
Executive Order 11246
Affirmative Action Program for Minorities, Women, Protected Veterans, and Individual with
Disabilities

UNIVERSITY OF CALIFORNIA, SANTA CRUZ
AFFIRMATIVE ACTION PLAN FOR ACADEMIC EMPLOYEES

January 1, 2017 – December 31, 2017



Parent Organization: University of California
Employer Identification Number: 94-1539563

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UCSC PRINCIPLES OF COMMUNITY

The University of California, Santa Cruz (UCSC) is committed to promoting and protecting an environment that values and supports every person in an atmosphere of civility, honesty, cooperation, professionalism, and fairness. UCSC expects that every campus member will practice these Principles of Community.

We strive to be:

- **Diverse:** We embrace diversity in all its forms and we strive for an inclusive community that fosters an open, enlightened, and productive environment.
- **Open:** We believe free exchange of ideas requires mutual respect and consideration for our differences.
- **Purposeful:** We are a participatory community united by shared commitments to: service to society; preservation and advancement of knowledge; and innovative teaching and learning.
- **Caring:** We promote mutual respect, trust, and support to foster bonds that strengthen the community.
- **Just:** We are committed to due process, respect for individual dignity, and equitable access to resources, recognition, and rewards.
- **Disciplined:** We seek to advance common goals through reasonable and realistic practices, procedures, and expectations.
- **Celebrative:** We celebrate the heritage, achievements, and diversity of the community and the uniqueness and contributions of our members.

We accept the responsibility to pursue these principles in an atmosphere of personal and intellectual freedom, security, respect, civility, and mutual support.

UCSC is committed to enforcement of policies that promote the fulfillment of our principles of community. These policies include but are not limited to: University of California Personnel Policies for Staff Members, applicable University Collective Bargaining Agreements, Academic Personnel Manual 015-University of California Policy on Faculty Conduct and the Administration of Discipline, UCSC Policy on Student Conduct and Discipline, University of California Policy on Sexual Violence and Sexual Harassment, and UCSC Hate Bias Incident Policy.

Inquiries regarding the University's equal employment opportunity and nondiscrimination policies may be directed to: Office for Diversity, Equity, and Inclusion, 831.459.3676 or email cbene@ucsc.edu.

The UCSC Principles of Community statement was developed under the aegis of the Campus Welfare Committee with broad campus consultation and was endorsed by the Provost's Advisory Council and Chancellor MRC Greenwood in June 2001.



Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment

Academic Officer:	Vice Provost - Academic Personnel
Academic Office:	AP - Academic Personnel
Staff Officer:	VP - Human Resources
Staff Office:	HR - Human Resources
Issuance Date:	7/3/2013
Effective Date:	7/3/2013
Scope:	This policy applies to all University applicants and employees.

Contact:	Janet Lockwood (AP)	Charles Barragan (HR)
Email:	Janet.Lockwood@ucop.edu	Charles.Barragan@ucop.edu
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I. POLICY SUMMARY

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. In addition, it is the policy of the University to undertake affirmative action, consistent with its obligations as a Federal contractor.

II. DEFINITIONS

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.

University of California – Policy
Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff
Employment

Executive Officer: The University President, Chancellor, or Laboratory Director.

Exception to Policy: An action that exceeds what is allowable under current policy or that is not expressly provided for under policy. Any such action must be treated as an exception.

Gender: The sex of a person, including a person's gender identity, and gender expression.

Gender expression: A person's gender-related appearance and behavior whether or not stereotypically associated with the person's assigned sex at birth.

Gender identity: An individual's personal sense of himself/herself as being male and masculine or female and feminine, or ambivalent.

Pregnancy: Includes pregnancy, childbirth, and medical conditions related to pregnancy and childbirth.

Service in the Uniformed Services: Includes service in the uniformed services as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), as well as state military and naval service.

Top Business Officer: Executive Vice President-Business Operations for the Office of the President, Vice Chancellor for Administration, or the position responsible for the location's financial reporting and payroll as designated by the Executive Officer.

III. POLICY TEXT

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, gender expression, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services. 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. 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.

IV. COMPLIANCE / RESPONSIBILITIES

A. Implementation of the Policy

The Vice Provost – Academic Personnel and the Vice President–Human Resources are the Responsible Officers for this policy and have the authority to implement the policy. A Responsible Officer may apply appropriate interpretations to clarify the policy provided that the interpretations do not result in substantive changes to the underlying policy. The Chancellor is authorized to establish and is responsible for local procedures necessary to implement the policy.

B. Revisions to the Policy

The President is the Policy Approver and has the authority to approve policy revisions upon recommendation by the Vice President–Human Resources.

The Vice Provost – Academic Personnel and the Vice President–Human Resources have the authority to initiate revisions to the policy, consistent with approval authorities and applicable *Bylaws* and *Standing Orders* of the Regents.

The Executive Vice President–Business Operations has the authority to ensure that policies are regularly reviewed, updated, and consistent with other governance policies.

C. Approval of Actions

Actions within this policy must be approved in accordance with local procedures. Chancellors and the Vice President–Human Resources are authorized to determine responsibilities and authorities at secondary administrative levels in order to establish local procedures necessary to implement this policy.

D. Compliance with the Policy

The following roles are designated at each location to implement compliance monitoring responsibility for this policy:

The Top Business Officer and/or the Executive Officer at each location will designate the local management office to be responsible for the ongoing reporting of policy compliance.

The Executive Officer is accountable for monitoring and enforcing compliance mechanisms and ensuring that monitoring procedures and reporting capabilities are established.

The Vice President–Human Resources is accountable for reviewing the administration of this policy. The Senior Vice President–Chief Compliance and Audit Officer will periodically audit and monitor compliance to this policy.

E. Noncompliance with the Policy

Noncompliance with the policy is handled in accordance with Personnel Policies for Staff Members 61, 62, 63, 64, 65, and 67 pertaining to disciplinary and separation matters, and in accordance with University policies, including but not limited to, The Faculty Code of Conduct (APM – 015) and University Policy on Faculty Conduct and the Administration of Discipline (APM – 016), or, as applicable, collective bargaining agreements.

V. PROCEDURES

N/A

VI. RELATED INFORMATION

N/A

VII. FREQUENTLY ASKED QUESTIONS

N/A

VIII. REVISION HISTORY

University of California – Policy

Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment

This policy was reformatted into the standard University of California policy template effective July 1, 2013.

Policy changes effective as of July 1, 2013:

- New language, in compliance with California Assembly Bill 887 – Chapter 719.
- Addition of gender and gender expression to the policy text.
- Addition of a definition of gender, gender expression, and gender identity.

The following policy is rescinded as of the effective date of this policy and is no longer applicable:

- *University of California Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment*, dated June 24, 2010.

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

AFFIRMATIVE ACTION PLAN FOR ACADEMIC EMPLOYEES

AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

January 1, 2017 – December 31, 2017

INTRODUCTION

BACKGROUND TO PARTS I AND II

Affirmative action is a term that encompasses any measure adopted by an employer to correct or to prevent discrimination from recurring in the future. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. For protected veterans and individuals with disabilities, such steps will include a thorough review of the company's outreach efforts to determine the effectiveness of such efforts in closing the hiring and/or utilization gaps. It is toward this end that the following affirmative action plan of the University of California, Santa Cruz (UCSC) was developed.

Applicable Affirmative Action Laws and Regulations

UCSC's affirmative action plan for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

UCSC's affirmative action plan for protected veterans and individuals with disabilities (Part II) is prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Individuals with Disabilities), the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for Protected Veterans).

Statement of Purpose for Parts I and II

This affirmative action plan has been designed to bring women, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of UCSC's workforce in proportion to their representation in the qualified relevant labor market.

UCSC is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. In addition, in determining UCSC's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must also come into play.

The technical, legal, and mathematical aspects of the affirmative action plan, however, all have one common purpose—to allow us to properly identify three key concepts: where we stand now, where we must go, and how best to get there. These three concepts are the affirmative action plan.

I. COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION

In accordance with the obligations of a federal contractor, it is the policy of UCSC to be an affirmative action and equal opportunity employer. In keeping with this policy, UCSC will continue to recruit, hire, train, and promote into all academic jobs the most qualified persons without regard to race, color, national origin, ancestry, citizenship, religion, sex, gender identity, pregnancy, marital status, disability, medical condition, age, sexual orientation, or protected veteran status. Additionally, UCSC will continue to ensure that all personnel matters (such as compensation, benefits, layoffs, and UCSC-sponsored events) are in accordance with UCSC's commitment to equal opportunity. In conformance with applicable law and University policy, UCSC undertakes affirmative action for underrepresented minorities, women, individual with disabilities, and protected veterans.

II. DISSEMINATION OF POLICY

41 CFR § 60-1.4

Internal Dissemination

UCSC strives to have its affirmative action/equal employment opportunity policy known internally by:

- Conducting special meetings with the executive administration, management, and supervisory personnel to explain the intent of the policy, the Chancellor's commitment to the policy, and individual responsibilities for effective implementation.
- Reporting on academic affirmative action to the Academic Senate Committee on Affirmative Action and Diversity (CAAD).
- Including the policy in the Academic Personnel Manual and Personnel Policies for Staff Members.
- Including nondiscrimination and affirmative action clauses in all union agreements and reviewing all contractual provisions to ensure that they are nondiscriminatory.
- Posting nondiscrimination policies on UCSC websites and bulletin boards.
- Incorporating affirmative action into staff and academic recruiting procedures.
- Explaining the policy and strategies for successful affirmative action recruiting in meetings with academic search committee chairs and diversity liaisons for senate faculty recruitments.
- Explaining the policy in employee orientation, supervisor training programs, mandatory fair hiring training for hiring managers and search committee chairs.
- Ensuring current employees' awareness of the existence of UCSC's Office for Diversity, Equity, and Inclusion and the benefits available to them.

In addition, Chancellor Blumenthal makes known in campus messages, public statements, and actions his strong support for affirmative action to ensure equal employment opportunity.

The affirmative action plan is available in the Office for Diversity, Equity, and Inclusion, 111 Kerr Hall, (831) 459-2686, for inspection by any employee or applicant for employment upon request during normal business hours. It is also available on the Office for Diversity, Equity, and Inclusion website: http://diversity.ucsc.edu/eeo-aa/aa/affirmative_action_plans.html and can be provided in alternative formats upon request.

External Dissemination

UCSC makes its equal employment opportunity policy known externally by:

- UCSC includes its EEO/AA policy statement in all advertising for staff and academic positions. In all staff and academic position descriptions posted for recruitment, skills, and abilities requirements are noted to be “with or without accommodation.”
- UCSC includes a link to EEO/AA policy in its academic and staff online recruitment application systems.
- The Office for Diversity, Equity, and Inclusion’s website: <http://diversity.ucsc.edu> includes a web page explaining the application of all applicable disability laws and policies, as well as resources available to assist with accessibility.
- Incorporating UCSC’s nondiscrimination policy into all purchase orders and contracts protected by Executive Order 11246, as amended.
- Working cooperatively with other University of California campuses and community organizations to participate in job fairs and other recruiting activities at which UCSC’s affirmative action policies are publicized.
- UCSC ensures that non-discrimination (EO) clauses are included in all contracts/subcontracts, job solicitations, and advertisements.

In addition, the Chancellor makes known his support for affirmative action to achieve equal employment opportunity outside the university, both locally and nationally, through his personal and professional advocacy.

III. DESIGNATION OF RESPONSIBILITY FOR IMPLEMENTATION

41 CFR § 60-2.17(a)

Chancellor and Executive Vice Chancellor/Campus Provost

The primary responsibility and accountability for implementing the UCSC's affirmative action plan rests with the Chancellor and the Executive Vice Chancellor/Campus Provost. This channels through the Director of EEO/AA, the Office for Diversity, Equity, and Inclusion, Staff Human Resources, and Academic Personnel offices for adherence to UCSC's policy of equal employment opportunity and affirmative action. The Chancellor and the Executive Vice Chancellor/Campus Provost are subject to the authority of the President of the University of California and its governing body, the Board of Regents.

Vice Provost for Academic Affairs

The Vice Provost for Academic Affairs is the Campus Diversity Officer for Faculty. The Vice Provost for Academic Affairs is also a principal academic advisor to the Campus Provost in the areas of academic planning, program review, resource allocation, and academic personnel. The Campus Diversity Officer for Faculty is responsible for ensuring that equal employment opportunity and affirmative action are considered in each of these areas.

Principal Administrative and Academic Officers (e.g., Deans and Vice Provosts)

In addition to ensuring that all policies, procedures, and personnel actions in their areas are implemented in accordance with UCSC's equal employment and affirmative action policies, principal administrative and academic officers are responsible for:

1. Identifying problem areas and formulating action plans to address them.
2. Taking into consideration likely recruitments for the coming year and the divisional underutilization articulated in the affirmative action plan, formulate action plans, and assign responsibility for these efforts.
3. Developing immediate and long-term outreach strategies that are inclusive of well-qualified women and/or minority candidates for any job groups in which there are placement goals for women or minorities.
4. Ensuring that all staff and faculty involved in recruitments are informed about appropriate equal employment opportunity/affirmative action procedures for outreach, evaluation of applications, interviewing, and hiring decisions.

5. Ensuring that each senate faculty recruitment committee has a designated diversity liaison and that the liaison's duties are supported.
6. Investigating possible causes where problematic patterns in promotions are identified, and ensuring that department chairs, managers, and supervisors actively seek to identify and develop the potential of all faculty and staff, including those who are members of underrepresented groups.
7. Investigating and seeking to remedy the causes of high turnover in areas where problematic patterns in separations are identified.
8. Informing department chairs and managers of their roles and responsibilities for ensuring equal employment opportunity and affirmative action and for leading the departmental and units' good faith efforts to meet established affirmative action goals and reporting on their results.
9. Incorporating specific responsibilities for equal employment opportunity/affirmative action into the job description of department chairs and managers, as well as assessing their efforts and the results achieved in performance reviews.
10. Ensuring that all department chairs and managers provide counsel and support the career development efforts of all faculty and staff, including those who are members of underrepresented groups.
11. Ensuring that all department chairs and managers act promptly to resolution of problems and complaints regarding allegations of discrimination.
12. Ensuring that all department chairs and managers make a genuine effort to foster and maintain a work and academic environment that is respectful and welcoming of diversity.
13. Reporting annually to the Chancellor on equal employment opportunity/affirmative action efforts, the results of those efforts, and plans for the coming year.

Associate Vice Chancellor for Academic Personnel

The Chancellor and the Executive Vice Chancellor/Campus Provost have delegated to the Associate Vice Chancellor for Academic Personnel the responsibility of ensuring that equal employment opportunity and affirmative action policies for academic appointees are implemented at UCSC in accordance with federal, state, and university policy. The Associate Vice Chancellor serves as the principal advisor, along with the Director of EEO/AA and the Campus Diversity Officer for Faculty, to the Chancellor and the Executive Vice Chancellor/Campus Provost on nondiscrimination and affirmative action matters for academic appointees.

Director of EEO/AA

The Associate Chancellor is the Director of EEO/AA and has the full support of executive management in implementation of UCSC's policy on affirmative action and equal employment opportunity. The Director of EEO/AA ensures through the Office for Diversity, Equity, and Inclusion that all relevant policies and procedures are adhered to. Successful implementation of this program is a basis for evaluating the Director of EEO/AA's effective work performance.

The Director of EEO/AA's duties include, but are not limited to: affirmative action programs, internal and external communication strategies, working with administrative and academic offices to identify problem areas and assisting them to develop and implement action plans to remedy them, indicate any need for remedial action, determine the degree to which UCSC's goals and objectives are being attained, and informing management of the latest developments in affirmative action and equal opportunity.

IV. ACADEMIC WORKFORCE ORGANIZATIONAL PROFILE

41 CFR § 60-2.11, 60-2.17(b)(1)

A complete workforce analysis is available for inspection in the Office for Diversity, Equity, and Inclusion, 111 Kerr Hall, UCSC at (831) 459-2686. The workforce analysis lists each job by job title, ranked from lowest to highest paid, in each campus unit, and indicates for each job title the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents in each ethnic group.

UCSC maintains one affirmative action plan for all academic employees located at the main campus and all off-campus locations which includes: Mission Street, Delaware Avenue, Shaffer Road, and Swift Street administrative offices, Long Marine Lab, MBEST, downtown Santa Cruz offices, Natural Reserves at Año Nuevo, Big Creek, and Granite Canyon, Silicon Valley Center including University Extension, and Mt. Hamilton Lick Observatory. Recordkeeping systems are in place to identify the actual locations of staff and faculty.

The names of the ethnic categories used in this plan are different from those found in the regulations. While the collection of data is consistent with the OFCCP, UCSC believes that the category names used in the plan are more consistent with the ones by which ethnic groups identify themselves in their respective communities. The regulatory categories are: Blacks, Hispanics, Asians/Pacific Islanders, and

American Indians/Alaskan Natives. The categories used by UCSC are: African Americans, Latinos, Asians, and American Indians.

Job Group Analysis: 41 CFR § 60-2.12

In conformance with federal guidelines, UCSC analyzes academic employment by looking at the distribution of employees in *job groups*, clusters of jobs that require similar skills and have similar salaries and opportunities. The academic workforce is thereby divided into senate faculty and other academic employees. The senate faculty is then separated into job groups for tenured and untenured faculty. These two categories are then further identified by academic discipline. The senate job groups identified in the utilization analysis and placement goals are:

Senate Faculty Job Groups

- CC1 – Tenured Arts Faculty, DD1 – Untenured Arts Faculty
- CC2 – Tenured Humanities Faculty, DD2 – Untenured Humanities Faculty
- CC3 – Tenured Physical and Biological Science Faculty, DD3 – Untenured Physical and Biological Science Faculty
- CC4 – Tenured Engineering Faculty, DD4 – Untenured Engineering Faculty
- CC5 – Tenured Social Sciences Faculty, DD5 – Untenured Social Sciences Faculty

Academic Job Groups

- AA – Faculty Administrators
- EE – Lecturers/Other Teaching Titles
- GG – Researchers
- II – University Extension
- JJ – Librarians

See Exhibit 1 for a list of academic job groups and the job titles comprised in each job group.

Academic workforce is divided into two sections: Senate Faculty and Academic Employee Job Groups.

V. SENATE FACULTY

Placement of Incumbents in Job Groups: 41 CFR § 60-2.13

UCSC annually conducts a thorough analysis of its academic workforce, recruitments, and personnel actions for the transaction period of July 2, 2015 through July 1, 2016. The data for senate incumbents was gathered as of July 1, 2016.

The total number of senate faculty slightly decreased this academic year from 558 to 554. The representation of women held steady at 40% (all ethnicities), and the representation of minorities has held steady the past three years around 30% (men and women combined). Exhibit 2 identifies the percentage of women and minorities in each senate faculty job group.

Determining Availability: 41 CFR § 60-2.14

Availability is an estimate of the number of qualified minorities or women available for employment. This is expressed as a percentage of all qualified persons available for employment in a given job group.

The two factors specified in the regulations that must be considered in determining availability are:

- 1) the percentage of minorities or women with requisite skills in the reasonable recruitment area,
- 2) the percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.

The reasonable external recruitment area for tenured and untenured faculty is the entire United States. Prospective women and minority faculty are located throughout the nation and considering the broadest possible recruitment area, i.e. the nation, ensures the most diverse pools possible. The internal recruitment pool is the untenured group within the same academic division. A portion of faculty move from the untenured group to the tenured group each year through promotion. The internal availability is weighted according to the proportion of tenured faculty that was promoted from the untenured group.

For tenured and untenured faculty, external availability is based on data from the National Opinion Research Center (NORC) that collects annually the number of Ph.D. graduates in all disciplines. For tenured faculty, the percentage of women and minority Ph.D. recipients in each discipline/sub-discipline from 1995 to 2009 is averaged to determine the availability of women and minority faculty for each academic division. For untenured faculty, the same process is followed using the percentage of women and minority Ph.D. recipients from 2010 to 2014.

These availability percentages are then compared to the current percentage of tenured and untenured women and minority faculty in each job group to identify if there is parity. If there are fewer women or minority within a particular job group than would reasonably be expected given the availability, the result is underutilization. See Exhibit 2 “Comparison of Incumbency to Availability.”

Lecturers with Security of Employment

Lecturers with security of employment (SOE) are hired less frequently than ladder-rank faculty, but are becoming a larger job group on the Santa Cruz campus. However, the number of senior lecturers and lecturers with SOE is so small that statistical analyses for these job titles would not be meaningful. For analyses, senior lecturers with SOE are included with professors and lecturers with SOE are included with associate professors within their academic discipline. Senior lecturers and lecturers with potential for SOE are included with untenured faculty.

Comparing Incumbency to Availability: 41 CFR § 60-2.15, 60-2.17(b) (1)

UCSC uses the “any difference rule” to determine if the percentage of minorities or women employed in a particular job group is “less than would reasonably be expected.” UCSC considers underutilization when there is a difference between the availability and current incumbency percentages. Exhibit 2 compares UCSC’s senate faculty as of July 1, 2016 to the composition we would reasonably expect to find, given estimates of availability.

Placement Goals: 41 CFR § 60-2.16, 60-2.17(b) (1)

UCSC considers job groups underutilized when there is a shortfall between availability and current incumbency. When underutilization is identified, UCSC establishes placement goals set equal to the availability percentages for women and minorities in each underutilized group. Designed to rectify underutilization, placement goals represent a benchmark for evaluating the university’s affirmative action progress. They serve as objectives reasonably attainable by means of applying good faith effort to make all aspects of the affirmative action program work. They provide guidance for UCSC, as an employer, to focus on outreach and other efforts to attain pools of qualified women and minority applicants in areas where underutilization has been identified. See Exhibit 3 for UCSC’s academic affirmative action placement goals.

VI. ACADEMIC EMPLOYEE

Placement of Incumbents in Job Groups: *41 CFR § 60-2.13*

The academic workforce can be categorized in two groups based on the different nature of their employment. One group consists of three job groups: Faculty Administrators, Librarians, and University Extension Program Coordinators and Continuing Educators. These are employees with either career appointments or contracts of at least one year. The second group is made up of the lecturers and researchers. These employees have a wide range of appointment lengths, with many working only one or two quarters a year. Exhibit 4 provides the percentage of women and the percentage of minorities in each academic job group.

Determining Availability: *41 CFR § 60-2.14*

As previously described in section V. senate faculty, the two factors specified in the regulations that must be considered in determining availability for each job group are:

- 1) the percentage of minorities or women with requisite skills in the reasonable recruitment area,
- 2) the percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.

Availability was identified for Faculty Administrators, Librarians, Lecturers, Researchers, and University Extension Program Coordinators and Continuing Educators (UNEX). The reasonable recruitment area for Faculty Administrators, Librarians, Lecturers, and Researchers is "national." Considering the broadest possible recruitment area, i.e. the nation, ensures the most diverse pool of qualified applicants. A discussion of availability for each job group follows:

AA – Faculty Administrators

This group of administrators includes all faculty administrators in the Chancellor's Office, Vice Provosts, College Provosts, Directors of major research units, Deans, and Associate Deans. It does not include the Chancellor, who is considered to be an employee of the University of California, Office of the President. Availability for this job group is calculated using NORC data from 1995 to 2009, as well as the UCSC tenured senate faculty where these administrators may be promoted. The internal pool is considered in estimating availability for the Faculty Administrators job group. Internal pools are identified as those job groups in which qualified candidates are most likely to exist.

Job Group EE – Lecturers/Other Teaching Titles

This job group's availability is difficult to define because of the various ways in which lecturers are hired and the unique needs of hiring departments: applicants may be hired from pools that are ongoing, applicants may be hired via waiver because of unique qualifications, and hiring processes may be expedited due to the need to fill positions quickly because of last-minute notice of faculty leaves or availability non-permanent funding for positions. Each division conducts open recruitments for full-time positions of a year or more in duration. Availability for lecturers was calculated using NORC data for a period of five years for the general field identified for each lecturer.

Job Group GG – Researchers

Each division monitors the appointment and recruitment of researchers, making good faith efforts to ensure that the pool from which appointments are made is as diverse as possible. Much of our affirmative action in this area depends upon diversity in our graduate student population and upon the diversity of professional contacts. Whenever feasible, open recruitments are conducted for research appointments. Underutilization for researchers was calculated using NORC data for a period of five years for the general field identified for each researcher.

Job Group JJ – Librarians

NORC data for a period of five years and the American Library Association (ALA) data was used to calculate the national availability of tenured librarians in research libraries.

Job Group II – University Extension

The academic workforce in UNEX is composed of program coordinators, continuing educators, and UNEX instructors. Program coordinators and continuing educators are experts in their field, and work as consultants for UNEX with one-year agreements. United States Census data for education administrators in the San Jose Metropolitan Area, Silicon Valley Metropolitan Area, Santa Clara County, and Santa Cruz County was used to determine availability for UNEX. UNEX instructors often work in areas focused on corporate education and community education. A diverse pool of qualified applicants is available in these counties, which justifies limiting the reasonable recruitment area.

Comparing Incumbency to Availability: 41 CFR § 60-2.15, 60-2.17(b)(1)

UCSC uses the "any difference rule" for the academic employee job groups to determine if the percentage of minorities or women employed in a particular job group is "less than would be reasonably be expected." UCSC declares underutilization when there is any shortfall between availability and current employment.

For those job groups identified as underutilized, placement goals are established equal to the percentages specified. See Exhibit 4 for UCSC's Academic Employee Comparison of Incumbency to Availability report.

Placement Goals: *41 CFR § 60-2.16, 60-2.17(b)(1)*

As noted previously, UCSC considers job groups underutilized when there is a shortfall between availability and current employment. When underutilization is identified, UCSC establishes placement goals, set equal to the availability percentages for women and minorities in each underutilized group. Designed to rectify underutilization, placement goals represent a benchmark for evaluating the University's affirmative action progress. They serve as objectives reasonably attainable by means of applying a good faith effort to make all aspects of the affirmative action program work. The placement goals provide guidance for UCSC, as an employer, to focus on outreach and other efforts to attain pools of qualified women and minority applicants in areas where underutilization has been identified. See Exhibit 5 for UCSC's Academic Employee affirmative action placement goals.

VII. IDENTIFICATION OF PROBLEM AREAS

41 CFR § 60-2.17(b)

Analysis of Utilization: *41 CFR § 60-2.17(b) (1)*

Placement goals were identified in twenty-three out of fifty traditional underrepresented areas (women, African American, American Indian, Asian, and Latino) classified in each division for senate faculty. The campus is continuing to work on the placement goals for women and minorities across all faculty groups through the programs addressed in Section VIII: Campus Wide Action-Oriented Programs. To ensure good faith efforts in our placement goals, the following actions have or will be taken:

- Each fall, the Campus Diversity Officer for Faculty and the Academic Personnel Office have recruitment meetings with faculty search committee chairs and committee diversity liaisons. The purpose of the meetings is to: raise awareness of underutilization issues, discuss recruitment strategies including advertising and outreach, review UCSC's procedures for faculty selection and required documentation, discuss best practices for interviewing candidates and making offers, and other topics.
- The Director of EEO/AA informs the Senate Committee on Affirmative Action and Diversity of the latest placement goals.

- The Director of EEO/AA makes recommendations to Deans and the Executive Vice Chancellor/Campus Provost on ways to strengthen affirmative action efforts.
- The Senate Committee on Affirmative Action and Diversity meets periodically with the Executive Vice Chancellor/Campus Provost and the Campus Diversity Officer for Faculty to discuss how to incorporate affirmative action and/or diversity into current efforts on campus. Examples are the campus's long-range planning efforts and implications of potential budget cuts on affirmative action.
- The Office for Diversity, Equity, and Inclusion and the Academic Personnel Office work together closely to ensure that affirmative action and/or diversity issues are considered in policy and new proposals affecting faculty (e.g. academic department chair development programs).
- The Academic Personnel Office annually places an omnibus ad and all individual ads for academic recruitments in targeted advertising sources, such as: Veterans in Higher Education, Disabled in Higher Education, Higher Ed Jobs, Higher Education Recruitment Consortium, America's Job Exchange, and CalJobs. Individual hiring departments place ads and perform outreach to targeted sources in their specific discipline.
- The Office for Diversity, Equity, and Inclusion and the Academic Personnel Office provides funding for strategic advertising to build faculty pool diversity.

For other academic employees, a placement goal has been identified in sixteen out of twenty-five traditional underrepresented areas (women, African American, American Indian, Asian, and Latino) classified in each job group. The campus is continuing to work on the placement goals for women and minorities academic employee job groups through the programs addressed in Section VIII: Campus Wide Action-Oriented Programs.

Analyses of Personnel Activities: 41 CFR § 60-2.17(b) (2)

UCSC reviewed its personnel activities for women and minority faculty in the areas of senate hires, applicant flow, promotions, and separations to determine whether there are possible selection disparities. Each area is examined in the following sections:

SENATE PERSONNEL ACTIVITIES

Senate Appointments

There was a significant increase in faculty recruitment during the transaction period from July 2, 2015 through July 1, 2016, and UCSC had ten tenured appointments, in which five were women and three

who self-identified as a member of a race/ethnic minority group. In addition, thirty-one appointments were made at the assistant professor level, in which fourteen were women and nine who self-identified as a member of a race/ethnic minority group.

Senate Academic Applicant Flow Analysis

UCSC conducted analyses of academic applicant flow (rates of success during the recruitment process) by gender or race/ethnic group to determine whether there are possible selection disparities. Analyses were done for various stages of the selection process for both tenured and untenured positions: candidate to interview, interview to offer, and candidate to offer (overall).

UCSC compared the rate at which women and minorities progressed at each stage of the selection process with men and whites, respectively. The Uniform Guidelines 80% rule as well as a binomial test of difference was used. If a disparity was found in both tests, UCSC considers this a potential area of concern. If an area of concern had been identified, appropriate campus administrators are notified of the results of the analysis in order to assess the situation and work toward improvement in these areas, as necessary.

The implementation of an online academic recruitment application system in 2012 – 2013 for senate and other academic employee recruitments, which presents applicants with the demographic data survey at the time of application submission, has greatly increased the applicant response rate (with an average response rate of over 98%).

Senate Promotions

UCSC monitors its faculty promotions to determine whether there are gender or race/ethnic disparities. Where disparities exist, action-oriented programs are developed to address and remedy the problem.

During the transaction period, twenty-six promotions for senate faculty were approved; ten files were approved for promotion to associate professor and sixteen for promotion to professor. Of the twenty-six promotions, twelve were women and another nine were from minority groups.

The peer review process by which faculty are reviewed for promotion is extremely thorough, and the supporting documentation for decisions is reviewed by the department and the Academic Senate Committee on Academic Personnel, as well as the Dean and Executive Vice Chancellor/Campus Provost, and in the case of tenure by the Chancellor. Given the number of people involved, there are significant safeguards to ensure that promotion decisions are made on equitable evaluations.

Senate Separations

UCSC monitors its faculty separations to determine whether there are disparities by gender or race/ethnicity. Where disparities exist, action-oriented programs are developed to address and remedy the problem. As of July 1, 2016, twenty-one senate faculty left UCSC, six were women and four were minorities. All of the twenty-one separations were voluntary, a majority due to retirement and most are still emeritus faculty.

ACADEMIC EMPLOYEE PERSONNEL ACTIVITIES

Academic Employee Personnel Actions

UCSC has reviewed the personnel actions of academic employees and performed statistical analyses where the groups were large enough.

Academic Employee Appointments

UCSC appointed or re-appointed 315 other academic employees from July 2, 2015 through July 1, 2016. Of these 315 academic employees, 179 were lecturers and 136 were researchers. Fifty-seven of newly appointed or re-appointed researchers were minorities and another fifty-six were women. Of the appointed or re-appointed lecturers, thirty-two were minority and ninety-eight were women. Data from all applicants is maintained when the online application system is used.

Academic Applicant Flow Analysis

UCSC has conducted analyses of the applicant flow (rates of success during the recruitment process) by gender and race/ethnic group to determine whether there are possible selection disparities. Analyses were done for various stages of the selection process: candidate to interview, interview to offer, and candidate to offer (overall).

UCSC compared the rate at which women and minorities progressed at each stage of the selection process with men and whites, respectively. The Uniform Guidelines 80% rule as well as a binomial test of difference was used. If a disparity was found in both tests, UCSC considers this a potential area of concern. If a possible area of concern had been identified, appropriate campus administrators would have been notified of the results of the analysis in order to assess the situation and work toward improvement in these areas, as necessary.

Academic Employee Promotions

UCSC monitors its academic employee promotions to determine whether there are gender or race/ethnic disparities. Where disparities exist, action-oriented programs are developed to address and remedy the problem.

Academic Employee Separations

UCSC monitors its academic employee separations to determine whether there are disparities by gender or race. Where disparities exist, action-oriented programs are developed to address and remedy the problem. There were 359 total separations this year with 98% as voluntary separations.

Compensation Systems: *41 CFR § 60-2.17(b)(3)*

UCSC has implemented a “Career Equity Review” process to identify and remedy inequities among senate faculty. The purpose of this review process is to assess the candidate’s entire career to determine the appropriate rank and/or step placement. Untenured and non-continuing academic appointments have end dates and advancement is reviewed, per policy, at the time of re-appointment.

Most academic teaching and research appointments are made for specific terms with consideration for reappointment and merit increase every two or three years. Assessing compensation equity is difficult given the nature of these appointments. Salary scales are used to ensure consistency within the range. Lecturers and a few other teaching titles are part of a collective bargaining unit and may be hired for specific terms, or after eighteen quarters of service, may be hired on a continuing basis. The collective bargaining agreement includes consideration for salary adjustment or regular merit reviews.

VIII. CAMPUSWIDE ACTION-ORIENTED PROGRAMS

41 CFR § 60-2.17(c)

The Campus Diversity Officer for Faculty, the Associate Vice Chancellor for Academic Personnel, and the Director of EEO/AA, in coordination with the Executive Vice Chancellor/Campus Provost, provides leadership and general direction to the campus regarding faculty recruitment and retention.

ACADEMIC RECRUITMENT AND RETENTION INITIATIVES

Recruitment and Selection¹

The recruitment and selection of qualified, diverse faculty is a top priority for UCSC. All position descriptions are reviewed to ensure that requirements are reasonable, job-related, and nondiscriminatory. Prior to a senate faculty position being advertised, the search committee is provided with information on how to write the job description to be inclusive and encourage applicants who can contribute to the diversity of the campus. The search committee chair and diversity liaison are required to attend a workshop with the Vice Provost for Academic Affairs/Campus Diversity Officer for Faculty and the Academic Personnel Office representatives to discuss affirmative action, utilization and availability, and outreach activities. The goals of these meetings are to ensure that actions are taken to: obtain the most diverse pool of applicants possible; review recruiting procedures, campus affirmative action goals, equal opportunity (fair hiring) practices, best practices for interviewing, and appropriate evaluation criteria and processes including assessing contributions to diversity.

The Academic Personnel Office annually places a targeted recruitment omnibus advertisement in the Chronicle of Higher Education and in all searches the following venues are used: Veterans in Higher Education, Disabled in Higher Education, America's Job Exchange, CalJobs, Monterey Bay Craigslist, HigherEdJobs.com, and Higher Education Recruitment Consortium.

Formal Review Process for All Applicants

UCSC was the first UC campus to institute a rigorous, formal review process for all academic candidates. All recruiting departments are required to submit recruitment outreach plans that specify all sources for attracting candidates and to make efforts to advertise in venues that are designed to attract underrepresented candidates. Each Dean is provided with an analysis of the candidate pool compared to availability statistics for that particular subject area. Searches resulting in pools that are not representative of the availability data may be asked to continue outreach efforts. In the job listings for faculty positions, all candidates are invited to submit a statement addressing their contributions to diversity through their research, service, and/or teaching, and such contributions may be considered in the applicant screening process. All recruitments must clearly document the reasons that candidates are deselected, and that documentation is reviewed by the Academic Personnel Office and the divisional Dean.

Diversity Liaison on the Search Committee Program

¹ UCSC Academic Recruitment Procedures are available from the Academic Personnel Office, 499 Clark Kerr Hall and online at: <http://apo.ucsc.edu/policy/capm/100.500%20.html>

All faculty search committees must name one faculty member of the committee as the diversity liaison. It is the responsibility of the diversity liaison to focus attention on three key areas: outreach, application review, and the campus visit. This includes ensuring attention to inclusive recruitment practices, setting selection criteria free of bias, looking for contributions to diversity, and monitoring for possible implicit and unconscious bias during campus visit evaluation of candidates.

Recruitment Management and Human Resources Information Management

A system has been designed to assist with the recruitment of academic employees with the intention of developing a diverse new generation of campus leaders. The Academic Personnel Divisional Database (DivData) and the UC systemwide online recruitment application system (UC Recruit) are integrated to manage academic recruitments across the campus. This allows tracking of advertising sources to better understand where applicants in underutilized areas are finding job postings and allows for voluntary affirmative action self-identification tracking. This also aids in recruitment and retention strategies to address underutilization. DivData is also the repository for all faculty human resource information and allows the campus to better understand faculty demographics.

In collaboration with the other campuses of the University of California system and the Office of the President, UCSC will be implementing a new PeopleSoft human resources information system (UCPath) over the next several years. We expect that the DivData, UC Recruit, and UCPath systems will allow us to streamline and improve our processes and to collect more complete, consistent, and comprehensive data on our employees.

Spouse/Partner Hire

The spouse/partner hire waiver of recruitment program was instituted in 2007 – 2008 to assist departments in the recruitment and retention of faculty. Requests must include a discussion of the benefits of the hire including the contribution to the diversity plans of the departments and divisions.

President's Postdoctoral Fellowship Program

The President's Postdoctoral Fellowship Program is a program of the University of California, and UCSC has actively participated in the recruitment of individuals named as President's Postdoctoral Fellows into faculty appointments. These individuals have teaching, research, professional, and public service contributions that promote diversity and equal opportunity (including efforts to advance equitable access to education), public service that addresses the needs of California's diverse population, or research in a scholar's area of expertise that highlights inequalities.

Target of Excellence Program

The campus waives the requirement of open recruitment for appointments that contribute uniquely to the mission of the campus. One important aspect of the candidate's portfolio is a significant contribution to diversity and waiver requests must include a discussion of such contributions.

Faculty Appointment, Promotion, and Appraisal

To reinforce the importance of contributions to diversity, faculty are recognized and rewarded for their efforts through the academic personnel advancement process. By policy², when a candidate is reviewed for appointment, merit, or promotion, their teaching, research, professional and public service contributions that promote diversity and equal opportunity are to be encouraged and given recognition in the evaluation of the candidate's qualifications. These contributions to diversity and equal opportunity may take a variety of forms including efforts to advance equitable access to education or public service that addresses the needs of California's diverse population or research in a scholar's area of expertise that highlights inequalities. Mentoring and advising of students or new faculty members are to be encouraged and given recognition in the teaching or service categories of academic personnel actions.

RESEARCH, TEACHING AND TRAINING INITIATIVES

The campus has many services and programs available that address underutilization by retaining diverse faculty. These activities are conducted centrally, and by divisions and departments. Highlights of these efforts are listed below:

Academic Senate Committee on Research

Research funding plays an important part in retention of faculty and the Academic Senate Committee on Research provides funding for research projects and travel to faculty members through a competitive process.

Academic Personnel Office: Faculty Training and Development

The Academic Personnel Office provides various workshops and training that offers academic employees information to navigate the academic personnel process successfully. For example, an

² UC Academic Personnel Manual policy 210, section 210-1.c (4) (d) is available from the Academic Personnel Office, 499 Clark Kerr Hall and online at: http://www.ucop.edu/academic-personnel/_files/apm/apm-210.pdf

assistant professors workshop may consist of the following topics: academic advancement and salaries, personnel review process, leave of absences, etc.

Committee on Affirmative Action and Diversity

The Academic Senate Committee on Affirmative Action and Diversity (CAAD) undertakes studies of policies and practices of affirmative action and diversity, makes recommendations to appropriate campus bodies, and reports annually to the Santa Cruz Division Academic Senate on policies and practices.

Diversity and Inclusion Certificate Program

Building an inclusive environment that promotes diversity requires the active participation of all members of the campus. The nine-course Diversity and Inclusion Certificate Program is available to faculty, staff, and graduate students for professional development on diversity issues. The courses are designed to offer participants an in-depth examination of the many differences that exist in our community and a greater understanding of how we can work together to build a stronger community on campus. Participants gain valuable knowledge and skills to help them work and lead in a multicultural environment. The program includes courses on race/ethnicity, national origin, disability, LGBT, and multiple generations in the workplace.

Leadership Academy

The goal of the UCSC Leadership Academy is to build a diverse pool of faculty and staff with the UC knowledge and skills to be successful in a leadership role. In this comprehensive program, senate faculty explore current topics and issues facing our UC leaders. Through presentations, discussion and case studies, participants strengthen their leadership acumen and broaden their understanding of how the UC and UCSC systems operate.

Staff Human Resources: Training and Development Programs

UCSC's Training and Development Office offers a wide variety of employee training opportunities including professional development and technical training. Several of these programs include diversity components including courses on Communicating Across Generations, Coming to Terms with our Differences, and the Emotional Intelligence Series.

Women in the Sciences

To retain female engineering and science students, the campus has encouraged the establishment of support groups for women in engineering and the sciences. Faculty and students at UCSC have organized eWomen to support and encourage women graduate students studying engineering on campus. eWomen provides an open forum for discussion of issues, supportive peer environment, faculty support, liaison with department chairs and deans to communicate about problems that would benefit from changes in policy. UCSC also hosts active chapters of Women in the Sciences and Engineering (WISE) and the Society for Women Engineers (SWE).

CHANCELLOR'S COMMITTEE AND INITIATIVES

Chancellor's Diversity Advisory Council

To strengthen accountability in the area of diversity, Chancellor Blumenthal has appointed two campus diversity officers: one for faculty and one for staff and students to convene UCSC's Chancellor's Diversity Advisory Council (CDAC). The CDAC provides a forum for representative constituents of the UCSC community to discuss and promote issues relating to the diversity and inclusion of the university's faculty, staff, and students. The committee provides the diversity officers with advice and feedback on proposed or ongoing diversity-related projects and initiatives.

As a part of this initiative, Chancellor Blumenthal has asked each Principal Officer and Dean to assign a faculty or staff to serve as the divisional diversity liaison for their respective unit. These liaisons are charged with focusing on divisional diversity goals and efforts. Together, with divisional leadership, they develop annual diversity plans which includes affirmative action goals and efforts.

Chancellor's Achievement Awards for Diversity

Since 2003, the Chancellor has hosted an annual campus wide ceremony in recognition of diversity efforts. The Chancellor's Achievement Awards for Diversity honor and showcase individuals and programs that have made outstanding contributions to furthering diversity at UCSC. Eligible recipients include academic and staff employees, campus units (e.g. offices, departments, or divisions), students, and academic or administrative programs. In 2016, nine recipients were recognized. From 2003 through 2016, there are a total of ninety-seven individuals or campus units who have been honored. The Office for Diversity, Equity, and Inclusion website showcases the list of recipients:

<http://diversity.ucsc.edu/diversity/caafd/index.html>.

Principles of Community Campaign

In keeping with the spirit of promoting a welcoming and inclusive campus climate, the Office for Diversity, Equity, and Inclusion in collaboration with the ten UCSC colleges, Staff Diversity Group, and UCSC Black Experience Team has launched a comprehensive series of events this past year exploring how to put UC Santa Cruz Principles of Community into practice.

UC Santa Cruz Principles of Community campaign was supported by the Chancellor and Executive Vice Chancellor/Campus Provost to promote and protect an environment that values and supports every person—every student, staff and faculty — in an atmosphere of civility, honesty, cooperation, professionalism and fairness.

Martin Luther King Jr. Memorial Convocation

2016 marked UCSC's 32st annual Martin Luther King Jr. Memorial Convocation featuring Alicia Garza, Social Activist and Co-Creator of the Viral Twitter Hashtag and Movement, #BlackLivesMatter. Alicia Garza has been deeply involved in the nation's quest for social justice. Delivering powerful perspective on the adversities inflicted by social injustice and discrimination, Alicia Garza educates and inspires audiences to organize and stand together to transform society into a world where the lives and contributions of all individuals are recognized equally.

Global Accessibility Awareness Day

UCSC celebrated its second observance of Global Accessibility Awareness Day in May; this event provided the campus a platform to talk and think about people with different disabilities and learning about digital accessibility related to the web, software, mobile, etc.

ACADEMIC RESEARCH, PROGRAMS AND SUPPORT

Educational Partnership Center

The Educational Partnership Center's (EPC) focuses on building college-bound communities to improve student learning and increase college-going rates among traditionally non-college-going students and families for underserved schools and students throughout the region. Through the EPC, there are six early academic outreach programs, serving low-income and underrepresented students from Santa Cruz, Monterey, and Santa Clara counties, with the goal of increasing their participation in higher education. The programs include two federal Gaining Early Awareness and Readiness for

Undergraduate Programs (GEAR UP) programs, focused on students and their families in Watsonville, Pajaro Valley, and south Monterey County.

Division of Arts

The Arts Division was very successful in recruiting outstanding new faculty this past year. Each of their search committees contained faculty from across the division, not solely from within the department. They found this an effective means of broadening traditional faculty discipline perspectives as well as building community for the new faculty.

Five new tenured and tenure-track faculty joined them this year of which three were women and one from an underrepresented category.

The Dean regularly meets with new and/or junior faculty for informal mentoring sessions. Topics can range from personnel progression, acclimation to the university, research trends, etc. In addition, the Dean regularly volunteers time at nationwide conferences to speak with and mentor young academics to help them refine their presence and prospects for future positions.

During 2015 – 2016, the Arts Division had five staff retirements (one minority), three non-retirement related departures (one minority), and five new hires (all women). They continue to ensure that all search committees are comprised of members of diverse backgrounds as well as adding a divisional staff to each committee.

For the past eight years, the Arts Division has held an annual ‘all-hands’ day-long retreat for faculty and staff which has been a particularly valuable event. They have an opportunity to highlight topics of interest, new information, and share common and diverse opinions. Selected faculty share short research presentations.

Research addressing ethnic issues and underrepresented communities continues for both faculty and students with topics ranging from mountaintop removal, racial and sexual stereotypes in films, health issues of indigenous peoples, native cacao production, and women in prisons.

Division of Engineering

In 2015 – 2016, Baskin School of Engineering (BSOE) launched recruitments for seven senate faculty, completed recruitment efforts from previous years, and hired two faculty members through

waivers (one UC Chancellor's Postdoctoral Fellow and one spousal hire) of recruitment, resulting in eleven new faculty joining them this past fall. The Departments all did targeted advertising in publications aimed at women and ethnic minorities in order to diversify their pools of applicants for open faculty positions. With one exception, all applicant pools largely reflected the availability of Ph.D.s in the relevant fields. Many of their new hires contribute to the ethnic and gender diversity of the School.

The Genetics Institute Office of Diversity (GIOD) organized and hosted a workshop on implicit bias for Genomics Institute staff in January 2016 and offered on-demand advising for faculty, staff, and students who are interested in implementing best practices for diversity and inclusion in the workplace, lab, or classroom. GIOD has ongoing collaboration with the Science and Justice Program to coordinate colloquia and seminars that address issues of inclusion in STEM education.

Division of Humanities

Four departments and one program in the Humanities Division conducted faculty recruitments in 2015 – 2016 that resulted in the appointment of five individuals, three at the assistant professor level (one female), and two at the associate professor level (one female). Additionally, two associate professor offers are currently pending from the 2015 – 2016 recruitment cycle (two females).

Humanities academic departments were encouraged to utilize the President's Postdoctoral Hiring Incentive Program to locate candidates for positions that have been identified as departmental priorities and which are aligned with the long-term vision for the division's teaching and research programs. Although no faculty hires were made from this pool during the 2015 – 2016 recruitment cycle, a UC President's Postdoctoral Scholar (American Indian) was appointed and is being mentored by a history faculty.

The division experienced four retirements, all non-senate faculty retirement (one Hispanic/Latino and three females).

There were two retention cases in 2015 – 2016. In both cases, the division's efforts were successful and resulted in the retention of two female associate professors (one Hispanic/Latino; one American Indian/Alaskan Native).

The Humanities Division endeavors to produce diverse representation in departmental and research institute leadership. At the department level, leadership included women and minority faculty. Department chairs included four women and five minorities. The three senate faculty serving on the Divisional Committee on Academic Personnel included a minority woman. The division utilized monthly department chair meetings during the academic year and an annual chair retreat to deliver information, training, and workshops to chairs on issues such as budget, labor relations issues, recruitment priorities and processes, grant proposal process, development of learning outcomes, divisional guidelines on research course buyout and replacement policies, stewardship and development strategies, and other matters of general discussion and concern.

The Humanities Division conducted five open staff recruitments during 2015 – 2016. Targeted advertising (depending on the position) in the Santa Cruz Sentinel, San Jose Mercury News, Watsonville Register-Pajaronian, and the San Francisco Chronicle. Additionally, positions were advertised on web-based job boards include Craigslist-Monterey Bay, HERC website, HigherEdJobs.com, the UC system jobsite, and the UCSC Alumni website.

The Humanities Division hosts an annual event honoring the awards and accomplishments of divisional faculty, staff, and students. This year, the ceremony provided an opportunity to acknowledge those who have achieved special recognition. Highlights included the presentation of the Dizikes Teaching Award, which celebrated transformative teaching in the liberal arts by faculty, and the Humanities Undergraduate Research Symposium, showcasing undergraduate research projects.

The Humanities Division helped to co-sponsor the Chancellors Achievement Award for Diversity, the campus wide program that recognizes faculty, staff, students, and programs for their efforts to promote diversity. A professor of history was one of the honored recipients. Also, a representative from the Humanities Division served on the Committee on Affirmative Action and Diversity (CAAD) during the 2015 – 2016 academic year.

All faculty recruitment search committees include a member who serves as the diversity liaison. All diversity liaisons attended a required training on fair hiring and diversity. Search committee chairs, and department managers were encouraged to attend the training along with the diversity liaison. Hiring managers and search committee chairs for staff recruitments are required to have current training in fair hiring.

Quarterly human resources email updates on policies, procedures, and general information are sent to all department chairs, department assistants, provosts, and provost's assistants during the year to facilitate communication and common divisional practices and standards.

All staff in the Humanities Division are encouraged to participate in the campus Diversity and Inclusion Certificate Program, in addition to other programs that build cultural competency. As well, a number of staff within the Humanities participate in the Staff Diversity Group, an independent staff group that meets regularly to hear guest speakers and discuss diversity issues.

The Humanities Division promotes respect, inclusion, and diversity publicly through the Institute for Humanities Research (IHR). The IHR sponsors a variety of research groups, lectures, events, and offers financial support for graduate student and faculty scholarship. The featured topics often directly touch on subjects of diversity and inclusion. A major initiative of the IHR is promoting public humanities including a series of community partnerships with local cultural institutions, bridging the local community with the university. Over the year, they hosted talks and events that encompassed a broad range of diverse cultural topics such as semantics of underrepresented languages in the Americas, race, class, and culture through the lens of jazz, co-sponsoring the Kinsey African American Art and History collection. Current and future events and annual report information can be found at: <http://ihr.ucsc.edu/>.

Division of Physical and Biological Sciences

Regarding faculty recruitments, job descriptions at the untenured level are evaluated by the dean to ensure that they are written as broadly as possible for the discipline/specialty required. The description included a request that candidates submit information on their teaching, research, and service related to diversity. The dean reviews and approves the composition of each search committees, ensuring that each committee was diverse and included a diversity liaison distinct from the committee chair. Additionally, the dean reviews all search documentation to ensure appropriate advertising, including outreach targeted at the underrepresented groups. The dean closely reviews affirmative action documentation (including the curriculum vitae of all interviewees and alternates), and meets with many of the faculty candidates.

Key outcome: In the 2015 – 2016 faculty recruitment cycle, five of the nine hires were women. This result was especially pronounced given the dramatic underrepresentation of women in the different physical science subfields in which four of the five women were hired (astronomy,

geochemistry, physical chemistry). In addition, one of five women is African American, a group that is woefully underrepresented in all of the sciences.

Regarding staff recruitments, divisional staff job descriptions were written broadly and did not unnecessarily include qualification related to UCSC experience. Hiring managers were encouraged to work closely with Staff Human Resources to ensure affirmative action goals for staff employees were considered in job advertisements and that the advertisements target broad audiences as well as underrepresented populations. All employees who participated in selection and hiring committees were encouraged to take the online training regarding fair hiring.

The dean invites chairs to lunch on a quarterly basis. These gatherings provide a forum for chairs to discuss and exchange ideas regarding recruitment (including how to attract a diverse applicant pool), retention, and/or mentoring strategies, as well as any climate issues they may be facing.

Faculty members are encouraged and supported in seeking external funding to support diversity-related efforts. Examples of awards include our CAMP (California Alliance for Minority Participants) program as well as renewals on diversity related NIH grants that fund programs such as MARC (Minority Access to Research Centers) and IMSD (Initiative for Maximizing Student Diversity).

The division supports professional development and management skills by encouraging participation in learning, development, and leadership programs.

The dean supports and encourages employee participation in the campus Diversity and Inclusion Certificate program as well as the UCSC Leadership Academy. When development and leadership training opportunities are announced, divisional leaders targeted staff including historically underrepresented minorities. To date, several staff members have participated in and completed one or both programs.

Division of Social Sciences

During 2015 – 2016, the Chicano Latino Research Center's (CLRC) award competitions, including the Lionel Cantú Memorial Award, which they co-administer with the Departments of Sociology and Latin

American and Latino Studies, supported more than fourteen students and faculty from diverse backgrounds working in Chicano, Latino, Latin American, and migration studies. Additionally, they awarded two graduate students Andrew W. Mellon Foundation fellowships for 2016 – 2017. The subjects of their awardees research include forced migration, educational outcomes among Latino, immigrant, and disadvantaged students, indigenous cinema in Oaxaca, Tibetan migration and nationalism, and the impact of constructions of sexuality on immigration laws and practices in the United States.

Additionally, the CLRC sponsored twenty-three events related to Chicano, Latino, Latin American, and migration studies over 2015 – 2016, including *Borders and Belonging*, a series of public events on migration that attracted roughly 800 attendees.

Faculty engage in a wide range of service activities with professional societies, national and international nonprofit organizations, and government agencies to reduce disparities in access to higher education and other inequities (e.g., economic and racial inequality, sexism, heterosexism). These activities include leadership in professional societies (e.g., chairing and serving on committees that promote equity and inclusion), collaborating with national and international nonprofit organizations, editing diversity---focused journals, and providing expert testimony (e.g., hearings, congressional briefings). Many of the faculty members are also active in local, regional, and state activities that foster greater inclusion.

In 2015, the division has established a Committee on Diversity, Equity, and Inclusion with faculty, staff, and graduate student representatives from all three departmental areas. The committee is currently expanding, has its own budget, and is planning a series of programs and activities for upcoming years.

Silicon Valley Extension and UC Scout

UCSC Silicon Valley Extension's (UNEX) mission is to provide workforce development and job training. They actively recruit and hire a diverse pool of instructors to teach thirty-eight certificate programs aligned to industry standards and employment needs in Silicon Valley. Their hiring managers and chairpersons have an active outreach program that attracts diverse professionals to teach and develop relevant programs and courses. They require hiring managers to train in Fair Hiring Best Practices and Interviewing Today's Workforce. Through their work with local talent acquisition organizations and marketing through a variety of media channels, their recruitment committees ensure they are searching from a diverse and inclusive pool of candidates.

UNEX employees participate in campus sponsored and diversity-themed committees where discussions are relevant to diversity/inclusion issues and solutions. UNEX embodies the Principles of Community and takes them very seriously. They actively participate in seminars and conferences that address the concerns of underrepresented groups.

UC Scout's mission is to provide college preparation online for under-resourced, under-served, and underrepresented students in California schools. UC Scout works with other UC-sponsored Student Academic Preparation and Educational Partnerships (SAPEP) programs to reach students of greatest need (e.g., Juvenile Justice, Foster Care, young parents, first-in-their- family college-goers, English Language Learners) to give students online access to high-quality college preparation and advanced placement courses and services. They have an expansive outreach program and visit all fifty-eight counties in California every year to promote and provide UC Scout courses, training, and support services.

UC Scout strives to create an inclusive, welcoming atmosphere that values diversity in all its forms. UC Scout staff discuss outreach, social justice, and works to create a more just society. UCSC Silicon Valley Extension is very inclusive; this is translated through outreach to employees for feedback on what they feel is important to them.

University Library

In addition to standard campus advertising sites to reach a diverse applicant pool, the Library has advertised on the following sites: Craigslist SF Bay Area, American Library Association, Society for American Archivists, and LinkedIn. Further, Library Human Resources and management engaged in informal outreach to increase the diversity and quality of their applicants for certain positions. All applicants for positions in the librarian series were required to submit a statement addressing past and/or potential contributions to diversity. This action underscores the library's commitment to hiring individuals who value and promote diversity.

All library employees were encouraged to participate in the Diversity and Inclusion Certification Program. This past year, four library employees completed their certificates. Also, during this past year, the library spent over \$35,000 in support of professional development. This included travel to various professional conferences and trainings. The library has continued its mentoring program through

Librarians Association University of California, Santa Cruz. In this program, new librarians are paired with more experienced librarians to ensure success and retention. This year, the library has continued its monthly newsletter to foster an inclusive environment and to improve morale and retention.

The library sponsored one PCPD (Professional Career Development Program) internship which provided an opportunity for an underrepresented student to learn marketable, professional skills. This student worked as a member of the library's Undergraduate Experience Team.

The library created a graduate fellowship for an oral history project involving the early history of Students Informing Now, an organization that advocates for recruitment and retention of AB540/Undocumented College Students. The library provided three graduate students training in oral history theory and practice.

IX. INTERNAL AUDIT AND REPORTING SYSTEMS

41 CFR § 60-2.17(d)

Under the federal affirmative action regulations, contractors must develop and implement an auditing system that periodically measures the effectiveness of its total affirmative action program. The Director of EEO/AA is responsible for coordinating the implementation of auditing and reporting systems for all UCSC academic and staff personnel actions. The auditing and reporting structure is created to ensure that both Academic Personnel and Staff Human Resources provide timely reports to the Director, detailing UCSC's progress in meeting its stated goals for the affirmative action plan year. Principal officers are responsible for reporting to the Chancellor on progress toward meeting affirmative action goals and objectives. The reporting and auditing system provides for:

- Maintaining and monitoring accurate and up-to-date records on all applicants, hires, promotions, and terminations by gender and race/ethnicity, to be certain that all employees are treated on a fair and equitable basis.
- Reviewing all selection, promotional, reclassification, and staff and faculty training procedures to ensure that they are nondiscriminatory.
- Requiring the Principal Officers to report to the Chancellor annually describing their Affirmative Action Plan for the coming year.
- Informing top management regularly of the effectiveness of the policy and recommendations for improvements, if necessary.

Record Retention: *41 CFR § 60-1.12(a) (b)*

Any personnel or employment record made or kept by UCSC shall be preserved for a period of not less than three years from the date of the making of the record or the personnel action involved, whichever occurs later.

X. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

41 CFR § 60-20

Compliance with Sex Discrimination Guidelines

It has been and continues to be the policy of UCSC not to discriminate on the basis of sex. To this end, we continue to do the following:

Recruitment and Advertisement: *41 CFR § 60-20.2(a, b)*

UCSC actively recruits both men and women for all jobs. Referral sources are informed that UCSC has no specific sex preference and seeks qualified applicants without regard to sex.

Job Policies and Practices: *41 CFR § 60-20.3(a-h)*

All written personnel policies clearly state that they apply to every employee on an equal basis, regardless of the sex of the employee. All employees have equal opportunity for any job for which they are qualified. Sex is not a bona fide occupational qualification for any job at UCSC. No distinction is made between the sexes with regard to opportunity, wages, hours, benefits, or other conditions of employment. UCSC makes no sex-based distinction between men and women in employment or termination, nor does UCSC make any distinction in employment or termination based on marital status. UCSC makes no distinction in employment between married and unmarried applicants and employees, or between those with or without young children. UCSC provides appropriate and comparable physical facilities for female and male employees. UCSC makes no distinction between women and men as to retirement age. Both women and men are eligible for training programs and benefits offered by UCSC. Women are encouraged to participate in management training programs both in-house and outside UCSC. Both women and men are informed as to the availability of leave and other benefits for family emergency and child rearing. There is no penalty in conditions of employment for women who are pregnant or require time away from work for childbearing.

Sexual Harassment and Sexual Violence

UCSC has a sexual harassment and sexual violence program that stresses early recognition, prevention, prompt, appropriate, and equitable response to complaints and reports of sexual harassment. The Title IX Officer is available to investigate all complaints regarding violation of Title IX, Title VII (sex), and UCSC's Policies on sexual misconduct which include sexual assault and sexual harassment. Information, advice, referrals, and/or copies of the UCSC Policy on Sexual Assault, the *University of California Policy on Sexual Harassment and Procedures for Reports of Sexual Assault(s) and Sexual Harassment* are available by contacting Tracey Tsugawa, Title IX Officer, 105 Kerr Hall, 831.459.2462, ttsugawa@ucsc.edu, or <http://hdpiu.ucsc.edu/>.

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

41 CFR § 60-50

UCSC complies with federal and state guidelines on discrimination because of religion or national origin. As stated in the EEO policy statement, UCSC does not engage in discrimination against or harassment of any person employed or seeking employment with the University on the basis of religion or national origin.

The commitment of UCSC to equal employment opportunity is reiterated campus wide through workshops, EEO policy posters, new employee orientations, and fair hiring and diversity trainings.

UCSC makes every effort to accommodate the religious observances and practices of applicants and employees unless it can be demonstrated that such accommodation would cause undue hardship on the conduct of university business.

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

AFFIRMATIVE ACTION PLAN FOR ACADEMIC EMPLOYEES

AFFIRMATIVE ACTION PLAN FOR
INDIVIDUALS WITH DISABILITIES AND PROTECTED VETERANS

January 1, 2017 – December 31, 2017

I. POLICY STATEMENT

University of California – Policy



Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment

Academic Officer:	Vice Provost - Academic Personnel
Academic Office:	AP - Academic Personnel
Staff Officer:	VP - Human Resources
Staff Office:	HR - Human Resources
Issuance Date:	7/3/2013
Effective Date:	7/3/2013
Scope:	This policy applies to all University applicants and employees.

Contact:	Janet Lockwood (AP)	Charles Barragan (HR)
Email:	Janet.Lockwood@ucop.edu	Charles.Barragan@ucop.edu
Phone #:	(510) 987- 9499	(510) 987- 0863

I. POLICY SUMMARY

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. In addition, it is the policy of the University to undertake affirmative action, consistent with its obligations as a Federal contractor.

II. DEFINITIONS

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.

Executive Officer: The University President, Chancellor, or Laboratory Director.

Exception to Policy: An action that exceeds what is allowable under current policy or that is not expressly provided for under policy. Any such action must be treated as an exception.

Gender: The sex of a person, including a person's gender identity, and gender expression.

Gender expression: A person's gender-related appearance and behavior whether or not stereotypically associated with the person's assigned sex at birth.

Gender identity: An individual's personal sense of himself/herself as being male and masculine or female and feminine, or ambivalent.

Pregnancy: Includes pregnancy, childbirth, and medical conditions related to pregnancy and childbirth.

Service in the Uniformed Services: Includes service in the uniformed services as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), as well as state military and naval service.

Top Business Officer: Executive Vice President-Business Operations for the Office of the President, Vice Chancellor for Administration, or the position responsible for the location's financial reporting and payroll as designated by the Executive Officer.

III. POLICY TEXT

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, gender expression, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services. 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.

Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff 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. 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.

IV. COMPLIANCE / RESPONSIBILITIES

A. Implementation of the Policy

The Vice Provost – Academic Personnel and the Vice President–Human Resources are the Responsible Officers for this policy and have the authority to implement the policy. A Responsible Officer may apply appropriate interpretations to clarify the policy provided that the interpretations do not result in substantive changes to the underlying policy. The Chancellor is authorized to establish and is responsible for local procedures necessary to implement the policy.

B. Revisions to the Policy

The President is the Policy Approver and has the authority to approve policy revisions upon recommendation by the Vice President–Human Resources.

The Vice Provost – Academic Personnel and the Vice President–Human Resources have the authority to initiate revisions to the policy, consistent with approval authorities and applicable *Bylaws* and *Standing Orders* of the Regents.

The Executive Vice President–Business Operations has the authority to ensure that policies are regularly reviewed, updated, and consistent with other governance policies.

C. Approval of Actions

Actions within this policy must be approved in accordance with local procedures. Chancellors and the Vice President–Human Resources are authorized to determine responsibilities and authorities at secondary administrative levels in order to establish local procedures necessary to implement this policy.

D. Compliance with the Policy

The following roles are designated at each location to implement compliance monitoring responsibility for this policy:

The Top Business Officer and/or the Executive Officer at each location will designate the local management office to be responsible for the ongoing reporting of policy compliance.

The Executive Officer is accountable for monitoring and enforcing compliance mechanisms and ensuring that monitoring procedures and reporting capabilities are established.

The Vice President–Human Resources is accountable for reviewing the administration of this policy. The Senior Vice President–Chief Compliance and Audit Officer will periodically audit and monitor compliance to this policy.

E. Noncompliance with the Policy

Noncompliance with the policy is handled in accordance with Personnel Policies for Staff Members 61, 62, 63, 64, 65, and 67 pertaining to disciplinary and separation matters, and in accordance with University policies, including but not limited to, The Faculty Code of Conduct (APM – 015) and University Policy on Faculty Conduct and the Administration of Discipline (APM – 016), or, as applicable, collective bargaining agreements.

V. PROCEDURES

N/A

VI. RELATED INFORMATION

N/A

VII. FREQUENTLY ASKED QUESTIONS

N/A

VIII. REVISION HISTORY

University of California – Policy

Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment

This policy was reformatted into the standard University of California policy template effective July 1, 2013.

Policy changes effective as of July 1, 2013:

- New language, in compliance with California Assembly Bill 887 – Chapter 719.
- Addition of gender and gender expression to the policy text.
- Addition of a definition of gender, gender expression, and gender identity.

The following policy is rescinded as of the effective date of this policy and is no longer applicable:

- *University of California Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment*, dated June 24, 2010.

II. DISSEMINATION OF POLICY

41 CFR § 60-300.44 (f, g), 60-741.44(f, g)

The UCSC's Nondiscrimination and Affirmative Action Policy addresses the employment of individuals with disabilities, active duty wartime or campaign badge veterans, armed force service veterans, disabled veterans, recently-separated veterans, special disabled veterans, and Vietnam-Era veterans; including protected veterans who served on active military, naval or air service of the United States. This policy is widely disseminated both internally and externally.

A. Internal Policy Dissemination

- UCSC reviews and updates this affirmative action plan annually and informs staff and faculty of significant changes.
- UCSC has incorporated its EEO/AA policies into personnel policies and collective bargaining agreements.
- UCSC includes discussion of EEO/AA policies in all applicable supervisory training.
- UCSC holds meetings with campus units and unit heads to inform them of UCSC's EEO/AA policies.
- UCSC trains campus managers and supervisors in EEO/AA policy for people with disabilities and protected veterans, focusing in particular on accommodation responsibilities and procedures, appropriate evaluation of abilities, and staff and faculty rights.
- UCSC discusses EEO/AA policy for people with disabilities in every mandatory fair hiring training offered in-person and online, and in the "The Interactive Process: Accommodating Employees with Disabilities" workshop open to all managers and supervisors.
- UCSC publicizes the availability of funding for disability-employment accommodations in meetings with units, principal administrative and academic officers, and department chairs.
- UCSC offers staff and faculty who become disabled the opportunity to self-identify as having a disability for purposes of receiving accommodations.
- UCSC posts its equal employment opportunity policy on bulletin boards in designated campus buildings. In addition, special posters on employee rights under the ADA and the names of ADA contacts are posted in designated campus workplaces.

The affirmative action plan is available in the Office for Diversity, Equity, and Inclusion, 111 Kerr Hall, (831) 459-2686, for inspection by any academic, staff, or applicant for employment upon request during normal business hours. It will be provided in alternate formats upon request.

B. External Policy Dissemination

- UCSC includes its EEO/AA policy statement in all advertising for staff and academic positions. In all staff and academic position descriptions posted for recruitment, skills and abilities requirements are noted to be “with or without accommodation.”
- UCSC includes information on how to request an accommodation in every job position posted or distributed. UCSC notes the availability of accommodations in the Academic Personnel Office and Staff Human Resources office and job postings.
- UCSC’s public website (via the ODEI link) includes a site explaining the application of all applicable disability laws and policies, as well as resources available to assist with accessibility.
- UCSC ensures that non-discrimination (EO) clauses are included in all contracts/subcontracts, job solicitations, and advertisements.

III. COMPLIANCE WITH GUIDELINES ON PROTECTED VETERANS AND INDIVIDUAL WITH DISABILITIES

41 CFR § 60-300, 60-741

UCSC is committed to adherence to Sections 503 and 504 of the Rehabilitation Act of 1973, as amended, the Americans with Disabilities Act of 1990, the Vietnam-Era Veterans' Readjustment Assistance Act of 1974 (38 USC 4212), the Veterans' Rehabilitation and Education Amendments of 1980, the Uniformed Services Employment and Reemployment Act of 1994 and the Jobs for Veterans Act of 2002.

It is the policy of the university not to engage in discrimination against or harassment of any person employed or seeking employment with UCSC, based on a variety of factors including physical or mental disability or status as a protected veteran. Any applicant or employee who believes she/he has been discriminated against or harassed due to her/his disability or status as a qualified protected veteran can file a complaint with UCSC’s Office for Diversity, Equity, and Inclusion.

Invitation to Self-Identify

All applicants and employees have the opportunity to voluntarily complete the demographic data survey when submitting an application or prior to when employment begins. Employees also have to option to voluntarily complete the demographic survey at any time. The information is confidential and is released only in accordance with applicable federal and state laws and university policies.

UCSC is committed to equal employment opportunity and affirmative action for the following:

Individual with a Disability

Under the federal regulations, (1) the term disability means, with respect to an individual: a physical or mental impairment that substantially limits one or more major life activities of such individual; (ii) a record of such impairment; or (iii) being regarded as having such an impairment. (2) the definition of “disability must be construed in favor of broad coverage of individuals to the maximum extent permitted by law.” The question of whether an individual meets the definition under this part should not demand extensive analysis. (3) an impairment that substantially limits one major life activity need not limit other major life activities in order to be considered a disability. (4) an impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active.

With respect to employment, these laws and UCSC policies protect any qualified person with a disability. A qualified individual with a disability means an individual with a disability 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. In making reasonable accommodation to the known physical or mental limitations of an otherwise qualified applicant or employee, the university complies with the more stringent definition provided under California law.

Active Duty Wartime or Campaign Badge Veterans

A veteran 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, under the laws administered by the Department of Defense.

Armed Forces Service Medal Veteran

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 (61 FR 1209).

Disabled Veteran

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 a person who was discharged or released from active duty because of a service-connected disability.

Recently Separated Veteran

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.

Special Disabled Veteran

A veteran 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 Department of Veterans Affairs for a disability: (A) rated at 30 percent or more; or (B) rated at 10 or 20 percent in the case of a veteran who has been determined under 39 U.S.C. 3106 to have a serious employment handicap; or (ii) a person who was discharged or released from active duty because of a service-connected disability.

Veteran

A person who served in the active military, naval or air service of the United States, and who was discharged or released therefrom under conditions other than dishonorable.

Vietnam Era Veteran

A person who: (i) served on active duty for a period of more than 180 days, and was discharged or released therefrom with other than a dishonorable discharge, if any part of such active duty occurred: (A) in the Republic of Vietnam between February 28, 1961 and May 7, 1975; or (B) between August 5, 1964 and May 7, 1975, in all other cases, or (ii) was discharged or released from active duty for a service-connected disability if any part of such active duty was performed: (A) in the Republic of Vietnam between February 28, 1961 and May 7, 1975; or (B) between August 5, 1964 and May 7, 1975, in all other cases.

IV. AFFIRMATIVE ACTION PRACTICES AND PROCEDURES

A. Review of Personnel Processes: 41 CFR § 60-300.44(b), 60-741.44(b)

All search committee chairs and principal administrative and academic officers involved in selection decisions and other decisions about employees are informed of UCSC's EEO/AA policy for individuals with disabilities and protected veterans.

UCSC Academic Personnel analysts review every academic recruitment to ensure that all requirements for jobs are job-related and consistent with business necessity and that requirements are not unduly restrictive. UCSC ensures that decisions about employees' abilities to perform essential functions are based on fact and informed medical opinion. UCSC ensures that the personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees. UCSC relies only on the portion of the military record that is relevant to the requirement of the job and does not stereotype protected veterans or disabled persons or limit access to jobs for which they are qualified. Procedures for the recruitment of academic employees can be found at:

<http://apo.ucsc.edu/employment/academic-recruitment/index.html>

UCSC will implement process and procedures to adhere to the legislation for individuals with disabilities and protected veterans in order to collect and maintain records of applicants and hires whom self-identify as an individual with a disability or a protected veteran. UCSC currently maintains affirmative action data on its employees, including those who have self-identified their protected veteran or disability status. It also keeps hire, promotion, transfer, and separation data for employees and data regarding changes in their titles and/or departments as a result of these activities. If disparities are identified, UCSC will undertake necessary action to address and remedy the identified problem. Individuals with known disabilities and protected veterans have the opportunity to participate in all UCSC sponsored educational, training, recreational, and social activities.

As an educational institution, UCSC works to recruit and retain students with disabilities and students who are protected veterans, preparing them for careers at the University of California and nationwide.

B. Physical and Mental Qualifications:

41 CFR § 60-300.23(d), 60-741.23(d), 60-300.44(c), 60-741.44(c)

UCSC Academic Personnel analysts review every new or revised job description to ensure that all requirements for jobs are job-related, consistent with business necessity, and are not unduly restrictive. UCSC ensures that decisions about staff and faculty abilities to perform essential functions are based on fact and informed medical opinion. In addition, all advertisement of job position note that requirements refer to ability to perform essential tasks with or without reasonable accommodation.

Information obtained from applicants and employee about a physical or mental condition is collected and maintained on separate forms and in separate medical files. It is treated as a confidential medical record, except that (i) supervisors and managers may be informed regarding necessary restrictions on

the work or duties of the applicant or employee and necessary accommodations; (ii) first aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and (iii) government officials engaged in enforcing the laws administered by OFCCP, including this part, or enforcing the American with Disabilities Act, shall be provided relevant information upon request.

C. Reasonable Accommodation to Physical and Mental Limitations:

41 CFR § 60-300.44(d), 60-741.44(d)

UCSC makes known to applicants for employment and to employees the availability of reasonable accommodations during the application process and on the job. As a matter of affirmative action, UCSC also has an obligation to inquire if an accommodation is needed if an individual with disability is having a performance problem likely related to the disability.

As required by law, UCSC makes reasonable accommodations for the disability-related needs of applicants for employment and employees who are eligible under the Americans with Disabilities Act and the California FEHA, unless it can be demonstrated that such accommodations impose undue hardship on the operation of university business.

In order to assist units in accommodating individual with disabilities, all campus units are informed of the availability of central funding for any employment accommodation approved by the Disability Management Coordinator exceeding \$50 in cost.

In 2011, the Director of EEO/AA was designated as the ADA Compliance Officer for the campus and convened the ADA Compliance Officer Advisory Committee. The individuals in this group are responsible for accommodation and access for students, employees, applicants, and community members and advise the ADA Compliance Officer on all matters related to ADA compliance, disability awareness, and advocacy.

The Deputy Building Official of Physical Planning and Construction reviews working drawings for both new and remodel construction on campus to ensure compliance with all appropriate building codes – including those related to accessibility (ADAAG and Title 24 of the California Building Code). Those needing facility-related accommodations can contact the ADA Facilities Access Coordinator, who routinely receives requests for improvements such as power-assist door openers, handrails, and grab bars.

All campus units are informed of the need to schedule all public events in accessible locations, the location of accessible rooms on campus, and are to move any event not open to the public to an accessible location upon request.

D. Harassment: 41 CFR § 60-300.44(e), 60-741.44(e)

It is the policy of the university not to engage in discrimination against or harassment of any person employed or seeking employment with UCSC, based on a variety of factors including physical or mental disability or status as a protected veteran. Retaliation, including intimidation, threat, or coercion, against staff and faculty or applicant because they have objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any federal, state, or local EEO law regarding individuals with disabilities or protected veterans is prohibited. Any applicant or employee who believes s/he has been discriminated against or harassed due to her/his disability or status as a protected veteran can file a complaint with UCSC's Office for Diversity, Equity, and Inclusion.

E. Compensation: 41 CFR § 60-300.21(i), 60-741.21(a)(9)

In offering employment or promotion to individual with disabilities or protected veterans, UCSC does not reduce the amount of compensation offered because of any income based upon a disability-related and/or military service-related pension, or other disability related and/or military-service related benefit the applicant or employee receives from another sources. Nor reduce the amount of compensation offered to an individual with a disability because of the actual or anticipated cost of reasonable accommodation the individual needs or may request.

F. Training: 41 CFR § 60-300.44(j), 60-741.44(j)

UCSC requires that all senate faculty search committee chairs and diversity liaisons complete a fair hiring training. Topics include specific instruction on appropriate pre-employment inquiries, evaluation of abilities, and procedures to honor any accommodation requests. All UCSC training and procedures are designed to ensure that qualified applicants with a disability and protected veterans are not disadvantaged in the employment process.

UCSC also provides training for managers and supervisors to educate them on campus EEO/AA policies and to ensure that the commitments of this plan are implemented.

V. IDENTIFICATION OF PROBLEM AREAS

41 CFR § 60-300.44, 60-300.45, 60-741.45

In conformance with the changes to the federal regulations effective on March 24, 2014 for individual with disabilities and protected veteran; UCSC has an obligation to set an annual benchmark for protected veterans and utilization goals for individuals with disabilities that serve as an equal employment opportunity objective that should be attainable by means of applying good faith effort. It is not a rigid and inflexible quota which must be met, nor is it to be considered either a ceiling or a floor for the employment. Quotas are expressly forbidden.

UCSC's Office for Diversity, Equity, and Inclusion will ensure the changes in the final ruling for individual with disabilities and protected veterans is implemented in coordination with the University of California – Office of the President, Academic Personnel Office, and Staff Human Resource.

Utilization Analysis: 41 CFR § 60-741.45(a)

UCSC has established a utilization goal of 7 percent for employment of qualified individuals with disabilities for each job group. The utilization goal is to establish a benchmark to measure the University's affirmative action progress.

Benchmark for Hiring: 41 CFR § 60-300.45(a)(c)

UCSC has established a hiring benchmark of 6.9 percent for employment of protected veterans campus-wide, which is the estimated national percentage of protected veterans in the civilian labor force. The purpose of establishing benchmarks is to create a quantifiable method by which the contractor can measure its progress toward achieving equal employment opportunity for protected veterans.

Assessment of External Outreach and Recruitment Efforts: 41 CFR § 60-300.44(f)(3)

UCSC will annually evaluate the effectiveness of the recruitment efforts and processes to ensure equal employment opportunity for qualified protected veterans. If the totality of the effort were not effective then alternative or additional outreach and recruitment efforts and/or other actions will be designed and implemented to progress toward the established goal.

Data Collection Analysis: 41 CFR § 60-300.44(k); 60-741.44(k)

UCSC annually compares the applicants and hires of individuals whom self-identified as being disabled or protected veterans and document the information for a period of three years. Goals and/or benchmarks do not require that UCSC hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals and benchmarks are not rigid and inflexible quotas which must be met, but are instead targets reasonably by means of applying every good faith effort to make all aspects of the entire affirmative action plan work.

Action-Oriented Programs: *41 CFR § 60-741.45(f)*

UCSC is committed to ensure the personnel processes provides equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts, and/or other actions will be designed and implemented to progress toward the established goal.

VI. AUDIT AND REPORTING SYSTEM

41 CFR § 60-300.44 (h), 60-741.44(h)

UCSC has implemented an audit and reporting system to measure the effectiveness of the total affirmative action program and identify any need for remedial action. UCSC maintains affirmative action data on its staff, including those who had self-identified their protected veteran or disability status for three years. It also keeps hire, promotion, transfer, and separation data for staff and data regarding changes in their titles and/or departments as a result of these activities.

The Office for Diversity, Equity, and Inclusion monitors its employment practices to ensure that they have been conducted in a fair manner for all populations. If disparities are identified, UCSC will undertake necessary action to address and remedy the identified problem. Individuals with known disabilities and protected veterans have had the opportunity to participate in all UCSC sponsored educational, training, recreational, and social activities.

Record Retention: *41 CFR § 60-300-80 & 60-741.80*

Any personnel or employment record made or kept by UCSC shall be preserved for a period of not less than two years from the date of the making of the record or the personnel action involved, whichever occurs later. The following records shall be maintained for a period of three years: *§60-300.44(f)(4), 60-300.44(k), and 60-300.45(c), 60-741.44(f)(4)&(k).*

VII. SUPPORT OF COMMUNITY ACTION PROGRAMS

UCSC has always been actively involved in the local community through membership of its principal officers, managers, faculty, and staff in many community action programs, offering contributions of time and expertise, as well as financial support. UCSC staff and faculty participate in a multitude of organizations and programs including cultural entertainment, environmental, recreational, humanitarian services, educational venues, youth-oriented services, athletics, and health-related services. Staff and faculty also participate in numerous city/county boards, commissions, and Chambers of Commerce.

University of California, Santa Cruz
Academic Job Titles by Job Group

AA - FACULTY ADMINISTRATORS

ACADEMIC ADMINISTRATOR VII
 ACT/INTERIM VICE PROVOST
 ACTING DEAN
 ASSOC DEAN
 COLLEGE PROVOST
 DEAN
 DIRECTOR
 VICE PROVOST

CC - FACULTY, TENURED

ASSOCIATE PROFESSOR - ACADEMIC YEAR
 ASSOCIATE PROFESSOR - ACADEMIC YEAR - BUS/ECON/ENG
 LECTURER WITH SECURITY OF EMPLOYMENT
 PROFESSOR - ACADEMIC YEAR
 PROFESSOR - ACADEMIC YEAR - BUS/ECON/ENG
 PROFESSOR - FISCAL YEAR
 PROFESSOR - FISCAL YEAR - BUS/ECON/ENG
 SENIOR LECTURER WITH SECURITY OF EMPLOYMENT

DD - FACULTY, UNTENURED

ACTING ASSISTANT PROFESSOR - ACADEMIC YEAR - BUS/ENG
 ACTING ASSOCIATE PROFESSOR - ACADEMIC YEAR
 ASSISTANT PROFESSOR - ACADEMIC YEAR
 ASSISTANT PROFESSOR - AY - BUS/ECON/ENG
 ASST PROF-AY-1/9

EE - LECTURERS/OTHER TEACHING TITLES

ACADEMIC COORD I-FY
 ACADEMIC COORD II-FY
 ACADEMIC COORD III-FY
 ASSOC SUPV PE-AY
 COORD FLD WK-FY
 LECT-AY
 LECT-AY-1/9
 LECT-AY-1/9-CONTINUING
 LECT-AY-CONTINUING
 LECT-FY
 LECTURER IN SUMMER SESSION
 LECTURER-PSOE-ACAD YR-100%
 SUPV TEACHER ED-AY
 SUPV TEACHER ED-AY-CONTINUING

GG - RESEARCHERS

ADJ PROF-FY
 ADJ PROF-FY-BUS/ECON/ENG
 ASSOC ADJ PROF-AY
 ASSOC ADJUNCT PROFESSOR - FY
 ASSOC PROJ SCIENTIST-FY
 ASSOC PROJ SCIENTIST-FY-B/E/E
 ASSOC RES --- -FY-BUS/ECON/ENG
 ASSOC RES-AY-1/9-B/E/E
 ASSOC RES-FY
 ASSOC SPECIALIST
 ASST PROJ SCIENTIST-FY
 ASST PROJ SCIENTIST-FY-B/E/E
 ASST RES-FY
 ASST RES-FY-B/E/E
 ASST SPECIALIST
 JR SPECIALIST
 POSTDOC-EMPLOYEE
 POSTDOC-FELLOW
 POSTDOC-PAID DIRECT
 PROJ SCIENTIST-FY
 PROJ SCIENTIST-FY-B/E/E
 RES-FY
 RES-FY-B/E/E
 SPECIALIST

II - UNIVERSITY EXTENSION

CONTINUING EDUCATOR II
 CONTINUING EDUCATOR III
 PROG COORD
 TEACHER-UNEX-CONTRACT YR

JJ - LIBRARIANS

ASSOC LIBRARIAN -CAREER STATUS
 ASSOC LIBRARIAN-POTNTL CAREER
 ASST LIBRARIAN-TEMP STATUS
 LIBRARIAN-CAREER STATUS

University of California, Santa Cruz
Senate Faculty - Comparison of Incumbency to Availability
Goals for January 1, 2017 - December 31, 2017

Arts

	Women	African American	American Indian	Asian	Latino	Total Incumbency
Associate Professors	12	1	0	5	1	25
Professors	15	2	0	2	3	30
Total Tenured	27	3	0	7	4	55
Tenured %	49.1%	5.5%	0.0%	12.7%	7.3%	
Availability % Goal	51.7%	3.6%	0.7%	7.0%	3.9%	
Goal	Yes	-	Yes	-	-	

	Women	African American	American Indian	Asian	Latino	Total Incumbency
Assistant Professors	10	1	0	2	2	16
Untenured %	62.5%	6.3%	0.0%	12.5%	12.5%	
Availability % Goal	66.1%	3.5%	0.8%	8.0%	6.1%	
Goal	Yes	-	Yes	-	-	

Humanities

	Women	African American	American Indian	Asian	Latino	Total Incumbency
Associate Professors	22	3	2	6	7	40
Professors	21	2	0	7	2	41
Total Tenured	43	5	2	13	9	81
Tenured %	53.1%	6.2%	2.5%	16.0%	11.1%	
Availability % Goal	56.0%	5.3%	1.2%	6.1%	5.6%	
Goal	Yes	-	-	-	-	

	Women	African American	American Indian	Asian	Latino	Total Incumbency
Assistant Professors	12	1	1	3	2	24
Untenured %	50.0%	4.2%	4.2%	12.5%	8.3%	
Availability % Goal	58.6%	6.2%	1.2%	6.6%	7.3%	
Goal	Yes	Yes	-	-	-	

University of California, Santa Cruz
Senate Faculty - Comparison of Incumbency to Availability
Goals for January 1, 2017 - December 31, 2017

Physical & Biological Sciences

	Women	African American	American Indian	Asian	Latino	Total Incumbency
Associate Professors	7	0	0	3	0	22
Professors	22	0	2	17	5	105
Total Tenured	29	0	2	20	5	127
Tenured %	22.8%	0.0%	1.6%	15.7%	3.9%	
Availability % Goal	42.5%	3.4%	0.6%	14.4%	4.2%	
Goal	Yes	Yes	-	-	Yes	
	Women	African American	American Indian	Asian	Latino	Total Incumbency
Assistant Professors	10	1	0	7	1	27
Untenured %	37.0%	3.7%	0.0%	25.9%	3.7%	
Availability % Goal	49.5%	5.1%	0.9%	12.0%	6.1%	
Goal	Yes	Yes	Yes	-	Yes	

Engineering

	Women	African American	American Indian	Asian	Latino	Total Incumbency
Associate Professors	0	0	0	3	1	10
Professors	12	0	0	11	6	58
Total Tenured	12	0	0	14	7	68
Tenured %	17.6%	0.0%	0.0%	20.6%	10.3%	
Availability % Goal	22.1%	3.4%	0.5%	20.4%	3.9%	
Goal	Yes	Yes	Yes	-	-	
	Women	African American	American Indian	Asian	Latino	Total Incumbency
Assistant Professors	4	0	0	5	1	17
Untenured %	23.5%	0.0%	0.0%	29.4%	5.9%	
Availability % Goal	25.5%	4.7%	0.6%	17.6%	5.2%	
Goal	Yes	Yes	Yes	-	-	

University of California, Santa Cruz
Senate Faculty - Comparison of Incumbency to Availability
Goals for January 1, 2017 - December 31, 2017

Social Sciences

	Women	African American	American Indian	Asian	Latino	Total Incumbency
Associate Professors	28	1	2	8	9	49
Professors	30	1	1	8	6	63
Total Tenured	58	2	3	16	15	112
Tenured %	51.8%	1.8%	2.7%	14.3%	13.4%	
Availability % Goal	58.6%	6.5%	1.2%	6.7%	6.8%	
Goal	Yes	Yes	-	-	-	
	Women	African American	American Indian	Asian	Latino	Total Incumbency
Assistant Professors	11	3	1	5	4	27
Untenured %	40.7%	11.1%	3.7%	18.5%	14.8%	
Availability % Goal	62.2%	7.6%	1.2%	7.7%	7.7%	
Goal	Yes	-	-	-	-	

University of California, Santa Cruz
Senate Faculty - Placement Goals
Goals for January 1, 2017 - December 31, 2017

Placement Goal Percentages					
Job Group	Women	African American	American Indian	Asian	Latino
Arts Faculty - Tenured	51.7%	-	0.7%	-	-
Arts Faculty - Untenured	66.1%	-	0.8%	-	-
Humanities Faculty - Tenured	56.0%	-	-	-	-
Humanities Faculty - Untenured	58.6%	6.2%	-	-	-
Physical & Biological Sciences Faculty - Tenured	42.5%	3.4%	-	-	4.2%
Physical & Biological Sciences Faculty - Untenured	49.5%	5.1%	0.9%	-	6.1%
Engineering Faculty - Tenured	22.1%	3.4%	0.5%	-	-
Engineering Faculty - Untenured	25.5%	4.7%	0.6%	-	-
Social Sciences - Tenured	58.6%	6.5%	-	-	-
Social Sciences - Untenured	62.2%	-	-	-	-

Vietnam Era Veterans Readjustment Assistance Act & Section 503 of the Rehabilitation Act of 1973
Benchmark and Placement Goals

Protected Veterans | 6.9% hiring benchmark goal campus-wide
Individual with Disabilities | 7% placement goal for each job group

University of California, Santa Cruz
Academic Employees - Comparison of Incumbency to Availability
Goals for January 1, 2017 - December 31, 2017

Faculty Administrators

	Women	African American	American Indian	Asian	Latino	Incumbency
Employee	5	1	0	4	1	20
Employee %	25.0%	5.0%	0.0%	20.0%	5.0%	
Availability % Goal	37.4%	2.9%	1.5%	14.6%	8.4%	
Goal	Yes	-	Yes	-	Yes	

Lecturers/Other Teaching Titles

	Women	African American	American Indian	Asian	Latino	Incumbency
Employee	122	5	2	11	14	229
Employee %	53.3%	2.2%	0.9%	4.8%	6.1%	
Availability % Goal	57.5%	5.8%	1.1%	8.6%	6.9%	
Goal	Yes	Yes	Yes	Yes	Yes	

Researchers

	Women	African American	American Indian	Asian	Latino	Incumbency
Employee	148	4	1	54	29	337
Employee %	43.9%	1.2%	0.3%	16.0%	8.6%	
Availability % Goal	46.4%	5.2%	0.9%	12.6%	6.1%	
Goal	Yes	Yes	Yes	-	-	

University Extension

	Women	African American	American Indian	Asian	Latino	Incumbency
Employee	71	1	1	51	4	190
Employee %	37.4%	0.5%	0.5%	26.8%	2.1%	
Availability % Goal	67.3%	3.6%	0.4%	13.6%	13.9%	
Goal	Yes	Yes	-	-	Yes	

Librarians

	Women	African American	American Indian	Asian	Latino	Incumbency
Employee	16	1	0	0	3	19
Employee %	84.2%	5.3%	0.0%	0.0%	15.8%	
Availability % Goal	79.0%	4.2%	0.4%	2.8%	2.6%	
Goal	-	-	Yes	Yes	-	

University of California, Santa Cruz
Academic Employees - Placement Goals
Goals for January 1, 2017 - December 31, 2017

Placement Goal Percentages					
Job Group	Women	African American	American Indian	Asian	Latino
Faculty Administrators	37.4%	-	1.5%	-	8.4%
Lecturers/Other Teaching Titles	57.5%	5.8%	1.1%	8.6%	6.9%
Researchers	46.4%	5.2%	0.9%	-	-
University Extension	67.3%	3.6%	-	-	13.9%
Librarians	-	-	0.4%	2.8%	-

Vietnam Era Veterans Readjustment Assistance Act & Section 503 of the Rehabilitation Act of 1973
Benchmark and Placement Goals

Protected Veterans | 6.9% hiring benchmark goal campus-wide
Individual with Disabilities | 7% placement goal for each job group