical Center, Edelman Hospital, East/West Parkside, Harbor Hospital-UCLA, Lancast/Palm 1, Orthopedic Hospital, Olive View Medical Center, SAMO 15th, SAMO 16th, SAMO16th-2, Santa Monica Medical Center, Veterans Administration Hospital-Brentwood, Veterans

Administration Hospital-Sepulveda, Veterans Administration Hospital-Wadsworth, and Veterans Administration Hospital-Westwood. Current assignments of off-campus employees are available on request from the office for Faculty Diversity & Development.

The Chancellor of UCLA is included in the affirmative action plan of the UC Office of the President.

Cluster A: Tenured Ladder and Equivalent Rank Faculty (CTO 010, 114)

Job Group 1A: Letters and Science Humanities Professors and Associate Professors

Job Group 2A: Letters and Science Life Sciences Professors and Associate Professors

Job Group 3A: Letters and Science Physical Sciences Professors and Associate Professors

Job Group 4A: Letters and Science Social Sciences Professors and Associate Professors

Job Group 5A: Basic Biomedical Sciences Professors and Associate Professors

Job Group 6A: School of Dentistry Professors and Associate Professors

Job Group 7A: David Geffen School of Medicine Professors and Associate Professors

Job Group 8A: School of Nursing Professors and Associate Professors

Job Group 9A: School of Public Health Professors and Associate Professors

Job Group 10A: School of the Arts & Architecture Professors and Associate Professors

Job Group 11A: Graduate School of Education & Information Studies Professors and Associate Professors

Job Group 12A: Henry Samueli School of Engineering & Applied Science Professors and Associate Professors

Job Group 13A: School of Law Professors (CTO 114)

Job Group 14A: Anderson School of Management Professors and Associate Professors

Job Group 15A: School of Public Affairs Professors and Associate Professors

Job Group 16A: School of Theater, Film & Television Professors and Associate Professors

Cluster B: Non-tenured Ladder and Equivalent Rank Faculty (CTO 011, 124)

Job Group 1B: Letters and Science Humanities Assistant Professors

Job Group 2B: Letters and Science Life Sciences Assistant Professors

Job Group 3B: Letters and Science Physical Sciences Assistant Professors

Job Group 4B: Letters and Science Social Sciences Assistant Professors

Job Group 5B: Basic Biomedical Sciences Assistant Professors

Job Group 6B: School of Dentistry Assistant Professors

Job Group 7B: David Geffen School of Medicine Assistant Professors

Job Group 8B: School of Nursing Assistant Professors

Job Group 9B: School of Public Health Assistant Professors

Job Group 10B: School of the Arts & Architecture Assistant Professors

Job Group 11B: Graduate School of Education & Information Sci. Assistant Professors

Job Group 12B: Henry Samueli School of Engineering & Applied Science Assistant Professors

Job Group 13B: School of Law Acting Professors
Job Group 14B: Anderson School of Management Assistant Professors
Job Group 15B: School of Public Affairs Assistant Professors
Job Group 16B: School of Theater, Film & Television Assistant Professors

Cluster C: Other Letters and Science Faculty

Job Group 1C: Other Non-Ladder Faculty, including Professors-in-Residence, Adjunct Instructors and Adjunct Professors (CTO 311, 335)
Job Group 2C: Researchers (CTO 541)
Job Group 3C: Lecturers (CTO 221, 225)

Cluster D: Other Medical Faculty

Job Group 1D: In-residence Medical Faculty (CTO 311)
Job Group 2D: Adjunct Medical Faculty (CTO 335)
Job Group 3D: Clinical X Medical Faculty (CTO 317)
Job Group 4D: Medical Researchers (CTO 541)
Job Group 5D: Clinical Professors (CTO 341)

Cluster E: Other Professional School and Health Sciences Faculty

Job Group 1E: Other Non-Ladder Faculty, including Demonstration Teachers, Lecturers, Professors-in-Residence, Adjunct Professors and Adjunct Instructors (CTO 311, 335, 927, 928)
Job Group 2E: Researchers (CTO 541)
Job Group 3E: Lecturers (CTO 221, 225)

Cluster F: Academic Librarians (CTO 621)

Job Group 1F: Career Librarians
Job Group 2F: Potential-Career Librarians

Cluster G: Academic Administrators

Job Group G: Academic Administrators (CTO S46, S56)

Although some job groups contain fewer than the 50 employees recommended as a minimum by regulations, the distinctions between tenured and untenured faculty and among organizational units are both crucial for meaningful analysis. Appointments at the tenured level draw from different potential applicant populations than appointments at the untenured level, and the availability of women and minorities varies greatly from one academic specialty area to another, as represented in organizational unit distinctions.

3. Availability Analysis

Availability is an estimate of the number of qualified minorities and women available for employment in each job group, expressed as a percentage of all qualified persons available for employment in the job group. The federal guidelines for determining availability specify two factors to be considered in estimating availability:

- Factor 1: the availability of women and minorities possessing the requisite skills in an area in which the employer can reasonably recruit, and
- Factor 2: the availability of promotable, transferable, and trainable female and minority employees within the employer's organization.

Factor 1 is the only relevant factor for academic appointments in nearly all job groups at UCLA, since applicants for academic positions are drawn nationwide. A national recruitment area is necessary for most academic appointments in order to yield the strongest, most diverse pool of qualified applicants. A statewide recruitment area is used when it has been determined that a diverse pool of qualified candidates exists within the state. The selection of internal pools is based on identification of job groups in which the most qualified candidates are likely to exist. Examples of some positions for which internal candidates or local candidates make up the availability pool include positions for In-residence Medical Faculty (Job Group 1D) and Adjunct Medical Faculty (Job Group 2D), for which some applicants are drawn from current UCLA academic appointees, and Clinical X Medical Faculty (Job Group 3D) and Clinical Professors (Job Group 5D), for which applicants are drawn from current UCLA academic appointees and physicians in the Southern California area. Determinations of recruitment area for each job group were based on an analysis of typical applicant pools for that job group. Availability estimates for each job group which were determined using one or both factors, as relevant, are provided in the Underutilization Tables 1 – 4.

a. Ladder-Rank Faculty

The methodology used to produce availability estimates for the 2009-2010 Academic Affirmative Action Plan remains the same as in prior years. Special consideration was given to verifying data integrity and improving statistics on the diversity of potential applicants with appropriate qualifications for academic positions in each school or similar organizational unit.

For the School of Medicine, availability estimates for ladder-rank and in-residence faculty job groups were based on a combination of Ph.D. doctoral data for medical specialties (from the IPEDS "Completions" file) and data on current faculty in U.S. schools of medicine, from the Association of American Medical Colleges (AAMC), as appropriate. The availability estimates for ladder-rank faculty in the basic sciences only were used as the best available estimates for Researchers. For Adjunct Faculty, the current diversity of researchers at UCLA was used as the best estimate of availability. Availability for Clinical Compensated Faculty used data on the sex and ethnic composition of medical residents in the U.S., from studies published by the AAMC. Availability for Clinical X Faculty was a composite of the current diversity of UCLA Tenured Faculty, Clinical Compensated Faculty, and Faculty in Residence, weighted according to their estimated proportion of applicant pools for Clinical X Faculty positions.

For the Basic Biomedical Sciences, availability was estimated from a composite of doctorates in medical basic sciences (IPEDS), doctorates in microbiology (NORC), and faculty in U.S. medical schools (AAMC).

For the School of Dentistry, availability estimates were based on a combination of IPEDS data on doctorates in dental clinical sciences/graduate dentistry and data on current tenure-track faculty in U.S. dental schools from the American Dental Education Association.

For the School of Nursing, availability estimates were based on data from the American Association of Colleges of Nursing (AACN) on graduates of doctoral

programs (nursing & non-nursing doctorates combined) and on full-time faculty in U.S. Schools of Nursing (both members and non-members of AACN).

For the School of Public Health, availability estimates were based on data from the Association of Schools of Public Health (ASPH) on the diversity of doctorates in Public Health, doctoral data from NORC on specialties of current faculty, and data from the AAMC on the diversity of current ladder-rank faculty in U.S. medical schools in specialties of current faculty and on the diversity of recent recipients of the M.D. degree.

For the School of Arts & Architecture, availability estimates were based on data from the National Architectural Accrediting Board (NAAB) on current tenure-track faculty in accredited U.S. schools of architecture and on recipients of masters degrees in architecture from accredited U.S. schools of architecture, data from the Digest of Educational Statistics on full-time faculty in Fine Arts in U.S. universities, data on recent doctorates in Musicology and Ethnomusicology from IPEDS, data from the National Association of Schools of Music on current tenure-track faculty in Music, data from IPEDS on post-BA music degrees, data from IPEDS on post-BA degrees in Design & Visual Communications, IPEDS data on post-BA degrees in dance, and NORC data on doctorates in current faculty's specialty areas.

For the School of Law, availability estimates were based on data from the American Association of Law Schools (AALS) on women and minority faculty in U.S. Schools of Law and on registrants in the Faculty Appointments Register, the AALS registry of applicants for law school faculty positions.

For the School of Public Affairs, availability estimates were based on data from NORC on doctorates in specialties of current SPA faculty.

For the School of Theater, Film and Television, availability estimates were based on data from NORC on doctorates in disciplines represented in the school, data from the Directors' Guild of America on the diversity of working members, data from the Actors' Equity Association on the diversity of members, data from the National Center for Education Statistics on recent recipients of the Master of Fine Arts degree in Visual and Performing Arts, data from American Cinema Editors on the diversity of members, data from the Writers' Guild of America on the diversity of its members, and IPEDS data on post-BA degrees in specialties represented in the School.

For the School of Engineering and Applied Science and the Anderson School of Management, availability estimates were based on NORC doctoral data in specialties represented in each school.

For the divisions in the College of Letters and Science, availability estimates were based on NORC doctoral data in specialties represented in each division.

b. Other Academic Appointees

For academic librarians, availability estimates were based on data from the Association of Research Libraries on the diversity of current professional staff in research university libraries in the U.S. and data from the Digest of Educational Statistics on masters and doctoral degrees in library science.

For researchers, lecturers, and other academic appointees other than in the School of Medicine, availability estimates are problematic because of the unpredictably changing needs for staffing from term to term. Appointments of lecturers are often based on short-term demand for particular courses, and appointments of researchers vary with funding. For the College of Letters and Science, availability estimates for ladder-rank faculty in each division were also used as an estimate for researchers, lecturers, and other academic appointees. For health sciences schools other than Medicine and for all other professional schools, lecturers, researchers, and other academics from all schools are treated as a single job group and compared to a weighted composite of availability estimates for ladder-rank faculty in those schools.

Finally, availability for Academic Administrators across the campus is a weighted composite of availabilities for the ladder-rank faculties from which they are most often drawn.

4. Utilization Analysis

In identifying those areas of academic employment at UCLA where there is underutilization, three steps are involved:

- a. Data on the university's current work force are collected to determine by academic job group the percentage of women and minority employees currently employed (see Underutilization Tables 1-4).
- b. Statistics on the availability of qualified women and minorities in the relevant recruiting areas are compiled for each job group.
- c. A utilization analysis is performed, comparing these work force and availability data to determine in which job groups women and members of particular minority groups may be underutilized (see Underutilization Tables 1-4). The "Any Difference" rule is used with all the job groups. If the percentages of women and minorities employed in a particular job group are less than would reasonably be expected, given the availability percentage in that particular job group, a condition of underutilization is noted.

Table 1
2008-09 UCLA Underutilization of Ladder-Rank Faculty ¹

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
COLLEGE OF LETTERS & SCIENCE							
Humanities Division							
Job Group 1A							
# of Tenured Faculty	69.5	5.0	11.0	18.0	0.0	204.7	0.0
% of Tenured Faculty	34.0%	2.4%	5.4%	8.8%	0.0%		
Estimate of Availability	53.1%	2.4%	5.7%	4.6%	0.4%		
Underutilization	yes	no	yes	no	yes		
Job Group 1B							
# of Untenured Faculty	17.0	1.0	2.0	7.5	0.0	34.2	1.0
% of Untenured Faculty	48.3%	2.9%	5.8%	21.9%	0.0%		
Estimate of Availability	54.6%	3.0%	4.4%	3.6%	0.9%		
Underutilization	yes	yes	no	no	yes		
Life Sciences Division							
Job Group 2A							
# of Tenured Faculty	31.5	3.0	3.0	10.0	0.0	103.0	0.0
% of Tenured Faculty	30.6%	2.9%	2.9%	9.7%	0.0%		
Estimate of Availability	48.0%	3.0%	3.7%	6.9%	0.5%		
Underutilization	yes	yes	yes	no	yes		
Job Group 2B							
# of Untenured Faculty	13.5	1.0	3.0	8.0	0.0	29.0	0.5
% of Untenured Faculty	45.8%	3.4%	10.3%	27.6%	0.0%		
Estimate of Availability	54.2%	4.3%	5.8%	8.2%	0.5%		
Underutilization	yes	yes	no	no	yes		
Physical Sciences Division							
Job Group 3A							
# of Tenured Faculty	17.5	1.0	6.0	24.2	0.0	186.7	0.0
% of Tenured Faculty	9.4%	0.5%	3.2%	13.0%	0.0%		
Estimate of Availability	22.1%	1.6%	2.6%	14.7%	0.4%		
Underutilization	yes	yes	no	yes	yes		
Job Group 3B							
# of Untenured Faculty	8.0	0.0	0.0	6.0	0.0	21.3	1.0
% of Untenured Faculty	35.9%	0.0%	0.0%	28.2%	0.0%		
Estimate of Availability	27.7%	2.7%	3.4%	10.6%	0.3%		
Underutilization	no	yes	yes	no	yes		
Social Sciences Division							
Job Group 4A							
# of Tenured Faculty	75.5	9.0	18.0	25.3	2.0	233.5	1.0
% of Tenured Faculty	32.2%	3.9%	7.7%	10.8%	0.9%		
Estimate of Availability	40.8%	5.1%	4.2%	6.3%	0.4%		
Underutilization	yes	yes	no	no	no		

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
Job Group 4B							
# of Untenured Faculty	21.0	4.0	5.0	6.5	0.0	48.0	5.0
% of Untenured Faculty	39.6%	8.3%	10.4%	13.5%	0.0%		
Estimate of Availability	45.9%	6.9%	6.8%	5.7%	0.6%		
Underutilization	yes	no	no	no	yes		

BASIC BIOMEDICAL SCIENCES (MIMG)

Job Group 5A							
# of Tenured Faculty	5.0	0.0	0.0	6.0	0.0	27.3	0.0
% of Tenured Faculty	18.3%	0.0%	0.0%	22.0%	0.0%		
Estimate of Availability	38.8%	3.2%	4.6%	12.5%	0.2%		
Underutilization	yes	yes	yes	no	yes		
Job Group 5B							
# of Untenured Faculty	1.0	0.0	0.0	0.0	0.0	3.0	1.0
% of Untenured Faculty	25.0%	0.0%	0.0%	0.0%	0.0%		
Estimate of Availability	43.7%	3.5%	6.3%	16.3%	0.1%		
Underutilization	yes	yes	yes	yes	yes		

CENTER FOR THE HEALTH SCIENCES

School of Dentistry

Job Group 6A							
# of Tenured Faculty	5.0	1.0	2.0	11.0	0.0	36.0	0.0
% of Tenured Faculty	13.9%	2.8%	5.6%	30.6%	0.0%		
Estimate of Availability	29.4%	3.4%	2.9%	13.7%	0.2%		
Underutilization	yes	yes	no	no	yes		
Job Group 6B							
# of Untenured Faculty	3.0	0.0	0.0	2.0	0.0	4.0	0.0
% of Untenured Faculty	75.0%	0.0%	0.0%	50.0%	0.0%		
Estimate of Availability	45.1%	3.5%	5.8%	15.5%	0.0%		
Underutilization	no	yes	yes	no	no		

David Geffen School of Medicine (Excluding MIMG)

Job Group 7A							
# of Tenured Faculty	57.0	5.0	20.5	36.5	0.0	291.5	0.0
% of Tenured Faculty	19.6%	1.7%	7.0%	12.5%	0.0%		
Estimate of Availability	26.3%	2.7%	3.9%	10.2%	0.1%		
Underutilization	yes	yes	no	no	yes		
Job Group 7B							
# of Untenured Faculty	4.0	1.0	2.0	7.0	0.0	32.3	1.0
% of Untenured Faculty	12.0%	3.1%	6.2%	21.7%	0.0%		
Estimate of Availability	42.1%	3.8%	5.0%	18.4%	0.3%		
Underutilization	yes	yes	no	no	yes		

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
School of Nursing							
Job Group 8A							
# of Tenured Faculty	16.0	1.0	0.0	1.0	1.0	16.0	0.0
% of Tenured Faculty	100.0%	6.3%	0.0%	6.3%	6.3%		
Estimate of Availability	95.3%	6.3%	1.7%	1.7%	0.4%		
Underutilization	no	no	yes	no	no		
Job Group 8B							
# of Untenured Faculty	13.0	3.0	0.0	3.0	0.0	13.0	0.0
% of Untenured Faculty	100.0%	23.1%	0.0%	23.1%	0.0%		
Estimate of Availability	93.3%	7.1%	2.4%	4.6%	0.3%		
Underutilization	no	no	yes	no	yes		
School of Public Health							
Job Group 9A							
# of Tenured Faculty	17.5	2.0	1.0	8.5	0.0	52.5	0.0
% of Tenured Faculty	33.3%	3.8%	1.9%	16.2%	0.0%		
Estimate of Availability	46.3%	4.4%	3.5%	10.9%	0.4%		
Underutilization	yes	yes	yes	no	yes		
Job Group 9B							
# of Untenured Faculty	2.0	1.0	1.0	0.0	0.0	3.0	0.0
% of Untenured Faculty	66.7%	33.3%	33.3%	0.0%	0.0%		
Estimate of Availability	52.2%	6.4%	4.4%	11.3%	0.5%		
Underutilization	no	no	no	yes	yes		
OTHER PROFESSIONAL SCHOOLS							
School of Arts & Architecture							
Job Group 10A							
# of Tenured Faculty	24.5	5.0	6.0	5.0	1.0	76.2	1.0
% of Tenured Faculty	31.7%	6.6%	7.9%	6.6%	1.3%		
Estimate of Availability	41.8%	5.6%	3.8%	4.6%	0.9%		
Underutilization	yes	no	no	no	no		
Job Group 10B							
# of Untenured Faculty	2.0	0.0	0.0	2.0	0.0	4.0	0.0
% of Untenured Faculty	50.0%	0.0%	0.0%	50.0%	0.0%		
Estimate of Availability	57.4%	6.2%	5.3%	5.8%	0.7%		
Underutilization	yes	yes	yes	no	yes		
Graduate School of Education & Information Studies							
Job Group 11A							
# of Tenured Faculty	24.0	5.0	7.0	2.3	0.0	49.3	0.0
% of Tenured Faculty	48.7%	10.1%	14.2%	4.7%	0.0%		
Estimate of Availability	57.0%	8.1%	3.8%	4.5%	0.7%		
Underutilization	yes	no	no	no	yes		

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
Job Group 11B							
# of Untenured Faculty	3.5	1.0	2.0	5.0	0.0	11.5	0.0
% of Untenured Faculty	30.4%	8.7%	17.4%	43.5%	0.0%		
Estimate of Availability	62.9%	11.6%	5.5%	4.5%	1.0%		
Underutilization	yes	yes	no	no	yes		

Henry Samueli School of Engineering & Applied Science

Job Group 12A							
# of Tenured Faculty	9.0	0.0	1.0	49.3	0.0	122.3	0.0
% of Tenured Faculty	7.4%	0.0%	0.8%	40.3%	0.0%		
Estimate of Availability	14.9%	1.9%	2.5%	20.1%	0.3%		
Underutilization	yes	yes	yes	no	yes		
Job Group 12B							
# of Untenured Faculty	7.5	0.0	1.0	9.0	0.0	32.8	0.0
% of Untenured Faculty	22.9%	0.0%	3.0%	27.4%	0.0%		
Estimate of Availability	19.6%	3.8%	3.9%	17.7%	0.3%		
Underutilization	no	yes	yes	no	yes		

School of Law

Job Group 13A							
# of Tenured Faculty	13.5	2.5	2.0	2.0	0.0	52.7	0.0
% of Tenured Faculty	25.6%	4.7%	3.8%	3.8%	0.0%		
Estimate of Availability	34.9%	10.7%	4.5%	3.6%	1.2%		
Underutilization	yes	yes	yes	no	yes		
Job Group 13B							
# of Untenured Faculty	2.0	1.0	0.0	1.0	0.0	4.0	1.0
% of Untenured Faculty	40.0%	25.0%	0.0%	25.0%	0.0%		
Estimate of Availability	38.8%	11.0%	1.5%	4.8%	0.8%		
Underutilization	no	no	yes	no	yes		

Anderson School of Management

Job Group 14A							
# of Tenured Faculty	6.0	1.0	3.0	14.0	0.0	62.0	0.0
% of Tenured Faculty	9.7%	1.6%	4.8%	22.6%	0.0%		
Estimate of Availability	30.0%	3.6%	2.2%	11.1%	0.4%		
Underutilization	yes	yes	no	no	yes		
Job Group 14B							
# of Untenured Faculty	6.0	0.0	4.0	4.0	0.0	23.0	0.0
% of Untenured Faculty	26.1%	0.0%	17.4%	17.4%	0.0%		
Estimate of Availability	34.1%	6.3%	3.8%	11.8%	0.5%		
Underutilization	yes	yes	no	no	yes		

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
School of Public Affairs							
Job Group 15A							
# of Tenured Faculty	12.5	3.0	2.0	2.5	0.0	34.0	1.0
% of Tenured Faculty	35.7%	8.8%	5.9%	7.4%	0.0%		
Estimate of Availability	47.1%	8.4%	3.7%	6.7%	0.6%		
Underutilization	yes	no	no	no	yes		
Job Group 15B							
# of Untenured Faculty	4.0	0.0	0.0	1.0	0.0	6.0	0.0
% of Untenured Faculty	66.7%	0.0%	0.0%	16.7%	0.0%		
Estimate of Availability	51.9%	9.9%	4.5%	7.0%	0.5%		
Underutilization	no	yes	yes	no	yes		
School of Theater, Film & Television							
Job Group 16A							
# of Tenured Faculty	12.0	1.0	5.0	0.0	1.0	34.5	0.0
% of Tenured Faculty	34.8%	2.9%	14.5%	0.0%	2.9%		
Estimate of Availability	35.9%	3.9%	2.2%	2.3%	0.4%		
Underutilization	yes	yes	no	yes	no		
Job Group 16B							
# of Untenured Faculty	2.0	0.0	0.0	0.0	0.0	3.0	0.0
% of Untenured Faculty	66.7%	0.0%	0.0%	0.0%	0.0%		
Estimate of Availability	39.2%	4.4%	3.0%	2.4%	0.5%		
Underutilization	no	yes	yes	yes	yes		

Note: Split appointments are counted as percentage of FTE.

Women faculty %s are expressed as a percentage of total faculty (both known and unknown ethnicity).

Minority faculty %s are expressed as a percentage of faculty of known ethnicity only.

1 In Job Groups identified as underutilized, annual percentage placement goals are set equal to the availability percentages specified in the tables.

Table 2
2008-09 UCLA Underutilization of Non-Ladder Academics ¹

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
COLLEGE OF LETTERS & SCIENCE							
Other Non-ladder Faculty							
Job Group 1C							
# of Other Faculty	10.7	0.0	0.5	5.0	0.0	36.5	0.0
% of Other Faculty	29.3%	0.0%	1.4%	13.7%	0.0%		
Estimate of Availability	31.9%	2.8%	3.4%	10.6%	0.4%		
Underutilization	yes	yes	yes	no	yes		
Researchers							
Job Group 2C							
# of Researchers	21.3	1.0	0.5	24.2	0.0	90.4	3.3
% of Researchers	22.7%	1.1%	0.6%	26.8%	0.0%		
Estimate of Availability	28.1%	2.2%	3.0%	12.0%	0.4%		
Underutilization	yes	yes	yes	no	yes		
Lecturers							
Job Group 3C							
# of Lecturers & Instructors	75.7	1.0	4.0	21.3	0.0	109.6	6.7
% of Lecturers & Instructors	65.1%	0.9%	3.6%	19.4%	0.0%		
Estimate of Availability	45.3%	3.0%	4.7%	6.0%	0.4%		
Underutilization	no	yes	yes	no	yes		
DAVID GEFFEN SCHOOL OF MEDICINE							
In-residence Medical Faculty							
Job Group 1D							
# of In-residence Medical Faculty	95.1	8.1	14.0	66.8	1.0	323.3	2.0
% of In-residence Medical Faculty	29.2%	2.5%	4.3%	20.7%	0.3%		
Estimate of Availability	32.2%	3.3%	4.2%	14.8%	0.1%		
Underutilization	yes	yes	no	no	no		
Adjunct Medical Faculty							
Job Group 2D							
# of Adjunct Medical Faculty	51.8	2.0	7.7	38.8	0.0	142.0	1.0
% of Adjunct Medical Faculty	36.2%	1.4%	5.4%	27.3%	0.0%		
Estimate of Availability	38.4%	0.0%	5.8%	43.9%	0.3%		
Underutilization	yes	no	yes	yes	yes		
Clinical X Medical Faculty							
Job Group 3D							
# of Clinical X Medical Faculty	21.6	4.4	4.0	13.0	0.0	82.4	0.0
% of Clinical X Medical Faculty	26.2%	5.3%	4.9%	15.8%	0.0%		
Estimate of Availability	34.3%	2.1%	5.9%	22.6%	0.1%		
Underutilization	yes	no	yes	yes	yes		

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
Medical Researchers							
Job Group 4D							
# of Medical Researchers	151.4	2.4	22.0	157.0	0.0	336.4	11.5
% of Medical Researchers	43.5%	0.7%	6.5%	46.7%	0.0%		
Estimate of Availability	37.3%	2.1%	3.5%	19.4%	0.2%		
Underutilization	no	yes	no	no	yes		

Clinical Professors

Job Group 5D							
# of Clinical Professors	279.2	15.7	31.6	220.1	2.0	682.1	14.9
% of Clinical Professors	40.1%	2.3%	4.6%	32.3%	0.3%		
Estimate of Availability	42.1%	3.8%	5.0%	18.4%	0.3%		
Underutilization	yes	yes	yes	no	no		

PROFESSIONAL & OTHER HEALTH SCIENCE SCHOOLS

Other Non-ladder Faculty

Job Group 1E							
# of Other Faculty	44.0	2.5	3.8	10.4	0.0	86.7	1.5
% of Other Faculty	49.9%	2.9%	4.4%	12.0%	0.0%		
Estimate of Availability	46.8%	6.0%	3.6%	7.7%	0.6%		
Underutilization	no	yes	no	no	yes		

Researchers

Job Group 2E							
# of Researchers	24.9	0.8	7.4	23.2	0.8	68.8	1.0
% of Researchers	35.7%	1.2%	10.8%	33.7%	1.2%		
Estimate of Availability	35.3%	4.4%	3.8%	12.8%	0.3%		
Underutilization	no	yes	no	no	no		

Lecturers

Job Group 3E							
# of Lecturers & Instructors	41.6	4.1	7.8	12.8	0.4	101.3	2.3
% of Lecturers & Instructors	40.2%	4.0%	7.7%	12.6%	0.4%		
Estimate of Availability	40.8%	6.2%	3.5%	8.2%	0.6%		
Underutilization	yes	yes	no	no	yes		

1 In Job Groups identified as underutilized, annual percentage placement goals are set equal to the availability percentages specified in the tables.

Table 3
2008-09 UCLA Underutilization of Academic Librarians ¹

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
ACADEMIC LIBRARIANS							
Career Librarians							
Job Group 1F							
# of Career Librarians	59.0	2.0	5.0	5.0	0.0	74.0	0.0
% of Career Librarians	79.7%	2.7%	6.8%	6.8%	0.0%		
Estimate of Availability	64.0%	4.7%	2.6%	6.0%	0.3%		
Underutilization	no	yes	no	no	yes		
Potential-Career Librarians							
Job Group 2F							
# of Potential-Career Librarians	27.0	1.0	2.0	4.0	0.0	34.0	0.0
% of Potential-Career Librarians	79.4%	2.9%	5.9%	11.8%	0.0%		
Estimate of Availability	79.5%	5.8%	3.8%	3.7%	0.6%		
Underutilization	yes	yes	no	no	yes		

Note: Career status is the equivalent of tenure.

¹ In Job Groups identified as underutilized, annual percentage placement goals are set equal to the availability percentages specified in the tables.

Table 4
2008-09 UCLA Underutilization of Academic Administrators ¹

	Women	Black/ Afr. Amer.	Hispanic	Asian/ Pacific Isl.	Am. Indian/ Alaskan Native	Total Known Ethnicity	Unknown
ACADEMIC ADMINISTRATORS							
Administrators							
Job Group G							
# of Administrators	39.7	6.0	4.5	10.8	0.0	92.8	3.0
% of Administrators	41.5%	6.5%	4.9%	11.6%	0.0%		
Estimate of Availability	39.5%	4.1%	3.6%	8.2%	0.4%		
Underutilization	no	no	no	no	yes		

¹ In Job Groups identified as underutilized, annual percentage placement goals are set equal to the availability percentages specified in the tables.

5. Goals

UCLA Academic Affirmative Action efforts are directed toward achieving a level of gender and minority representation in all job groups equivalent to availability. Annually, we establish percentage placement goals equal to availability for all underutilized job groups and make good faith efforts to recruit a broad and inclusive pool of qualified applicants including minorities and women. The annual percentage placement goals established for job groups identified as underutilized are found in Underutilization Tables 1-4. In job groups identified as underutilized, placement goals are set equal to the availability percentages specified in these tables.

Placement goals serve as reasonably attainable objectives and are also used to measure any yearly progress that might be made in correcting underutilization. They are not rigid or exclusive measures of performance, nor do they represent either ceilings or floors for employing particular groups. Rather, they encourage good faith effort to make all aspects of the entire affirmative action program work.

C. OTHER ANALYSES OF ACADEMIC PERSONNEL TO IDENTIFY PROBLEM AREAS: SELECTION, PROMOTION, SALARY, AND SEPARATION

Annually, the Vice Provost-Faculty Diversity & Development initiates analyses of personnel actions in each job group for selection, promotion, and separation in order to determine if applicable personnel policies are being administered without prejudice in regard to sex and ethnicity. A compensation analysis is also performed to determine if there are gender-, race-, or ethnicity-based disparities. The Academic Personnel Office is responsible for assuring that departments prepare the necessary data for these reports and for collecting these data. For each type of personnel action, the basic analysis is a comparison, within the related work force, of the percentage of women and minorities for whom a particular action was taken with the percentage of men and non-minorities for whom that same action was taken. If these differ significantly, additional analyses will be undertaken to identify organizational units in which problems may exist. A review of the procedures followed will be made by the appropriate office or committee (Faculty Diversity & Development, CODEO, Council on Academic Personnel, etc.) to determine the possible causes. The appropriate office or committee to which the problem is reported will, with the assistance of the Academic Personnel Office, conduct the analysis of the reported problem and develop steps to address the problem. The Vice Provost-Faculty Diversity & Development will oversee the completion of efforts developed to address such problems. More detailed descriptions of the analyses follow.

1. Selection Analysis

An analysis of the selection process in each job group is made by the Academic Personnel Office. A comparison is made between the number of actual appointments in each job group, by gender and ethnic group, and the number of applicants for those positions. If the selection rates differ significantly by sex or ethnic group, a possible selection problem is recognized. The existence of such a problem will be communicated by the Vice Provost-Faculty Diversity & Development to the appropriate Academic Affirmative Action Unit Coordinator and other appropriate administrative officers. An inquiry will be made to determine whether selection procedures leading to appointment to academic positions are being carried out in

compliance with this Academic Affirmative Action Plan, and to identify and implement any appropriate remedial steps. In some cases there may be a need to monitor the selection process over a period of time in order to make a meaningful analysis.

2. Promotion Analysis

An analysis of the promotion process is made by the Academic Personnel Office. A comparison is made within each job group in which appointees are subject to promotional decisions between the percentages of women and minorities promoted (as the case may be, to Associate Professor or Professor, or equivalent ranks in other appointment series) or to Lecturer with Security of Employment, and the percentages of men and non-minorities similarly promoted. If a lower percentage of women or minorities is promoted, a possible promotion problem is recognized. The existence of any such problem will be communicated by the Vice Provost-Faculty Diversity & Development to the Council on Academic Personnel, the Academic Affirmative Action Unit Coordinators and other appropriate administrative officers. An inquiry will be made to determine whether promotion procedures are being carried out in compliance with this Academic Affirmative Action Plan and with applicable academic personnel policy and to identify and implement appropriate remedial steps.

3. Compensation Analysis

The Academic Personnel Office annually analyzes salaries of employees in all Job Groups, comparing the average salary of women with that of men and the average salary of members of each minority group with that of the majority group. Any disparities are subjected to more sophisticated analyses conducted by a task force appointed for this purpose.

4. Separation Analysis

The Academic Personnel Office analyzes separations, considering separately those that are voluntary (e.g., resignation, retirement, change in title series) and those that are involuntary (e.g., terminal reappointment, dismissals for performance or misconduct, and medical separation). Comparisons are made between separation rates for women versus men and minorities versus non-minorities within each job group. If these comparisons disclose any significant differences, a possible separation problem is recognized. The existence of such a problem will be communicated to the Vice Provost-Faculty Diversity & Development, the Council on Academic Personnel, the appropriate Affirmative Action Unit Coordinator and other appropriate administrative officers. An inquiry will be made to determine whether separations occur in compliance with this Academic Affirmative Action Plan, and with applicable academic personnel policy, and to identify and to implement any appropriate remedial steps.

D. ACTION-ORIENTED PROGRAMS

A number of action-oriented programs have been developed at UCLA to assist the campus in achieving equal opportunity and diversity. An annual report of the status of these programs, most of which are ongoing, is found in Section VI., "Reporting on Action-Oriented Programs 2008-09". In addition to the programs described in Section VI, the Vice Provost-Faculty Diversity & Development discusses the findings of underutilization with the Vice Chancellor-Academic Personnel and the Academic Senate's Committee on Diversity and Equal Opportunity. The Vice

Provost-Faculty Diversity & Development proposes and implements appropriate campus procedures for addressing placement goals. For example, considering such factors as the number of faculty openings in particular academic units, a determination might be made that certain academic units should develop action plans for addressing underutilization. The appropriate Academic Affirmative Action Unit Coordinators, with assistance from the Vice Provost-Faculty Diversity & Development in consultation with CODEO, would then develop and implement unit-level action-oriented programs designed to correct identified underutilization and to achieve the desired placement goals.

Moving towards the goal of appropriate levels of utilization for women and minorities involves a continuing process of assessment of procedures and strategies. The Vice Provost-Faculty Diversity & Development confers regularly with academic unit coordinators so that successful affirmative action strategies and action-oriented programs in particular academic units can be applied. Action-oriented programs designed to correct any specific, unit-level problems noted in Section II. C. “Other Analyses of Academic Personnel to Identify Problem Areas: Selection, Promotion, Salary and Separation” are also developed and implemented as needed. The Vice Provost-Faculty Diversity & Development discusses the effectiveness of affirmative action efforts with appropriate academic administrators and CODEO.

For descriptions of the status of action-oriented programs for the past academic year, see Section VI., “Reporting on Action-Oriented Programs 2008-09”. For a description of future plans related to new or improved action-oriented programs, see Section VII., “Action Plans.”

III. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

A. Recruitment and Advertisement

The campus recruits both men and women for all open academic positions. Special efforts may be made to encourage women to apply in job groups showing women to be underutilized.

B. Job Policies and Practices

UCLA monitors its recruitment and advertising policies, its employment policies and practices, its leave policies, and its wage structure to ensure that its practices conform to the requirements of the Sex Discrimination Guidelines for Government Contractors, Sexual Harassment Guidelines, the Pregnancy Discrimination Amendment to the Civil Rights Act of 1964, and the Equal Pay Act. UCLA's leave policies are non-discriminatory.

C. Sexual Harassment

UCLA has appointed a Sexual Harassment Coordinator/Title IX Officer to coordinate compliance with laws and policies against sexual harassment. These written materials are available to members of the academic community:

1. “Sexual Harassment”—a brochure on identifying, preventing and addressing sexual harassment on campus.

2. Information on campus resources and complaint procedures--available at the following web address: <http://www.sexualharassment.ucla.edu/>

IV. COMPLIANCE WITH GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION OR NATIONAL ORIGIN

UCLA has reviewed its recruitment and advertising policies, its employment policies and practices and wage structure to ensure that its practices conform to the requirements of the OFCCP's Guidelines on Discrimination Because of Religion or National Origin. UCLA accommodates the religious observances and practices of employees and prospective employees unless it can be demonstrated that there would be undue hardship on the conduct of business.

V. COMPLIANCE WITH FEDERAL REGULATIONS RELATED TO THE EMPLOYMENT OF INDIVIDUALS WITH DISABILITIES AND COVERED VETERANS

Academic affirmative action practices and procedures relating to persons with disabilities and covered veterans are described in this section.

A. Definitions Applicable to This Program

Under the Federal regulations, "person with a disability" means any person who (1) has a physical or mental impairment which substantially limits one or more of such person's major life activities, (2) has a record of such impairment, or (3) is regarded as having such impairment.¹

"Qualified person with a disability" means a disabled person as defined above who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

"Disabled Veteran" means (1) A veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or (2) A person who was discharged or released from active duty because of a service-connected disability.

"Qualified Disabled Veteran" means a disabled veteran who has the ability to perform the essential functions of the employment position with or without reasonable accommodation.

"Veteran of the Vietnam Era" means a person who (1) served on active duty for a period of more than 180 days and was discharged or released there from with other than a dishonorable discharge, if any part of such active duty occurred: (i) in the Republic of Vietnam between February 28, 1961, and May 7, 1975, or (ii) between August 5, 1964, and May 7, 1975, in all

¹ In the process of making reasonable accommodation, the University complies with the more expansive definition of disability provided under California law.

other cases; or (2) was discharged or released from active duty because of a service-connected disability if any part of such active duty was performed: (i) in the Republic of Vietnam between February 28, 1961, and May 7, 1975; or (ii) between August 5, 1964, and May 7, 1975, in all other cases.

“Recently separated veteran” means any veteran during the three-year period beginning on the date of such veteran’s discharge or release from active duty in the U.S. military, ground, naval or air service.

“Covered veteran” includes disabled veterans, recently separated veterans, Vietnam era veterans, veterans who served on active duty in the U.S. military, ground, naval, or air service during a war or in a campaign or expedition for which a campaign badge has been authorized and Armed Forces service medal veterans.

“Armed Forces service medal veterans” means any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

B. Statement of Policy

UCLA will not engage in discriminatory practices against, or harassment of, any employee or applicant for employment because of physical or mental disability, or because the person is a covered veteran, in regard to any position for which the employee or applicant for employment is qualified. The campus will take affirmative action to employ at all levels and will advance in employment and otherwise treat qualified individuals with disabilities and covered veterans without discrimination in all employment practices including recruitment, appointment, promotion, merit increase, salary and renewal of appointment.

UCLA’s Academic Personnel Office reviews all physical and mental job qualification standards as jobs are opened to recruitment to ensure that, should any qualification standards tend to screen out qualified disabled veterans or individuals with disabilities, they are job-related for the position in question and are consistent with business necessity.

As indicated in Section II.A., overall responsibility for faculty affirmative action is assigned to the Vice Provost-Faculty Diversity & Development. The Academic Senate’s Committee on Diversity and Equal Opportunity also participates in addressing these matters.

C. Recruitment

Recruitments are reviewed to assure that advertising and other efforts are made to reach out to qualified candidates, including persons with disabilities and covered veterans.

D. Invitation to Self-Identify

After making an offer of employment to a job applicant, but before the applicant begins his or her employment duties, UCLA invites any applicant who wishes to benefit under the affirmative action program to self-identify as a disabled veteran or a person with a disability. The applicant may self-identify by completing the [Affirmative Action Data Transmittal](#) form

at the time other employment papers are processed to implement the appointment. The information on the form is voluntarily provided by the applicant and is kept confidential. The academic personnel coordinator of the relevant department enters the information into a confidential file. Refusal to provide such information does not subject the individual to any adverse treatment.

E. Review Activities

Each personnel action is reviewed to assure that it is nondiscriminatory and in accordance with this policy. Personnel processes do not stereotype individuals with disabilities or covered veterans in a manner which limits their access to jobs for which they are qualified. Careful individual consideration of the job qualifications of applicants and employees who are known individuals with disabilities or covered veterans is given for job vacancies filled either by hiring or promotion and for available training opportunities. Offered compensation is not reduced because of any income based upon a disability-related and/or military-service-related pension or other disability-related and/or military-service-related benefits the applicant or employee receives from another source. Only that portion of an individual's military record that is relevant to the requirements of the position in question is relied upon when a covered veteran is considered for an employment opportunity.

F. Reasonable Accommodation and Facility Accessibility

Reasonable accommodation is made for the known physical or mental limitations of qualified applicants and employees who are disabled veterans or persons with disabilities, unless such accommodation would create a demonstrable undue hardship on the conduct of business. Members of faculty with disabilities are directed to their academic unit heads or their academic affirmative action unit coordinators to request reasonable accommodations. Accommodations such as these may be made: granting medical leaves of absence, graduated return to work scheduling, provision of assistive devices, task restructuring, and work area modification. Funds are available and procedures are in place to provide (1) interpreters for deaf employees and applicants, and (2) adaptive devices for disabled veteran employees and applicants.

Over a period of years, UCLA has extensively modified campus grounds, buildings, and other facilities to improve access for people with disabilities as part of an ongoing process that continues to the present. Much has been accomplished through seismic retrofitting and new construction in recent years.

G. Chancellor's ADA & 504 Compliance Office

The mission of the Chancellor's ADA & 504 Compliance Office is to (1) coordinate and monitor campus compliance with requirements of Section 504 of the Rehabilitation Act of 1973 as amended, the provisions of the Americans with Disabilities Act of 1990; (2) provide guidance and evaluate efforts to improve access to campus facilities and programs; (3) develop procedures to identify and correct access deficiencies; (4) advise the campus community regarding compliance related issues and recommend appropriate remedial actions; (5) coordinate the implementation of the ADA transition plan; and (6) field complaints alleging campus

noncompliance with ADA & Section 504. Information on the office and its activities is available at this address: <http://www.saonet.ucla.edu/ada&504/default.html>.

H. UCLA Committee on Disability (UCOD)

The UCLA Committee on Disability (UCOD), established in 1982, is charged with analyzing and identifying problems, proposing solutions, and making recommendations on matters of particular concern to persons with disabilities. The committee includes students, faculty, staff, alumni, members of the UCLA Community, and ex-officio members. To facilitate the committee's functioning, the Chancellor's ADA & 504 Compliance Office reserves UCOD meeting rooms, provides courtesy parking for off-campus voting members, distributes meeting minutes and proposed agendas. Information on the committee and its activities is available at this address: <http://ucod.ucla.edu>.

I. UCLA Disability Access Web

At UCLA there are a number of departments and programs charged with providing a variety of accommodations for people with disabilities. Information on these departments and programs and links to their websites can be found at: <http://www.accessweb.ucla.edu/>.

J. Disabilities and Computing Program

This program provides access to computer software, hardware and electronic information that is critical for the educational and career achievement of many people with disabilities. The responsibility for adaptive computing and information access is shared by campus computing facilities, information providers, and departments. To help coordinate and provide computing services for students, faculty, and staff with disabilities, UCLA's Disabilities and Computing Program works closely with key partners on campus, including the UCLA Committee on Disability, the Chancellor's ADA/504 Compliance Office, the Office for Students with Disabilities, the UCLA Library, and Academic Technology Services. Information on this program is available at this address: <http://www.dcp.ucla.edu/>.

K. Transportation for Students with Disabilities

On-campus transportation is available for regularly enrolled students with either temporary or permanent mobility-related disabilities. The Office for Students with Disabilities (OSD) offers a free, wheelchair-lift-equipped van that operates Monday through Friday from 7:20 a.m. to 6:00 p.m. (excluding Holidays). The area of service is bordered by Wilshire, Veteran, Sunset and Hilgard. Students are asked to make reservations by calling (310) 825-2263. Information on these services is available at this address: www.saonet.ucla.edu/osd/.

L. Grievance and Appeal Procedure

Employees who believe that they have been harassed or discriminated against because of their status as a person with a disability or covered veteran have access to redress through campus complaint resolution procedures.

M. Dissemination of Policy

The Chancellor annually sends Deans, Directors, and Department Chairs a document presenting the University of California's Non-Discrimination and Affirmative Action Policy and the Statement of Basic Policy on Equal Employment Opportunity and Affirmative Action at UCLA. In doing so, he reaffirms UCLA's commitment to achieving and sustaining campus diversity articulated above. Throughout the year, the Chancellor and other members of the administration make this commitment known in statements and actions on and off campus.

The University also makes its equal employment opportunity and affirmative action policy known externally by including a policy statement in campus publications and outreach recruitment materials for academic positions. The equal employment opportunity/affirmative action policy statement is incorporated into all purchase orders and contracts covered by Executive Order 11246 as amended. The University participates in system-wide outreach and student development activities designed to publicize its affirmative action commitment.

N. Audit and Reporting Systems

The University has implemented audit and reporting systems to periodically measure the effectiveness of its affirmative action program as described in subsection II.A.5. Should concerns arise with regard to opportunities for individuals with disabilities and covered veterans to self-identify or to participate in University sponsored educational, training, recreational and social activities, the Vice Provost-Faculty Diversity & Development will follow the consulting and reporting procedures described in subsection II.A.5, "Internal Audit and Reporting System".

O. Training

Personnel involved in recruitment, screening, selection, promotion, disciplinary, and related processes are trained to ensure that the commitments in this affirmative action program are implemented.

VI. REPORTING ON ACTION-ORIENTED PROGRAMS 2008-09

UCLA is strongly committed to diversity as a core value which makes it possible to provide the kind of broad and enriching educational experience for which UCLA has long been known. Each year much effort is devoted to developing and maintaining action-oriented programs to assist the campus in achieving equal opportunity and diversity. The various programs are aimed at ensuring broad and inclusive academic recruitment, as well as enabling a supportive campus climate for a diverse faculty. UCLA and the University of California as a whole are making every good-faith effort to achieve equal opportunity and affirmative action objectives. This section reports on action-oriented programs conducted during 2008-09 to achieve diversity, correct any identified problem areas and attain affirmative action goals and objectives for academic personnel at UCLA. Most of these programs are ongoing from year to year and reflect the campus' sustained commitment to ensuring academic diversity.

A. OFFICE FOR FACULTY DIVERSITY & DEVELOPMENT

In addressing faculty diversity, UCLA is mindful of obligations as a federal affirmative action employer and of the constraints established under Article I, Section 31 of the California Constitution. The Associate Vice Chancellor-Faculty Diversity, Rosina M. Becerra, was appointed in July 2002 and was promoted to Vice Provost, Faculty Diversity & Development in October 2007.

The office for Faculty Diversity & Development provides academic leadership for achieving and sustaining faculty diversity as an indispensable element of UCLA's academic excellence. It fulfills its mission through educating, communicating and collaborating with the faculty and administrators of the campus on all aspects of faculty diversity.

Key goals for the office include:

- Creating a climate that is welcoming and inclusive.
- Building partnerships with the academic leadership of the campus and the relevant committees and offices.
- Making resources available to promote faculty development and diversity.
- Identifying and addressing non-salary issues in individual recruitment and retention cases (child care, housing, schooling, partner employment, etc.).
- Making information available across campus to increase awareness and understanding about developing a culture of inclusiveness.

1. Meetings with Academic Leadership, Administrators and Faculty Members

The Vice Provost meets individually with the deans of the College and the professional schools. She also meets with department chairs and attends divisional meetings. These meetings build partnerships and focus attention on the role of the office for Faculty Diversity & Development, current faculty diversity & development issues in each area, any existing problems, strategies for achieving affirmative action goals and future areas of collaboration. This year the Vice Provost met individually with all the Deans at the beginning and the end of the academic year, as well as meeting with the Dean's Council, to discuss recruitment, hiring, faculty advancement, mentoring, work/life issues and faculty retention.

The Vice Provost met with administrators and faculty members on a number of occasions to discuss issues of childcare (which often have a disproportionate career impact on women).

The Vice Provost met with faculty members on an individual basis with respect to issues affecting their academic life such as merits, promotions, rights as faculty, conflicts in their departments with chairs or colleagues, etc. The Vice Provost provides a confidential sounding board and when appropriate lays out the options available to the individual, particularly noting faculty rights and responsibilities. In general, in these meetings, the faculty member is seeking information about the range of options available.

2. Responsibility for Academic Affirmative Action

The Vice Provost serves as UCLA's academic affirmative action officer and holds primary responsibility and accountability for ensuring equal employment opportunity and non-discrimination in academic areas and for developing and implementing the campus academic affirmative action program.

The Director, Faculty Diversity & Development and the Associate Director, Research and Analysis prepare the annual academic affirmative action report in cooperation with campus administrators and the Academic Personnel Office. The plan is modified, as needed, each year to conform with affirmative action regulations, University of California policy, and campus requirements. It is reviewed by the Vice Provost and the UC Interim Executive Director, Academic Personnel. The Director, Faculty Diversity & Development oversees data collection, analysis, and reports by the Associate Director, Research and Analysis and assists in ensuring that the campus fully complies with all affirmative action responsibilities. The Director and Associate Director review regular rank faculty searches for compliance with faculty search procedures through a series of three forms: Form 1: Ladder Faculty Initiation of Search and Recruitment Plan, Form 2: Ladder Faculty Recruitment Compliance Form and Form 3: Ladder Faculty Selection Compliance Form. In addition, the Non-Ladder Academic Recruitment and Compliance Forms are reviewed by the Academic Personnel Office for compliance to procedure.

a. Search Committee Training

Eight Faculty Search Committee Briefings were held to train faculty members in the faculty search process, provide an overview of research on unconscious and implicit bias and highlight recommended practices to promote affirmative action and equal opportunity in the faculty recruitment and hiring process. Departmental meetings were also conducted to brief faculty members in several departments.

For administrative personnel, the Academic Personnel Office conducts a certificate training program to give employees a comprehensive working knowledge of UCLA's academic personnel process. On September 18, 2008 the Director, Faculty Diversity & Development provided an overview of the search process and discussed measures to help ensure the quality and breadth of searches across campus. The University's commitment to affirmative action in faculty recruitment and retention was discussed. An overview of changes to recruitment and compliance forms was also provided. This program is listed as Course 5 in the Academic Personnel Certificate series. In addition, on October 22, 2008 the Director briefed administrators in the College of Letters & Sciences about faculty search procedures and affirmative action/equal employment opportunity requirements. Administrators in the Anderson School of Management were given a briefing on the faculty search process by the Director on June 11, 2009.

b. Use of Academic Applicant Survey Tool

The format for the Academic Applicant Survey tool was revised to have a stronger focus on information about UCLA's affirmative action and non-discrimination

policies. Additional training was provided throughout the year during all faculty search briefings to encourage use of the tool. The use of the survey tool by departments conducting faculty searches increased from 76.8% in AY 2007-08 to 81.8% in AY 2008-09.

3. Involvement in UCLA Committees Addressing Diversity Issues

a. Chancellor's Advisory Group on Diversity (CAGD)

Working with incoming Chancellor Gene Block, the Vice Provost led the group's steering committee to develop ideas for a comprehensive diversity plan for UCLA. The group drafted a series of reports on diversity-related efforts for each key constituency group including faculty. The group also drafted a Principles of Community statement for UCLA that is currently under review. Each school or division is in the process of submitting reports related to diversity efforts for AY 2008-09 to the Executive Vice Chancellor. These reports will be used to develop an overall diversity plan in AY 2009-10.

b. Academic Senate Committee on Diversity and Equal Opportunity (CODEO)

The Vice Provost is an ex officio member of CODEO and values this opportunity to develop strong and effective linkages between Faculty Diversity and Development and the Academic Senate's committees. The Vice Provost or her designee attends meetings and reports on the progress of various activities important to the committee. This year the committee drafted requirements for faculty searches calling for each search committee chair and one additional member of every faculty search committee to attend a Faculty Search Committee briefing. This requirement was adopted by the UCLA Academic Senate.

c. UCLA Committee on Disability

Representing the Vice Provost, who is an ex-officio member, the Director attends UCLA Committee on Disability meetings on a regular basis. On May 12, 2009, the office for Faculty Diversity & Development co-sponsored (with the UCLA Committee on Disability) a talk by Phyllis W. Cheng, Director of the California Department of Fair Employment and Housing to celebrate the "FEHA 50th Anniversary: Civil Rights Year." Chancellor Block attended the event and introduced the speaker.

4. Faculty Development Programs

Faculty development programs are held to foster a more inclusive climate for faculty members at the campus level and within departments. To this end, programs are held to help inform Department Chairs about recommended practices to promote equity and diversity, and programs for faculty members are held to enable them equal access to important information for career development, advancement and work/life balance.

a. Department Chair Forums & NSF PAID Grant

Faculty Diversity & Development hosted one Department Chair Forum and a New Chair Orientation to better inform chairs about recommended practices for promoting an inclusive climate for women and minority faculty members, including recruitment, advancement and retention, work/life balance, and mentoring faculty members for equitable career advancement. UCLA is part of a five-campus three-year NSF PAID grant which funds an ongoing series of workshops and seminars for senior academic administrators and department chairs to address the problem of inequities in the hiring and retention of women and underrepresented minorities in the sciences, technology, engineering and math disciplines. This Partnership for Faculty Equity and Diversity develops and hosts an annual retreat for department chairs in the sciences, technology, engineering and mathematics for the five campuses. In addition an annual meeting for EVCs, Provosts and Deans is held. This year, UCLA participated in the senior administrator symposium at UC Riverside. UCLA was instrumental in facilitating and designing the department chair retreat on October 15-17, 2008. This retreat focused on issues of unconscious bias, conflict management, gender equity, mentoring and work/life balance in recruitment, advancement and department climate.

b. Faculty Mentoring Program

Faculty Diversity & Development, with the Office of Academic Personnel launched the “Council of Advisors” mentoring program. The council now has more than 70 senior faculty member volunteer advisors who will be paired with assistant professors for career advisement during AY09-10. Data suggests that women and underrepresented minorities may be at a disadvantage in establishing mentoring relationships and receiving information helpful to career advancement. By providing additional means to establish mentoring relationships and guidelines for mentors, Faculty Diversity & Development hopes to increase effective mentoring for all faculty members.

c. Programs for Assistant Professors

Two luncheon meetings were held for Assistant Professors to provide them with information and an opportunity to ask questions about the advancement to tenure process. These meetings address the need for uniform presentation of information about the promotion process to help prevent possible problems associated with differences in networks and mentorship opportunities for women and underrepresented minority faculty members.

d. Programs for Women Faculty

On May 4, 2009, Faculty Diversity & Development hosted a Negotiation Skills for Women Faculty seminar featuring Dr. Carol Mangione as the speaker. This seminar addressed differences in men’s and women’s negotiation styles and ways to improve negotiation skills related to compensation and resources.

e. Building Community Program

Faculty Diversity & Development continued to support the “Building Community Program” which provides funding to assist departments in fostering a culture of inclusion by encouraging grassroots efforts to network across departmental boundaries around issues related to gender equity and diversity in higher education and address perceived obstacles and barriers to the pursuit of careers in academia. Currently one group (WISE) is being supported by this program. WISE is co-sponsored by a senior faculty member and a graduate student to focus on climate and work-related issues for women in science and engineering. WISE provides a forum for dissemination of information and group discussion on these topics open to all faculty and graduate students in the division. Through the Building Community Program, Faculty Diversity & Development hopes to encourage more collaborative, grass-roots efforts to build community and foster a culture of inclusion across different groups within departments and divisions at UCLA.

5. Administration of Programs

Faculty Diversity & Development administers a number of programs that provide support for faculty members to advance their careers or to help bring more diverse perspectives to campus.

a. Faculty Career Development Awards

The office has responsibility for the Faculty Career Development Awards, which are given annually to assistant professors, providing research support at a critical time in the pre-tenure stage. Special consideration is given to assistant professors who contribute to the diversity of the University through their research or creative activities. Awards are made in the form of summer ninths, one-quarter sabbatical supplements, full-quarter research leaves with salary, or a lump sum of \$3,000. The office solicits participation, appoints a faculty committee, organizes the rating forms, and the Vice Provost makes the final awards and informs the faculty members. This year 21 awards were given for AY2009-2010, with a budget of approximately \$235,000.

b. Regents’ Professors and Lecturers Program

The office also has responsibility for the Regents’ Professors and Lecturers Program, which permits the appointment, on a visiting basis, of distinguished leaders from non-academic fields to enrich UCLA’s instructional program. A Regents’ Professor serves for one quarter and normally teaches one or more courses during the year. Regents’ Lecturers are available for participation in the instructional activities of the sponsoring department and other interested academic units and for informal consultations with students and faculty. Funding is available to award approximately one professorship and six to seven lectureships annually. The overall budget is about \$100,000.

c. Non-Senate Faculty Professional Development Awards

The University has created a fund for professional development of Unit 18 non-senate faculty (NSF) members. The purpose of these awards is to provide support for the professional development of an NSF member. The Non-Senate Faculty Council on Professional Development, a committee of four current non-senate faculty members is charged with reviewing applications for these funds and making recommendations on awards to the Vice Provost, Faculty Diversity. The office coordinates the application process, review, selection and disbursement of funds for these awards. This year 43 awards were made.

d. Post-Doctoral Fellowship Program

Among other outreach efforts, the Vice Provost-Faculty Diversity serves as campus sponsor for fellows in the University of California President's Postdoctoral Fellowship Program and circulates the dossiers of resident fellows to the appropriate academic unit heads for consideration for appointment. Including those currently under consideration, the campus will have hired 12 ladder faculty at the Assistant Professor level under this program since AY2002-2003.

6. Communications

a. Diversity Statistics Monographs

Faculty Diversity & Development publishes the annual Diversity Statistics Monograph for Regular Rank Faculty (excluding the David Geffen School of Medicine), which is disseminated in print format to deans, chairs and some senior administrators to provide an overview of current faculty demographics. In addition, a link to an electronic online version of the monograph is sent to all ladder rank faculty via email. This publication provides departments with a snapshot of current faculty demographics in terms of women and underrepresented minorities, five-year trends, and a comparison of each department to the availability of women and underrepresented minorities in the labor market. This tool provides data for deans, chairs and search committees to assist in recruitment of open faculty positions.

A second monograph focuses on the David Geffen School of Medicine, which provides a snapshot of the faculty in the major series including Regular, In-Residence and Clinical X, as well as Adjunct and Clinical Compensated.

b. Search Committee Toolkit

Each year two Search Committee Toolkits (one for faculty and one for administrators) are updated and published to better assist search committees, chairs and academic coordinators in understanding the search process, including the required forms and approval steps. The toolkit includes informational tools describing the process, examples of forms, information on resources that may help in searching and advertising, information on gathering applicant demographic data and guidelines

for interview questions. In addition to print publication, the toolkits were also posted on the Faculty Diversity website.

c. Faculty Diversity Website

The office maintains a Faculty Diversity website which provides relevant information on diversity, affirmative action and equal opportunity available and easily accessible. Sections cover affirmative action, gender equity, work/life, recruitment and related policies.(<http://www.faculty.diversity.ucla.edu>)

d. Chancellor’s Advisory Group on Diversity Website

Faculty Diversity & Development continues to maintain the campus website for the Chancellor’s Advisory Group on Diversity. The website provides UCLA diversity-related content for undergraduate and graduate students, faculty, staff and alumni. This year a major update to the website was made.

e. Higher Education Recruitment Consortium (HERC) Website

In conjunction with AVC Lubbe Levin, the office supports and provides information on academic job postings for the Higher Education Recruitment Consortium. HERC is a website that announces all job openings (both academic and staff) across all member higher education institutions in the Southern California region and is an important tool for increasing the breadth of job searches and enabling access. This effort is administered through UCSD.

f. California Universities Consortium Website

Faculty Diversity & Development maintains a website for the California Universities Consortium (all doctoral granting institutions in California) to enable sharing of information on diversity topics and best practices in recruiting and retaining a diverse faculty and graduate student body.

7. Participation and Leadership in UC, State of California, National, and International Meetings

a. Study Group on University Diversity Campus Implementation

The Vice Provost represents UCLA on the Study Group on University Diversity Campus Implementation. This group is a product of the work of the UC President’s Task Force on Faculty Diversity and the Regents’ Workgroup on Faculty Diversity. This implementation group meets annually and reports on progress towards university diversity goals across the UC campuses.

b. California Universities Consortium

The Vice Provost, with the Associate Vice Provost Faculty Recruitment at Stanford University created an organization of diversity officers and administrators from doctoral degree granting California universities to share best practices and discuss

current issues related to faculty and graduate student diversity in California. Two meetings were held this year, October 20, 2008 at UC San Francisco and May 12, 2009 at UC Irvine. Discussions included sharing best practices in recruitment and retention of underrepresented minorities, enhancing the graduate student pipeline into the Academy, as well as working with the Higher Education Resource Consortium to develop a database of diverse Doctoral degree recipients.

c. UC Meetings of Affirmative Action Administrators

The Director served as Co-Chair for the University of California AA/EEO & Diversity Officers Group and lead meetings on July 16-17, 2008 in Oakland and on October 9-10, 2008 at UC Riverside to share issues and current practices related to AA/EEO issues. In addition conference calls for the group were held on March 3, 2009 and June 10, 2009.

d. Ongoing Program Representation

The Vice Provost is responsible for maintaining relationships and campus representation with the Hispanic Association of Colleges and Universities (HACU). The Vice Provost is also the representative for the campus for the American Association of University Women (AAUW). The Director, Faculty Diversity & Development serves as the institutional representative for the ACE Southern California Office of Women in Higher Education (OWHE) Network.

B. RELATED CAMPUS ACTIONS

1. Task Forces on Gender Equity

In fall 2000, the Task Force on Gender Equity presented its report to the Chancellor and the Vice Chancellor-Academic Personnel. The report was widely discussed on campus. Importantly, it calls for careful thought about faculty hiring during the next ten years, a period of enrollment growth. In response to the report, the Los Angeles Division of the Academic Senate initiated a reexamination of its own processes, with the Chair calling on four standing committees—CAP, the Committee on Committees, Privilege and Tenure, and Charges—to examine their processes and report back on whether there are ways to improve. Next, four joint Senate-administration committees conducted studies recommended by the initial task force. A Health Sciences Committee examined compensation practices in the medical sciences; a campus-wide Data Committee specified the data that should be collected and stored digitally to enable sophisticated analysis; a Climate Committee examined perceptions and objectively verifiable non-salary information shaping faculty experience and careers; and an Oversight Committee monitored and coordinated the work of these three groups. The reports of the initial task force and the follow-up committees are available on the Faculty Diversity Web at <http://faculty.diversity.ucla.edu/gendeq/comitees/index.htm>. Currently a committee to further address issues of Health Sciences Compensation has been formed within the School of Medicine. Faculty Diversity & Development continues to monitor progress on the recommendations of the committees, as well as work with ad hoc groups related to gender equity issues.

VII. ACTION PLANS

A. 2009-2010 FACULTY DIVERSITY & DEVELOPMENT PROGRAMMATIC GOALS

The office for Faculty Diversity & Development provides academic leadership for achieving and sustaining faculty diversity as an indispensable element of UCLA's academic excellence. We fulfill our mission through educating, communicating and collaborating with the faculty and administrators of the campus on all aspects of faculty diversity. The following plan outlines future action-oriented programs and enhancements to existing programs in order to better achieve campus affirmative action and diversity goals.

The action-oriented programs described here, both ongoing and future, represent a significant investment and commitment of resources toward increasing faculty diversity at UCLA. By implementing strategies and techniques in recruitment that are designed to ensure a broad and inclusive search, by providing information and resources for faculty members to help in equitable career advancement and by implementing programs that enable a better working climate for a diverse faculty, UCLA continues to make good-faith efforts to ensure equal opportunity and achievement of affirmative action goals.

In addition to ongoing support for existing programs, 2009-2010 Programmatic Goals for the office include:

Responsibility for Academic Affirmative Action

- a. Continue a pilot program of Equity Advisors in the College of Letters & Science to assist departments in achieving diversity objectives for faculty recruitment and retention.
- b. Ensure that the Search Committee Chair and one member of each faculty search committee attend a Faculty Search Committee Briefing.
- c. Develop online tutorials for administrative staff and for faculty members on faculty search procedures and the importance of diversity to UCLA.
- d. Continue to improve auditing and follow-up processes for faculty search documentation.
- e. Continue to increase the use of the online applicant survey tool.

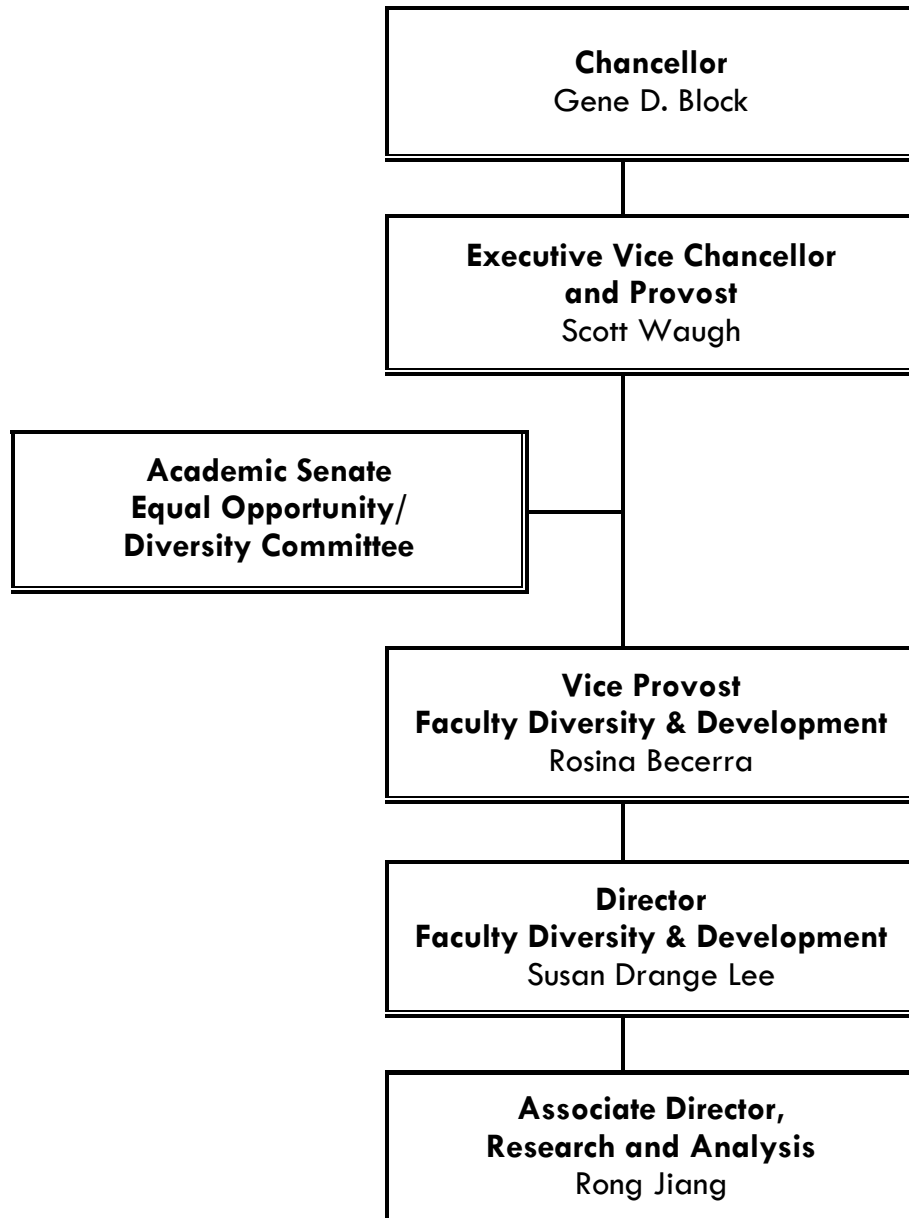
Involvement in UCLA Committees Addressing Diversity Issues

- a. Work with the Chancellor's Advisory Group on Diversity to develop a comprehensive diversity plan for UCLA.

Faculty Development Programs

- a. Develop and host Department Chair Forums on faculty retention & advancement, improving department climate and family friendly policies.
- b. Pilot the first full year of the Council of Advisors mentoring program for Assistant Professors.

**Attachment 1 - UCLA ACADEMIC AFFIRMATIVE ACTION
ORGANIZATION CHART, 2009-2010**



Attachment 2 - UNIT COORDINATORS

GENERAL CAMPUS

School of the Arts & Architecture Dean Christopher Waterman
Graduate School of Education & Information Studies Dean Aimee Dorr
School of Engineering & Applied Science Dean Vijay Dhir
School of Law Dean Michael Schill
College of Letters & Science - Humanities Division.....Dean Timothy Stowell
College of Letters & Science - Life Sciences Division Dean Victoria Sork
College of Letters & Science - Physical Sciences Division..... Dean Joseph Rudnick
College of Letters & Science - Social Sciences Division Dean Alessandro Duranti
Anderson School of Management..... Dean Judy Olian
School of Public Affairs..... Dean Franklin Gilliam
School of Theater, Film & Television Dean Teri Schwartz

HEALTH SCIENCES

School of DentistryDean No-Hee Park
School of Medicine Vice Chancellor and Dean Gerald Levey
School of Nursing Dean Courtney Lyder
School of Public Health Dean Linda Rosenstock

OTHER UNITS

International Institute & International Studies..... Vice Provost J. Nicholas EntriKin
University Extension.....Dean Cathy Sandeen