



OFFICE OF THE PROVOST AND  
EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

OFFICE OF THE PRESIDENT  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, California 94607-5200

June 7, 2019

## EXECUTIVE VICE CHANCELLORS/PROVOSTS

### **RE: RFP for Advancing Faculty Diversity Recruitment**

Dear Colleagues:

I am pleased to announce this year's Request for Proposals (RFP) process for the 2019-20 "Advancing Faculty Diversity Recruitment" program; this will be year 4 of this program. President Napolitano has funded the program as a part of her support of pathways to a diverse professoriate; this year there will be up to \$2M available (including costs reserved for convening) with a maximum individual award of \$500K. This is the *second* of two RFPs that make up the Advancing Faculty Diversity (AFD) program; the first RFP for the Advancing Faculty Diversity through Improved Climate and Retention program, was released on May 31, 2019.

The AFD Recruitment program will support efforts on campuses to develop recruitment programs that are predicted to result in more diverse faculty hiring. In addition, we are encouraging applicants to build on the innovative and successful pilot projects funded in years 1-3 of this program and summarized in Appendix A of the RFP.

In consideration of the input recently collected during visits to all of your campuses, we have made some significant changes in the proposal process this year:

- Awards may extend up to two years, with a focus on the 2019-20 year but possible extension of the program into 2020-21.
- The focus remains on ladder-rank faculty, but some units may make the case to focus on recruitment for all Senate faculty as more appropriate for building a more diverse faculty.
- If appropriate to the proposed pilot plan, units may seek support for a research component of the planned intervention.
- Those campuses receiving funds in year 4 will take part in two in-person convenings during the year to share progress, report on successes and challenges, and build a cross-campus community of practice for faculty recruitment.
- A new Proposal Template, including a budget template, are included to make the submission process easier.
- Campuses receiving awards will agree to use the Search Committee Chair Survey, currently available in UC Recruit and in use by several campuses, for all ladder-rank hires, beginning in the 2019-20 recruitment year.
- Applicants are encouraged to work with the campus Chief Diversity Officer in developing and implementing proposals.

The deadline for submission of proposals is August 2. A Review Committee at UCOP, with Academic Senate representation, will make recommendations to the Provost and the President. We hope to announce awards in early September.

Please reach out to me at [susan.carlson@ucop.edu](mailto:susan.carlson@ucop.edu) with any questions you may have.

Sincerely,



Susan L. Carlson  
Acting Provost and  
Executive Vice President for Academic Affairs

Enclosure

cc: President Napolitano  
Chancellors  
Provost and Executive Vice President Brown  
Academic Council Chair May  
Academic Council Vice Chair Bhavnani  
Executive Vice President/ Chief Operating Officer and Chief of Staff Nava  
Vice President Ellis  
Interim Vice President and Vice Provost Gullatt  
Vice Provosts/Vice Chancellors for Academic Personnel/Academic Affairs  
Chief Diversity Officers  
Associate Vice President Alcocer  
Academic Personnel Directors  
Executive Director Baxter  
Executive Director Peterson  
Director Osorio O'Dea

**Advancing Faculty Diversity (AFD) Recruitment:  
Request for Proposals (RFP) for 2019-2020**

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## **Goals of the 2019-20 RFP**

UCOP is pleased to issue this Request for Proposals (RFP) to determine the allocation of Advancing Faculty Diversity (AFD) Recruitment funds for the 2019-20 year. The 2019-20 year marks the fourth year of UC's AFD program focused on diversifying its faculty by implementing more equitable faculty recruitment practices. During years 1-3, the State of California funded the program to enable UC to make progress in increasing the diversity of its ladder-rank faculty. This year, President Napolitano has committed \$2M to continue the program; it is also possible that the State will continue its support, but that is still under discussion in the State legislature.

## **The 2019-20 AFD Recruitment Grant Program**

*Goals of the 2019-20 program.*

The 2019-20 program will be very similar to the programs in prior years. Over the first three years of the AFD Recruitment program, each of the 11 pilot programs developed a set of coordinated interventions to recruit new ladder-rank faculty with an emphasis on identifying candidates who have the capacity to enhance contributions to diversity in their research, teaching, service and outreach. Pilot program size and scope were varied, encompassing single departments, clusters of units/departments, single schools, and multiple schools.

Successful pilot projects had sustained and strategic involvement from a variety of unit leaders, including department chairs, deans, vice provosts, chief diversity officers, and EVCs/Provosts. Each program included significant interventions in the recruitment process, including redesigning the evaluation process and recruitment/search committee; including graduate students in the search process; and focusing on candidates from the President's Postdoctoral Fellowship Program (PPFP). In many cases, there was significant campus support for the project, including allocating FTEs. A summary of the eleven pilot programs from years 1-3 is included in Appendix A. Final reports for years 1 and 2 of the program and a preliminary report for year 3 are available at <https://www.ucop.edu/faculty-diversity/index.html>.

Building on the momentum generated by the previous three years of AFD projects, this year's RFP has been designed to offer requesting teams greater flexibility in the use of the funds over time (over a two year period) and across a range of projects (including those with a research component) and to expand collection of faculty recruitment data through the Search Committee Chair Survey in UC Recruit. In 2019-20, the maximum award will be \$500K per proposal. The expectation remains that the focus is on hiring in the 2019-20 academic year, with the goal of having offers accepted before June 30, 2020. The proposal may, however, extend into the 2020-21 academic year; the proposing unit will need to make a strong case that the extended time will increase the opportunity for a successful pilot.

UCOP will fund two in-person convenings for all funded project teams that comprise the AFD initiative to share progress, report on successes and challenges, and build a community of practice for faculty recruitment work across campuses. Key project team members, including project leaders, must commit to attending these convenings. Each convening will be hosted by one of the funded pilot campuses; as a part of their proposals, project teams may indicate whether they wish to be a "hub" campus to organize and host one of these convenings. Project teams should not budget for the convening as a part of their proposal. UCOP will allocate money separately to funded project teams for travel and convening purposes.

The sections below serve as application instructions for the 2019-20 AFD Recruitment RFP. Please read through these instructions carefully as you prepare your proposal using the proposal template (including budget template) in Appendix B.

*Types of projects considered.*

The focus for the 2019-20 AFD Recruitment grant program continues to be diversifying the ladder-rank faculty by implementing more equitable recruiting processes. In some units, particularly those in the health sciences, a focus on all Senate faculty may be appropriate; in such cases, requesting teams must clarify in their proposal the lasting effect of the hiring planned beyond the ladder-ranks. The hiring plan for 2019-20 (and 2020-21, if a two-year plan is submitted) should include the number of proposed hires; the number needs to be large enough that the interventions will have a notable effect on the composition of the hiring unit. The proposal should provide clear evidence that the involved unit(s) is dedicated to the pilot and its proposed interventions; in other words, the pilot activities should not be imposed on a unit from the outside. Units are also encouraged to draw from successful interventions in prior funded pilots (see Appendix A).

New for the 2019-20 AFD program, teams may propose to add a research component to their project, particularly when proposing two-year pilots. Campuses may propose research to evaluate the effectiveness of the proposed project in developing equitable recruitment processes within the unit; interview candidates to better understand the drivers of offer acceptance/rejection; or any other project of peer-reviewable quality that can help advance understanding of efforts to diversify the faculty throughout the UC system. Support for a research project will be included in the \$500K budget maximum.

In all cases, the proposed project and research plan must be compliant with Proposition 209.

*Eligibility and submission process.*

A proposal may come from a department chair, dean, EVC/Provost, or other academic leader(s) depending on the scope of the proposal. The proposal may also come from multiple such academics with one designated as the lead. Each campus may submit up to two proposals under this RFP.

Proposals must come to UCOP through each campus' Office of the Provost/Executive Vice Chancellor; partnership with the Chief Diversity Officer is encouraged. Each proposal must include an endorsement by the campus' Provost/Executive Vice Chancellor as well as each of the unit heads involved. Because UCOP seeks to fund a broad range of projects, final awards will take into consideration the distribution of awards among campuses.

Individual departments, colleges, or schools are appropriate as pilot units. Proposals that involve other units or multiple units must make a strong case that the units will work together well in a recruitment project. Multi-school proposals were funded in years 2 and 3, each involving four or more schools, but significantly more campus time and commitment was necessary to make these pilots successful. Each proposed unit will need to describe the level of hiring planned for 2019-20 and if the number of hires is limited, the unit will need to make the case that the funding would be well spent on a small number of hires.

Units that have received AFD Recruitment awards in prior years of the program are eligible to apply for a new award but must make a strong case that they should be prioritized for a second award. Units that have received awards in prior years must discuss how their project meaningfully extends prior AFD-funded efforts on campus or explores a different approach from those efforts. Their proposal narratives

must acknowledge both the successes and challenges of prior AFD Recruitment-funded efforts on campus. Units that have served as comparator units in years 1-3 are encouraged to apply and should discuss lessons learned from their participation as comparators.

Units applying for funding agree that they will provide updates during regular meetings of the Project Working Group and will attend community of practice convenings. Units also agree to necessary and timely reporting to UCOP over the life of the award. Thus, units agree to a process by which they are accountable beyond the campus level.

*Use of the Search Committee Chair Survey.*

Campuses with units awarded funding in 2019-20 will agree to use the Search Committee Chair Survey in UC Recruit for all ladder-rank hires, beginning in the 2019-20 recruitment year. Analyses based on the survey have provided important information on search processes that may lead to more diverse hiring. The 2018 summary of research results of the pilot survey may be found at: [https://ofew.berkeley.edu/sites/default/files/searching\\_for\\_a\\_diverse\\_faculty-\\_data-driven\\_recommendations.pdf](https://ofew.berkeley.edu/sites/default/files/searching_for_a_diverse_faculty-_data-driven_recommendations.pdf)

**Proposals must be submitted to Vice Provost Susan Carlson at [ADV-VPCARLSON-SA@ucop.edu](mailto:ADV-VPCARLSON-SA@ucop.edu) no later than 5pm on Friday, August 2nd, 2019. Please cc Aimee Chang, Executive Assistant to Vice Provost Susan Carlson, at [aimee.chang@ucop.edu](mailto:aimee.chang@ucop.edu). Please include the word “AFD” in the subject line of your email submission.**

*Guidelines for evaluation metrics.*

The guiding evaluation principle of all Advancing Faculty Diversity grants is that the project must demonstrate a link between the sought-after outcome and the project budget. In other words, how will you know that the grant funds had an impact on recruitment outcomes? All proposals must include a section describing how each pilot intends to demonstrate the success of the project. In the evaluation section of the proposal template, teams should outline how they plan to learn from the project in ways that can help inform future recruitment activities in other units within the UC system.

## **Appendix A: Years 1-3 AFD Faculty Recruitment Pilot Projects**

### **Year 3: 2018-19 Projects**

*UC Berkeley: Initiative to Advance Faculty Diversity, Equity and Inclusion in the Life Sciences. \$500,000.*

With strong commitment by campus leadership, this unique program is a cross-divisional collaboration to advance faculty diversity in the life sciences. This program centers on four broad categories: building a critical mass; strengthening applicant pools; improving candidate evaluation processes; and institutional change. The interventions will include the allocation of FTE across the life sciences; a centralized cross-department review committee; winter seminar series with participants from the President's Postdoctoral Fellowship Program (PPFP), Chancellor's Postdoctoral Fellowship Program (CPFP), and other institutions; faculty search ads; targeted, personal outreach using a database of promising candidates; rubrics for evaluating contributions to diversity statements; search committee training; valuing contributions to diversity, equity, and inclusion alongside contributions in research, teaching, and service; Council of Life Sciences Faculty to provide ongoing program development; diversity, equity, and inclusion retreat; a cohort mentoring program; and additions to start-up packages for equity and inclusion programs.

*UC Davis: A UC Davis Pilot Study in Centrally Co-led Open Searches to Prioritize Academic and Educational Excellence. \$422,347.*

This project centers on taking proven best practices for a diverse and inclusive recruitment process, and applying them to "open searches" directly by coordinating them through the central Office of Academic Affairs, in collaboration with the deans' offices of participating schools and colleges. Open searches will be college or school-wide, without specification of a specific discipline or department, provided that an applicant's area of expertise falls within a discipline embodied in the academic unit. The interventions will strategically utilize college-level or school-level open searches to obtain highly diverse pools of applicants by leveraging diversity hiring incentives and investment through PPFP/CPFP, Center for the Advancement of Multicultural Perspectives on Science (CAMPOS), and the Mentored Clinical Research Training Program; successful candidates must have demonstrated significant commitments to diversity, equity, and/or inclusion. Other interventions include search committee training; broad advertising; utilization of data-driven recommendations; targeted outreach; a new faculty support program to provide dual career support and family integration resources; a mentoring committee; enrollment in the National Center for Faculty Development and Diversity; assignment of a faculty peer; and graduate student support. Senior leadership and deans express strong support for the program.

*UC Merced: Pathways to the Professoriate. Advancing Faculty Diversity in the Schools of Natural Sciences and Engineering at UC Merced. \$498,052.*

This project centers on leveraging PPFP and CPFP; a new "Two Offers from One Search" Program; and the development of a Leadership Council Pilot Program to oversee these searches. The interventions will leverage PPFP and CPFP; the faculty equity advisor program; best practices in recruitment and hiring, including implicit bias training and diversity statements; the National Center for Faculty Diversity and Development Program; and Accountability and Mentoring Programs. The project will also enhance mentoring and faculty success training for new hires, including teaching mentoring. Leadership will take an active role in recruitment and hiring through the formation of a Leadership Council pilot program.

*UC Riverside: Advancing Mathematics Faculty Diversity at the University of California, Riverside. \$500,000.*

This project builds on successful aspects of previous Advancing Faculty Diversity initiatives and enhances prior programs in significant ways. As a pilot unit in the first year of this initiative, UCR initiated a highly successful Provost's Diversity in Engineering Fellows program. The current interventions build on the first year program elements of attractive, targeted advertisements; use of the Statement of Contributions to Diversity as an initial rather than later selection criterion; a boost to the candidate's research career through an additional year of funded research training anywhere in the U.S. while having a tenure track position secured; and support and mentoring throughout from their UCR base. The Mathematics project will also use the tools afforded by applying through UC Recruit rather than MathJobs, making a significant difference to the ability to monitor and boost development of a diverse pool of applicants; host a symposium early in the Fall quarter to showcase both the diversity of the campus and the quality of the Mathematics Department to attract more applications from prospective URM faculty; and implement specific mentoring to develop skills for teaching mathematics to first generation students. There is a strong commitment by the leadership to support the project.

## **Year 2: 2017-18 Projects**

*UC Berkeley: Advancing Faculty Diversity in Berkeley Engineering. \$500,000.*

With strong commitment by the leadership and plans for substantial hiring in 2017-18, this project focused on four broad categories: increasing the diversity of applicant pools; emphasizing and requiring contributions to equity and inclusion; improving evaluation and reducing bias; and increasing the effectiveness of interviews, recruiting, and professional development. In addition to employing best practices already promoted by the campus and ensuring they are implemented well, this project implemented additional interventions, including those identified in year one of the Advancing Faculty Diversity program and from UC Berkeley's own Search Committee Chair Survey conducted from 2012-16. The interventions included revisions to position announcements, targeted outreach, required diversity statements, expanded startup funding, equity advisor meetings for candidates, evaluation of candidates by a student committee, multi-criteria rubrics, a centralized review committee, increased pool of finalists, support for partner/spouse careers, and postdoctoral support.

*UC Irvine: Building Our Own Pipeline to the Professoriate: Advancing Faculty Diversity in Science, Technology, Engineering, and Mathematics Schools at the University of California, Irvine. \$450,000.*

In addition to extending best practices in use at UCI, this project piloted a locally funded Provost Hiring Incentive to recruit former postdoctoral scholars associated with the system-wide University of California President's Postdoctoral Fellowship Program (PPFP) and the campus-level partner Chancellor's Postdoctoral Fellowship programs (CPF). The project supported the transitions of postdoctoral scholars into faculty positions through a concierge strategy that consisted of research support, work-life integration resources, and community connections for retention and advancement through a newly established Society of Inclusive Excellence Fellows. One of the schools comprising the pilot unit served as a comparator unit during year one of the Advancing Faculty Diversity program.

*UC San Francisco: Advancing Faculty Diversity in the Biomedical Sciences at the University of California, San Francisco. \$450,000.*

With the recruitment of new Deans in the School of Nursing and School of Dentistry, there was significant hiring of ladder-rank faculty in the biomedical sciences in 2017-18. For optimal impact on these recruitments, this project included a search oversight committee and active and targeted outreach through search ambassadors; the project also leveraged the existing mentoring program, required diversity statements, and allocated recruitment funds to faculty who will contribute significantly to diversity and inclusion. The Executive Vice Chancellor and Provost provided matching funds for the recruitment of the faculty.

*UC Santa Barbara: Enhancing Faculty Diversity at UC Santa Barbara, Department of Economics. \$500,000.*

The Department of Economics prepared a comprehensive plan that builds on a cluster hire approach to construct a strategic initiative that focused on four key components: searching across multiple ranks and fields, advertising, attractive research start-up packages, and enhanced faculty and staff time to focus on a broad search. A key component of this project was the adaptation of a successful intervention from year one of the Advancing Faculty Diversity program with the creation of a postdoctoral fellowship to precede the assistant professorship, as well as enhancement of the endowed chair start-up package to support work with underrepresented minority and low-income students.

## **Year I: 2016-17 Projects**

*UC Davis: Advancing Faculty Diversity in Agricultural and Environmental Sciences. \$600,000.*

With a focus in the College of Agricultural and Environmental Sciences, which planned to undertake significant hiring during 2016-17, the project leveraged ongoing campus efforts to improve recruitment, mentoring, and community engagement for non-majority faculty. Targeted efforts included advertising in new venues/splash ads, a two-offers-from-one-search program, second visits for recruits, startup support, Capital Resource Network referrals, partner opportunity investments, and launching a President's/Chancellor's Postdoctoral Fellows seminar series.

*UC Riverside: Advancing Engineering Faculty Diversity at the University of California, Riverside. \$600,000.*

With a focus in the Bourns College of Engineering (BCOE) and related cluster hiring, the project targeted potential engineering faculty slightly earlier in their careers – senior PhD students or very recent graduates – by offering new faculty members funding for a postdoctoral research fellowship and additional early-career professional development through the new Provost's Diversity in Engineering Fellows (PDEF) Program. The project included an enhanced recruitment process involving all searches within the engineering college, required diversity statements, splash ads, and a centralized review committee. All awarded funds would be committed to three new hires through the PDEF program. BCOE would also have additional hires through positions supported with college funds and positions funded through the UCR "cluster hiring" initiative.

*UC San Diego: Engineering Diversity: Broadening Applicant Pools, Evaluating Objectively, and Attracting Diverse Faculty to the Jacobs School of Engineering. \$512,000.*

Through the leadership of the Jacobs School of Engineering Dean and plans for substantial hiring in 2016-17, this project consisted of four elements: targeted outreach to minority applicants, use of written evaluation tools (rubrics), job support mechanisms for spouses or partners, and the building of a faculty diversity cohort. The additional support was thought to be particularly important in handling the challenges of meeting new faculty members' family needs such as child or eldercare responsibilities or partner employment. The project also drew on recent enhancements to family accommodations, recent evidence-based review of recruitment efforts, a database of Latino(a) engineers around the country, and campus-wide efforts to build an inclusive climate.

## Appendix B: Proposal Template

You may use this template to prepare your proposals for the 2019-20 AFD Recruitment grants. Please be sure to read the detailed RFP guidelines above and directly address the requirements of each section in your proposal narrative. Total proposal length may not exceed fifteen (15) pages, excluding the abstract. We have offered page-length guidelines for each section below to help you structure your proposal. Please contact Vice Provost Susan Carlson ([susan.carlson@ucop.edu](mailto:susan.carlson@ucop.edu)) if you have any questions.

**Contact information.** Lead contact for campus pilot (name, title, email, phone); assistant to copy, if any.

### **Abstract** (100 words)

*Please describe your proposed project in 100 words or fewer. The abstract will be used as a summary of your project in announcements, should your project be funded.*

### **Background/Overview** (2 pages)

*Please provide a high-level overview of the challenges faced by your campus, school, college or department(s) as they relate to the proposed AFD Recruitment project. Please include a statement of the problem, and a summary of how your request for funding addresses the issue. The overview should include information on the following:*

**Current make-up of ladder-rank faculty in the designated unit(s), including under-represented minority faculty** (African-American, Latino (a)/Chicano (a)/Hispanic, and Native American) **and women.** Proposal may also include other relevant information about demographics of the unit, discipline, or campus; an analysis of all Senate faculty should be included if the proposal includes hiring such faculty. If helpful to the proposal, include related data about other units on the campus.

**Need and/or opportunity for faculty diversity in unit.** Evidence of 1) room for improvement on presence of under-represented minority faculty (African-American, Latino (a)/Chicano (a)/Hispanic, and Native American) in the unit; or 2) significant opportunity to enhance diversity already present in the unit. The proposal may target hiring of women as well as under-represented minority faculty, if the case can be made for the need to make improvements in both areas.

### **Project Description** (5 pages)

*Please describe your project clearly and succinctly. Include a comprehensive description of the proposed program and provide relevant context about the unit. Include plans and best practices for increasing diversity that are currently in place as well as new proposed interventions for 2019-20. What activities do you propose to carry out and what will be the major contributions to your campus, college, school or department(s)? Who will lead the project and why? What potential does your project have to be adopted beyond your proposed unit(s) and scaled across the campus and/or units on other campuses in the University of California system? If knowledge/interventions gained from any of the eleven pilot projects (from AFD years 1, 2, or 3) is adopted, it should be referenced. See Appendix A for a list of 2016-17 through 2018-19 interventions. Note that while the RFP prioritizes recruitment, units may propose spending portions of the award on start-up support for incoming faculty.*

*Include evidence of commitment to enhance best practices in recruitment in the unit. Pilot units are expected to continue current efforts while engaging in the new efforts supported by this program.*

### **Evaluation** (2 pages)

*Please describe the ways in which you plan to measure implementation and evaluate the efficacy of your proposed project. You should demonstrate a clear link between your proposed activities and the evaluation metrics, requirements of which are described below.*

**Metrics for evaluation.** Metrics will include recruitment outcomes (diversity among hires, offers, finalists, and candidate pool), with gathering of such metrics undertaken by UCOP through search data available in UC Recruit. Data from 2019-20 will be compared to prior years and to comparator units. The pilot unit may propose additional metrics that will document the project's success.

**Comparison units.** Proposals should include suggestions and rationale for UC comparison units, either on the pilot campus or at another UC campus.

**Possible collaborations with prior pilot units from years 1-3.** Please indicate any plans to work with other units on your campus or at other campuses to put in place effective evaluation plans or knowledge gained from years 1-3.

### **Hiring Plan (1 page)**

Please include a 2019-20 hiring plan (including planned number of searches) with a strong potential of enhancing faculty diversity through this infusion of one-time funding. Focus should be on ladder-rank hiring, given the potential for permanent additions to the faculty. In some units, particularly those in the health sciences, a focus on all Senate faculty maybe appropriate; in such cases, the proposal will need to clarify the lasting effect of the hiring planned beyond the ladder-ranks. In past cases, units proposed at least four ladder-rank hires during the program year, with some units hiring over 20 new faculty. Note that if a campus recruits an under-represented minority faculty member from one UC ladder-rank position to a ladder-rank faculty position in a participating pilot unit, that hire will NOT count in the overall program goal. Proposing units should consult with their campus Chief Diversity Officer or Academic Personnel Office to assure that the proposal and planned interventions are compliant with academic personnel policy and Proposition 209.

### **Timeline (2 pages)**

Please include a semester-by-semester or quarter-by-quarter timeline of implementation and evaluation activities, including key interim deadlines associated with the 2019-20 hiring plan. Please keep in mind that all funded projects will be required to present evidence of progress at the in-person convenings twice a year, and to submit periodic progress updates to UCOP.

### **Budget (1 page plus budget template)**

Please use the budget template below to describe the financial components of your proposal. Please note that after its review, the evaluation committee may ask you to revise and resubmit a modified budget proposal. In the narrative section of the template, please describe and justify each line item in detail, being sure to draw a clear connection between your budget proposal and your proposed project activities. Proposals will provide detail for a budget up to \$500,000 to be expended or committed before June 30, 2020; proposals with a two-year timeline will need to specify the split in funding between the two years.

Pilot projects from the first three years of the AFD program included budgeted items such as search costs (advertising, recruitment at conference/meetings, outreach, additional campus visits, cost for partner to accompany candidate for return visit, etc.); funding for a post-doctoral training year for new faculty; start-up costs, including funding for contributions to diversity work; costs related to the establishment and testing of rubrics to guide decision-making during the search; support for partner hires or multiple hires from a single search; recruitment from the President's Postdoctoral Fellowship Program and/or Chancellors' Postdoctoral Fellowship Programs; symposia for junior scholars being recruited; professional development support for new faculty; equity advisor or search ambassador travel; and start-up funding for a new Diversity Leadership Institute. In years 1-3, much of the work undertaken by the pilot units—and essential to the success of the pilots—did not need funding but was essential to the success of the pilot. Such efforts included development of position descriptions that are welcoming to a broad range of candidates; enhanced training and communications in the hiring units; a change in the evaluation protocol including early review of contributions to diversity statements; change in the composition of search committees,

*including graduate students and faculty from outside the hiring unit; and mentoring teams. Partial funding for staff should be a minor part of any budget proposal.*

**Evidence of Campus Commitment** (1 page maximum for narrative, support letters may be attached beyond the 15 page limit)

*Please use this space to describe your unit(s)' commitment to achieving the goals of your AFD proposal beyond the scope of your project. This evidence could include a commitment by your campus leadership to provide matching funds, course releases, or dedicated staff allocations, but must include, at minimum, an endorsement letter from the academic dean (for department level projects) or campus executive vice president/provost (for campus level projects). This commitment from leadership may be supported with evidence of commitment from the Chief Diversity Officer and the faculty (and chairs, if relevant) in the unit.*

**Hosting systemwide community of practice meetings**

*Please indicate whether you are willing to host one of the convenings of all recruitment awardees. UCOP will provide funding for the event. See p.2 for details.*

**2019-20 AFD – Recruitment Budget Template**

	<b>Cost Element</b>	<b>Explanation</b>	<b>Total Amount</b>
<b>1.</b>	<b>Outreach and advertising</b>		
	<i>Includes costs of print/online advertising, targeted recruitment, and other materials essential for the project</i>		
	a)		
	b)		
	c)		
	d)		
	Sub Total		
<b>2.</b>	<b>Campus visits and interviewing</b>		
	<i>Use this category to detail expenses associated with candidate visits to the campus and other related interviewing costs.</i>		
	a)		
	b)		
	c)		
	d)		
	Sub Total		
<b>3.</b>	<b>Start-up costs</b>		
	<i>Includes costs related to providing a start-up package for incoming faculty.</i>		
	a)		
	b)		
	c)		
	d)		
	Sub Total		
<b>4.</b>	<b>Personnel costs</b>		
	<i>Personnel costs include staff allocations and other related personnel costs (i.e. benefits). Project description should specify responsibilities of each.</i>		
	a)		
	b)		
	c)		
	d)		
	Sub Total		
<b>5.</b>	<b>Other</b>		
	<i>Please detail other budgeted expenses not already included in the categories above.</i>		
	a)		
	b)		
	c)		
	d)		
	Sub Total		
	<b>TOTAL</b>		

## **Appendix C: Proposal Review Criteria**

Proposals will be reviewed and rated by a Review Committee at UCOP, with Academic Senate representation. Recommendations for funding will be made to the UC Provost and President. Criteria for review will be as follows:

- Well-conceived plan for pilot with good chance to succeed. This includes recognition that the program interventions will be in the 2019-20 academic year, with the possibility of carrying the project over into a second year.
- Pilot unit has demonstrated its readiness to undertake interventions to enhance opportunities to hire more diverse faculty. This may include current use of some best practices for increasing faculty diversity.
- Workable plan for enhancing best practices with new proposed interventions.
- Adaptation of successful interventions from year 1-3 pilot units.
- Evidence of commitment to advance faculty diversity in unit and on campus.
- Evidence of commitment to advance faculty diversity from unit leader and campus leadership.
- Workable metrics to evaluate success of project.
- Project timeline is reasonable, activities are well scoped and achievable given the timeline.
- Proposed budget is within the total limits and commensurate with proposed activities.
- Priority will go to proposals that demonstrate the greatest need for improvement balanced with the greatest likelihood of being able to achieve results.

**Bonus:** Proposal includes a research component that draws from the project interventions.