

Advancing Faculty Diversity (AFD) Recruitment: Request for Proposals (RFP) for 2020-2021

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Goals of the 2020-21 RFP

UCOP is pleased to issue this Request for Proposals (RFP) to determine the allocation of Advancing Faculty Diversity (AFD) Recruitment funds for the 2020-21 year. The 2020-21 year marks the fifth year of UC's AFD program focused on diversifying its faculty by implementing more equitable faculty recruitment practices. During years 1-4, the State of California funded most of the program to enable UC to make progress in increasing the diversity of its ladder-rank faculty. This year, ongoing funding has been committed by President Napolitano; any State funding is unknown at this time.

The 2020-21 AFD Recruitment Grant Program

Goals of the 2020-21 program.

The 2020-21 program will be very similar to the programs in prior years. Over the first four years of the AFD Recruitment program, each of the 16 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, cluster hires, 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, such as 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 16 pilot programs from years 1-4 is included in Appendix A. Final reports for years 1, 2, and 3 of the program and a preliminary report for year 4 are available at <https://www.ucop.edu/faculty-diversity/index.html>.

Building on the momentum generated by the previous four 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 to expand collection of faculty recruitment data through the Search Committee Chair Survey in UC Recruit. In 2020-21, the maximum award will be \$500K per proposal. The expectation remains that the focus is on hiring in the 2020-21 academic year, with the goal of having offers accepted before June 30, 2021. Project proposals may, however, extend into the 2021-22 academic year; the proposing unit will need to make a strong case that the extended time will increase the opportunity for a successful project. This year's program also includes strengthening of accountability for participating units.

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 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 AFD funds separately to funded project teams for travel and convening purposes.

The sections below serve as application instructions for the 2020-21 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 2020-21 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 2020-21 (and 2021-22, 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).

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 project lead. New for this year, we are requiring a “sponsor” to ensure the campus is tracking the success of each project during the course of the award. The sponsor should be from a central campus office, a Chief Diversity Officer, a Vice Provost or Associate Vice Provost or the Executive Vice Chancellor and Provost. *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 project 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, 3, and 4 some involving four or more schools, but significantly more campus time and commitment was necessary to make these pilots successful. Each proposed project will need to describe the level of hiring planned for 2020-21 and if the number of hires is limited, the proposing unit will need to make the case that the funding would be well spent on a small number of hires.

While it is likely most proposals will come from a single campus, we encourage potential PIs to consider how a cross-campus pilot might allow for innovations in recruitment to serve the University in its efforts to recruit an excellent and diverse faculty.

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 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. Units also agree to follow-up reporting on recruitment processes and outcomes one year and two years after the project funding has ended.

Use of the Search Committee Chair Survey.

Campuses with units awarded funding in 2020-21 will agree to begin or continue to use the Search Committee Chair Survey in UC Recruit for all ladder-rank hires, beginning in the 2020-21 recruitment year (five campuses already use the survey). 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

Proposals must be submitted to Vice Provost Susan Carlson at ADV-VPCARLSON-SA@ucop.edu no later than 5pm on Friday, May 1, 2020. Please cc Aimee Chang, Executive Assistant to Vice Provost Susan Carlson, at 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 project intends to demonstrate its success. 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 1-4 AFD Faculty Recruitment Pilot Projects

Year 4: 2019-20 Projects

UC Davis: The UC Davis Pilot Study to Prioritize Academic Excellence in Research and Contributions to Diversity, Equity, and Inclusion / Phase 2: Institutionalization. \$500,000.

This proposal builds on UC Davis's 2018-19 grant, which demonstrated that a structured and deliberative approach to using contributions to diversity statements together with conventional selection criteria leads to a pool of candidates, and ultimately faculty hires, that will have the largest impact on equity and inclusion for the campus's diverse student body. Having demonstrated this through their 2018-19 pilot study of eight new faculty searches, the 2019-20 project will test and institutionalize their findings through approved searches planned for the 2019-20 academic year.

UC Irvine: Advancing Faculty Diversity. \$500,000.

Building on past successes at UC Irvine, this proposal is aimed at a particularly stubborn problem: the core Physical Sciences. It includes three main elements: using innovative targeted outreach to create a particularly diverse applicant pool; implementing inventive techniques to reduce implicit bias in choosing candidates, such as blind (redacted) searches; and improving yield-on-offers by individualizing startup packages with tools such as teaching release, family-friendly support, and mechanisms for partner hires. Over two years, the school expects 13 searches.

UC Irvine: Piloting Chancellor's Inclusive Excellence Awards at the University of California, Irvine. \$482,000.

UC Irvine's Chancellor's Inclusive Excellence Awards program will use evidence-based practices to distribute up to 10 Chancellor's awards to newly hired tenured (5) and tenure-track (5) faculty in both academic and professional schools. Pilot awardees will serve for two years, receiving a minimum \$50,000 budget for scholarship related to inclusive excellence, and travel support of up to \$5,000. These funds will incentivize yield of these faculty members, and support scholarship aligned with the UCI strategic plan, particularly in the areas of building capacities through growth that makes a difference, developing a student experience that is first in class, and engaging with community members as partners. This pilot resonates with evidence that campus resources and commitments to reward distinguished scholarship in inclusive excellence fosters faculty inclusion and satisfaction. It also addresses tenure-track faculty's need for scholarship resources and clear supports for mid-career reviews. The cohort of 10 awardees will not only deepen faculty leadership in campus strategic areas, but will also generate critical momentum for a \$10M campaign to endow the program.

UC Riverside: Advancing Faculty Diversity in the Physical Sciences. \$500,000.

This project broadens application of previous successful interventions at UC Riverside to include the departments of Physics and Astronomy and Chemistry, while also adding an important new feature—the recruitment of two mid-level faculty, one in each department—to be Provost's Professors for Advancing the Physical Sciences. Each department will recruit one junior and one mid-level faculty member using best practices identified from previous years of the Advancing Faculty Diversity program, including targeted recruitment, the use of contributions to diversity statements and rubrics, and the offer of an enrichment year and mentors for junior faculty recruits. The mid-level faculty will be recruited at the tenured level, with the intention of forming a nidus of faculty members throughout the college aimed at increasing faculty diversity. These faculty members

will be offered the termed, but renewable, title of Provost's Professor for Advancing the Physical Sciences, and will work within the departments and with the Dean to advance faculty diversity within the College of Natural and Agricultural Sciences

UC Santa Cruz: Improving Application Diversity and Impact of Contributions to Diversity. \$497,000.

UC Santa Cruz will introduce the first-line use of contributions to diversity, equity, and inclusion statements for departmental searches in Arts and Engineering and for a cluster hire of four faculty members in a new program in Global and Community Health in the divisions of Physical and Biological Sciences and Social Sciences. Selection committees will use rubrics to assess the statements. The use of contributions to diversity statements and rubrics in the initial screening of applicants builds on successful interventions used at UC Berkeley and UC Davis during year 3 of the Advancing Faculty Diversity project and represents a significant change for UC Santa Cruz.

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 PFPF and CFPF; 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 PFPF and CFPF; 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 1: 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 2020-21 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) if you have any questions.

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

Sponsor. Sponsor name and contact information (name, title, email, phone). The sponsor should be from a central campus office, a Chief Diversity Officer, a Vice Provost or Associate Vice Provost or the Executive Vice Chancellor and Provost.

Abstract (150 words)

Please describe your proposed project in 150 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 focus on the 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 2020-21. 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 sixteen pilot projects (from AFD years 1, 2, 3 or 4) is adopted, it should be referenced. See Appendix A for a list of 2016-17 through 2019-20 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. Funded 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 (demographics among hires, offers, finalists, and candidate pool), with gathering of such metrics undertaken by UCOP through search data available in UC Recruit. Data from 2020-21 will be compared to prior years and potentially to comparator units. The application may propose additional metrics that will document the project's success.

Possible collaborations with prior pilot units from years 1-4. 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. 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 2020-21 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, 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, 2021; 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 1-4, 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 earlier 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.

2020-21 AFD – Recruitment Budget Template

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

Appendix C: Proposal Review Criteria

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

- Well-conceived plan for project with good chance to succeed. This includes recognition that the program interventions will be in the 2020-21 academic year, with the possibility of carrying the project over into a second year.
- Project 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 1-4 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.
- Evidence that unit(s) are committed to long-term efforts once the funding is expended.