The Ambassador Program

Progress Report To the Academic Senate Committee on Equal Opportunity

Submitted by Harvey A. Brody, D.D.D., M.Ed.
November 29, 2004
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Percentage of Applicants and Appointees by Ethnicity and Gender 
Closed searches January 1, 2004-October 15, 2004
Introduction:

The concept and request for funding for the Ambassador Faculty Search program originated with the Academic Senate. With the support of the Academic Senate leadership, the Academic Senate Committee on Equal Opportunity conducted the interview process for the director of the program, and made its recommendation to the Vice Chancellor for Academic Affairs. The search and appointment process was completed April 1, 2004. The program was under the direction of Dr. Bainton, until her retirement in July, 2004. Dr. Bainton defined the goals and expectations for the program and served as my supervisor and sounding board until the appointment of Dr. Eugene Washington in July, 2004.

In my interviews with the selection committee and with Dr Bainton, I was asked what strategy I would apply if selected. I described a series of phases or time periods. I felt strongly that it would be important to spend several months meeting with the appropriate committees, leadership, and interested faculty. Dr. Bainton agreed with this approach and suggested several people to contact. Although the budget provided for a full time analyst, I decided to postpone hiring an assistant until I better understood the issues, felt comfortable with the direction of the program, and was able to secure space for an analyst. My plan for the program is as follows.

Phase I. May-August 2004: the establishment of relationships, development of resources, assessment of current data collection methodology; contacting search chairs:

During this initial phase, I met with faculty, faculty committees, and local, regional, and national leaders. (Please see Attachment 1 for a list of contacts established in this phase.) This experience and the relationships established through the process have been invaluable in understanding the perspective of the faculty. These meetings have laid the groundwork for the future. In addition to individuals, I consulted regularly with the following committees: The Chancellor’s Faculty Subcommittee on Diversity, the Academic Senate Equal Opportunity Committee, the Chancellor’s Committee on the Status of Woman, and the Office of Affirmative Action, Equal Opportunity, and Diversity. I have attended the National Medical Association annual meeting, the AAMC regional meeting, and the ADEA minority Recruitment and Retention meeting.

During this initial phase, I also started meeting with search committees in order to experience the search process first hand and further refine a strategy. I requested that Dr Bainton send out an announcement about the program and initiate a change in the Search Approval Letter. These actions, done in July, served to introduce the Ambassador program to the faculty community and to search chairs. Please see Attachment II.

In August I employed a part-time administrative assistant and developed two resource documents. Both documents are lists of organizations with targeted audiences, identified contact information and fees for advertising. Attachment III is a list of woman’s groups; attachment IV is more general in scope. I circulated these draft documents to obtain input regarding their perceived value, content and format, and to request additional resources. I have since made the two documents available to some sixty (60) search committees established after May, 2004. The premise is that these organizations and contacts individuals will be a source of applicants not previously identified in the search process.

Recently I have shared another document, provided from the Office of the President, with search committees. Attachment V is an outline of steps that can legally be taken under Proposition 209 and Board of Regents policies. It is clear that Proposition 209 and the debate by the Regents on affirmative action have had a chilling effect on diversity efforts. I have discovered that the
faculty is unclear as to what steps they can legally take. Because of this lack of information and the fear of litigation, the faculty is suspicious and cautious about outreach in relation to diversity.

Attachment VI is a record of the 65 search committees contacted to date. We are documenting the following for each site: when chairs are contacted; the nature of their response; and the interaction between the Ambassador program and the search committees. The results include the following interactions: email contact with 65 search committees; phone conversations with 24 search chairs; meetings with 14 search chairs; attendance at 9 search committee meetings. At these meetings I review the resource documents, determine if contacts or advertisements can be broadened, and initiate a discussion on the opportunities provided by a diverse faculty. Although I review the social justice and equity arguments, I make an effort to emphasize the potential of diversity as a value added benefit in a particular search.

**Phase II: August- November, 2004: Current faculty profile, evaluation of applicant data, evaluation of the Ambassador program.**

I have worked with the Office of Affirmative Action, Equal Opportunity, and Diversity to review the current data collection system used to identify the gender, race and ethnicity of appointed faculty. Table 1, 2, 3, and 4 compare faculty diversity at two points over a five year span, June 30, 2000 and June 30, 2004. I can now break down this information for each search and provide baseline data for a search committee. In addition, this information can serve as an important part of an evaluation process, both to determine progress achieved in diversifying our faculty, as well as identify specific strategies to further refine the Ambassador program.

**Evaluation of Applicant data**

With the assistance of the Office of Affirmative Action, I have reviewed the reports submitted by committee chairs at the completion of the search process. My goal in this review process was to determine if this data would be useful in assessing the impact of the Ambassador program. The sample was one hundred (N=100) consecutive searches in the School of Medicine during the period January 1, 2004 to October 15, 2004. Complete data was available in only 61 of the 100 searches. It is important to note the following:

1) There were 900 applicants for 100 positions;
2) Data on gender was complete for 36% of the applicants and 100% of those appointed;
3) Data on ethnicity was available for 30% of the applicants and 61% of those appointed.
4) Applicant data forms were missing for 576 out of 900 applicants.

Clearly, this system needs to be modified if it is to be useful in assessing efforts of increasing diversity or the effectiveness of the Ambassador program. The results of the study are summarized in Table 5.

**Evaluation of Ambassador Program**

I have been working with Anita Stewart and Francis Lu, Vice-Chair and Chair of the Academic Senate Committee on Equal Opportunity, respectively, to develop an evaluation methodology. The evaluation plan will have both quantitative and qualitative aspects, including the number of chairs contacted, the number of search committee meetings attended, the quality of the responses by the search committee chair, and the gender and ethnicity of applicants and appointees. The qualitative component will seek input from the search chairs and faculty as to the role, effectiveness, and future of the Ambassador Program (Attachment 7).
Phase III: Current activities: Staffing, website development, appointment of Ambassadors from the schools, program enhancement:

Staffing addition: I hired a full-time Administrative Analyst November 8, 2004. This individual (at 1.0 FTE) will support and supplement my position, currently budgeted at 43% time.

Website: The Academic Senate Office has now established a website for the Ambassador program. This site opened in November, 2004. It provides a brief overview of the Ambassador program with links to three resource documents described.

Appointment of Ambassadors: I intend to enhance the scope of the Ambassador program by collaborating with a core group of faculty appointed from the schools and the basic sciences. I am consulting with a number of people to finalize criteria for the selection of departmental ambassadors. Clearly, the support of the Deans and leadership for this initiative is critical to the implementation and success of this phase of the program. The criteria will include evidence of support for diversity, interest in the solution to the problem of health disparities, the background, ability and status to represent a chair and discipline, the ability to promote the university and the ability to anticipate and answer applicant questions concerning professional and personal issues involved in coming to San Francisco and UCSF. There is a need to develop a formal curriculum and training program for those appointed. I believe these individuals should be appointed for a two year period, participate in workshops and training, and be involved in some 5 searches per year. My experience with potential applicants and searches indicates that the chance for success is greatly improved if there is direct contact, sometimes including face to face meetings, with potential applicants.

Task Forces: The Schools of Medicine and Nursing have created groups charged with the task of addressing diversity. Specifically, they endeavor to develop baseline data as to the make-up of the faculty, evaluate barriers, and establish a blueprint and strategy to achieve diversity goals. I have been asked to participate in these groups, and will work to incorporate into their efforts the stated goals of the Ambassador program, including the appointment of representatives to the Ambassador program. In addition, I will continue to work with Dentistry and Pharmacy to mount similar efforts.

Health Disparities and Diversity:

There is an enormous need to improve access to care and health outcomes for poor and minority populations. The quest to diversify our faculty is a crucial aspect of the effort to address this compelling problem of health disparities in America. Leadership is the key to developing a successful initiative on both fronts.

The University has embarked on several solid research initiatives and clinical programs, and has a core of dedicated and experienced faculty leaders involved in addressing health disparities. A university-wide initiative in this area would build on current successes in order to provide further research opportunities, enhance meaningful community and institutional partnerships, and increase the possibility of recruiting a critical mass of diverse faculty to UCSF. A new program with this focus will require a reordering of priorities and reallocation of resources.

There are many potential strategic options to consider. For example, the Chancellor, with the support of the Deans, could set aside annually a specific number of supported faculty positions to
build a world class program to address health disparities. Under this approach, the University would mount outreach activities designed to identify the best qualified individuals to help UCSF with this effort. This would create a clear incentive for all the schools to actively search for individuals to strengthen and support this program. A focus on health disparities may well assist us in our efforts to attract the diverse faculty population we are seeking.

Conclusions:

The Ambassador program is off to a promising start. The program has been introduced to many of the members of the UCSF community and appears to have been well received. I have been actively involved with several committees charged with addressing the issue of diversity. This includes task forces recently established in Medicine and Nursing. As the director of the Ambassador program I have been able to act as a liaison between the various faculty groups and help promote a vigorous discussion of the current status of diversity at UCSF.

A formal evaluation plan is being developed and will be used to assess program effectiveness. The program has developed resource documents and made them available to search committees to help identify a more diverse applicant pool. I have contacted sixty search committees since my appointment and am currently working with eleven chairs and searches. The program has identified data collection problems that must be addressed in order to assess and evaluate this program as well as other initiatives addressing diversity. An administrative analyst is now in place and is assisting me in all aspects of the program. Plans are under development to identify, train and select individuals from each of the schools to work with the Ambassador program. This will allow the program to work closely and effectively with more search committees. This effort will be implemented in January, 2005.

Critical to a fundamental and lasting improvement in the recruitment of a diverse faculty is a change in the culture of our institution. Cultural change requires clear and measurable goals, dedicated individuals and most importantly, strong and visionary leadership. The Ambassador program is dedicated to working with the Chancellor, the Deans, the Chairs and existing committees to increase diversity in our faculties. I welcome input regarding the goals, implementation of current efforts, and further development of this plan.
Attachment I:
Partial list of contacts as of 11/15/2004

Dentistry
1) Charles Bertolami
2) Karin Vargervick
3) Troy Daniels
4) Barbara Gerbert
5) Jane Weintraub
6) Cameron Heffernan
7) Sally Marshall
8) Francisco Ramos-Gomez
9) Mark Kirkland
10) Susan Wong
11) Dean's Council
12) John Greenspan
13) Dorothy Perry
14) Jim Anderson
15) Bill Bird
16) Julian Ponce
17) Charles Alexander
18) Peter Sargent
19) Don Curtis
20) Caroline Damsky
21) John Featherstone
22) Richard Mckenzie
23) Rik Derynck
24) Phoenix Sinclair
25) Bill Marshall
26) Nelson Artiga

Medicine
27) Kevin Grumbach
28) Kathleen Giacomini
29) Nola Hylton
30) Margaret Wisdom-Lobos
31) Neal Cohen
32) Mary Croughan
33) Diane Wara
34) Jeff Pearl
35) Amy Levine
36) Fergus Coakley
37) Liz Blackburn
38) Ed Collins
39) Dan Lowenstein
40) Lee Goldman
41) Renee Navarro
42) Peter Ralston
43) Donna Ferriero
44) Paula Braverman
45) Marshall Stolleer
46) John Watson
47) Susan Wall
48) Melanie Trevalon
49) Jane Koehler
50) David Sanchez
51) Jack Mcaninch
52) Yewoubdar Beyene

Nursing
53) Council Nursing Leadership
54) Kathleen Dracup
55) Zina Mirsky
56) Marylin Dodd
57) Dorrie Fontaine
58) Geraldene Padilla
59) William Holzemer
60) Linda Centore
61) Ruth Malone
62) Pat Kessler
63) Sally Rankin

Pharmacy
64) MaryAnne Kimbal
65) Brian Alldredge
66) Chris Cullander
67) Betty Hoener
68) Clifton Louie
69) Sharon Youmans
70) Andrew Reeds
71) Bob Gibson
72) Tom James

Chancellor’s office
73) Dee Bainton
74) Gene Washington
75) Diane Dillon
76) Linda Jacobsen
77) Carole Miller

Affirmative Action Office
78) Michael Adams
79) Karen Newhouse
80) Sandra Avila
81) Andrelyn Rivera
82) Abeba Wuhib

Miscellaneous
83) Nolan Penn
84) Jan Gates
85) Nancy Adler
Abbey Snay
Crystal Morris
Sheilah O’Rourke
Phil Lee
Diane Magrane
Scott Blass
Ed O’Neil
Michael Drake
Maurice Conway
Jeanne Sinkford
Carol Rossi
Emmitt Jolly
Janet Whitlock
Margaret Wisdom-Lobos
Charles Terrell
Susan O’Hara
Shane Snowdon
Susan Montrose
Bob Robinson
Susan Montrose
Amy Malone
Cecil Lytell
Orpheus Crutcfield
Diane Magrane

**Searches**
1) Pediatrics, Jack Mcaninch
2) Neurology, Dan Lowenstein
3) Orthopedic Surgery, Jeffrey Lotz
4) Family and Community Medicine, Albert Yu
5) Pathology, Brit Marie Ljung
6) Pediatrics, David Teitel
7) Dentistry, Karin Vargervick
8) Dentistry, David Graham
9) Cellular & Molecular Pharmacology, David Julius
10) Medicine, Maxine Papadakis
11) Neurology, Howard Fields
12) Pediatrics, Joseph Kitterman
Enclosed is a copy of the approved Academic Recruitment Plan for this position. One of the responsibilities of the Search Committee is to ensure that extensive outreach has been done that results in a diversified pool from which qualified candidates can be identified. The Committee should review the Plan to evaluate the proposed recruitment efforts and to determine what additional efforts the committee will take. In an effort to attract diverse pools, the Chancellor has appointed Dr. Harvey Brody as Director of the Faculty Search Committee Ambassador Program. Dr. Brody will not be a member of search committees, but will provide services to departments and search committees with the goal of identifying woman and minority applicants. Dr. Brody can be reached at 514-1784 or email at hbrody@chanoff.ucsf.edu.

Considerable confusion persists with regard to affirmative action/diversity requirements of the search process. As a Federal contractor, UCSF has an obligation to comply with Affirmative Action regulations pertaining to academic personnel practices. The regulations require that Placement Goals be set at the School level. These Placement Goals are identified on the Plan.

Regulations require that we maintain information on each search and monitor the applicant pool to ensure good faith efforts are being made to include underutilized women and minorities in the pool. The Applicant Data Forms provide this information. It is the responsibility of the Search Committee to ensure that these forms have been provided to all applicants and that they are encouraged to complete and return them.

The following documents are enclosed or can be found on the web:

1. **Approved UCSF Academic Recruitment Plan.**
2. **Applicant Data Form.** The Vacancy Number has been placed on the form that the committee must distribute/send to each applicant for this position. Additional copies may be made if needed.
3. **Sample Letter to Applicants.** A letter must be sent with the Applicant Data Form with instructions to return the form to the Office of Affirmative Action/Equal Opportunity/Diversity (AA/EO/D).
4. **Instructions for Completing the Search Process Report (SPR).**
5. **Search Process Report (SPR) Form.** Please complete the first two pages to the SPR prior to the conclusion of the search and send it to the Office of AA/EO/D, Box 0988. They will complete Attachment 1 and attached it to the SPR and return the forms to you. After appropriate approvals have been obtained, submit the completed SPR to your Academic Vice/Associate Dean’s Office who will forward it to the Office of the Vice Chancellor-Academic Affairs, C-116, Box 0652 for approval.
6. **Your Responsibility as a Member of an Academic Search Committee.** This pamphlet has been developed to assist Search Committees and provides suggestions and examples of efforts to expand the pool of women and minorities. The Vice/Associate Academic Dean should be invited to an early meeting of the Search Committee. He/she can provide information about effective recruitment efforts and answer any questions the committee members may have.

If you have any questions, please contact Jeanne Lowe at 476-8123 or email at hlowe@accdpers.ucsf.edu. The above-referenced documents can be found on the Academic Personnel website, [http://acpers.ucsf.edu/](http://acpers.ucsf.edu/).

A. Eugene Washington, M.D.
Executive Vice Chancellor

enclosures

cc: Vice/Associate Academic Dean (w/Academic Recruitment Plan)
    Department Chair (w/Academic Recruitment Plan)
    Affirmative Action, Equal Opportunity, Diversity Office (w/Academic Recruitment Plan)
    Members of the Search Committee (w/Academic Recruitment Plan and pamphlet)
    Director, Faculty Search Ambassador Program (w/Academic Recruitment Plan)
    Administrative Staff Member, Search Committee (w/Academic Recruitment Plan and pamphlet)
Attachment III:

Women’s Specialty Organizations

Clinical

Committee on Women’s Involvement in American Academy of ALLERGY, ASTHMA & IMMUNOLOGY
Andrea J. Apter, M.D., Chair
Chief, Section of Allergy & Immunology, Department of Medicine, University of Connecticut
Farmington, CT 06030-3945
Phone: (860) 679-2449

American Academy of Physical Medicine
Lynn Gerber, M.D.
Rehabilitation Medicine Department
Building 10, 6S235
Bethesda, MD 20892

American College of Cardiology
Women in Cardiology Committee
Mary N. Walsh, M.D., FACC, Chair
Susan Houston, Staff Liaison
Heart House, 9111 Old Georgetown Road
Bethesda, MD 20814
Phone: (301) 897-5400; shouston@acc.org

American Heart Association
WOMEN IN CARDIOLOGY COMMITTEE
Council on Clinical Cardiology
7272 Greenville Avenue
Dallas, TX 75231
Contact: Leslie Austin
Phone: (800) 242-1793 ext. 1435; Fax (214) 373-0268
LeslieA@heart.org; website http://www.americanheart.org/Scientific/council/clinical

American Psychiatric Association
1000 Wilson Boulevard
Suite 1825
Arlington, VA 22209-3901
Phone: (703) 907-7300
apa@psych.org; website: http://www.psych.org

Women's DERMATOLOGIC SOCIETY
Kim Hoarle
Executive Director
930 E. Woodfield Road
Schaumburg, IL 60173-4927
Phone: (847) 240-1465; Fax (847) 330-1135
Joint Committee for the Advancement of the
DERMATOLOGIC HEALTH OF WOMEN
Cheryl Hayden, contact
American Academy of Dermatology
1350 I Street, Suite 880
Washington, DC 20005
Phone: (202) 842-3555

American Association of Women EMERGENCY PHYSICIANS
Diana Fite, M.D., FACEP, President
P.O. Box 619911
Dallas, TX 75261-9911
Phone: (800) 798-1882; Fax (972) 580-2816; www.acep.org

Subcommittee on Women in FAMILY MEDICINE
American Academy of Family Physicians
Deb McPherson, M.D.
11400 Tomahawk Creek Parkway
Leawood, KS 66211-2672
Phone: (800) 274-2237; Fax (913) 906-6078; dmcphers@aafp.org

Society of Teachers in Family Medicine
Esa Washington, M.D., MPH
Research Committee
Johns Hopkins University
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Women Committee for the American College of GASTROENTEROLOGY
Carol Burke, M.D.A
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Cynthia Yoshida, M.D.
Chair, American Gastroenterology Association
Assistant Professor of Medicine
University of Virginia
Division of Gastroenterology/Hepatology
PO Box 800708
Charlottesville, VA 22906
Phone: (804) 924-9582; Fax (804) 924-0491; cmy8x@virginia.edu

Coalition Groups for Gastroenterology

Margaret Shuhart, M.D.
Chair, American Association of the Study of Liver Diseases
Phone: (206) 341-4641

Christi Mateoni, M.D.
American Society for Gastrointestinal Endoscopy

Susan Moyer, M.D.
Pediatric Society

Amy E. Foxx-Orensteion, D.O., FACG
Chair, Gastroenterology Women’s Coalition
Phone: (804) 828-8524

GASTROENTEROLOGY Women's Coalition (this Coalition includes Steering Group for Women in the American Gastroenterology Association and a similar group in the American Association for the Study of Liver Diseases and the American Society for astrointestinal Diseases). Information is available from any one of the parent organizations or from Rosemarie Fisher, M.D., Professor of Medicine, Yale University; Phone: (203) 785-7113.

Society of GENERAL INTERNAL MEDICINE
Shannon McKenna
Executive Director
2501 M Street, N.W., Suite 575
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Women's Caucus
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2808 South Sheridan Road
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National Institute of Mental Health, NIH
Beth Bowers, Mdiv. MSW
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Bethesda, MD 20892-9629
Phone: (301) 443-3776; bbowers@mail.nih.gov

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American Academy of Neurology
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Phone: (847) 698-1637

American Academy of OTOLARYNGOLOGY
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American Academy of PEDIATRICS
Holly J. Mulvey
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141 Northwest Point Boulevard
Elk Grove Village, IL 60007-1098
American Psychological Association
Gwendolyn Puryear Keita, Ph.D.
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Leslie Cameron
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750 First Street, N.E.
Washington, DC 20002
Phone: (202) 336-6044; Fax: (202) 336-6117; gkeita@apa.org; www.apa.org/pi/wpo

Women Plastic Surgeons
American Society of Plastic Surgeons
Plastic Surgery Educational Foundation
Maureen Jones, Staff Liaison
444 E. Algonquin Road
Arlington Heights, IL 60005
Phone: (847) 228-9900

Committee on Women and Caucus of Women Psychiatrists
American Psychiatric Association
Judith Carrier, MD
Director, Office of Career Development & Women’s Programs
1000 Wilson Blvd., Suite 1825
Arlington, VA 22204-3901
Phone: (703) 707-8636; <jcarrier@psych.org>
www.psych.org/women

Association of Women Psychiatrists
Frances Roton, Executive Director
P.O. Box 570218
Dallas, TX 75228
Phone: (800) 656-5888
http://www.womenpsych.org

Women’s Caucus of the Academy of Psychosomatic Medicine
Lilian Gonsalves, M.D.
Cleveland Clinic
9500 Euclid Avenue, P57
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American Association for Women Radiologists
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Women in Rheumatology
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**Association of Women SURGEO**
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414 Plaza Drive, Suite 209
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Phone: (630) 655-0392; <info@womensurgeons.org>; <aws@asihq.com>

**American THORACIC Society**
Melissa Matosian
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**Women in THORACIC SURGERY**
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**Basic Science and Research**

**American Society for BIOCHEMISTRY and MOLECULAR BIOLOGY**
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BIOPHYSICAL Society
Committee on Professional Opportunities for Women
Ro Kampman
9650 Rockville Pike
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<rkampman@biophysics.faseb.org>

American Association for CANCER RESEARCH
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150 South Independence Mall West
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www.aacr.org

American Society for CELL BIOLOGY
Committee on Women in Cell Biology
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American Society for CELL BIOLOGY (cont.)
Sandra Masur
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Women in ENDOCRINOLOGY
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Professional Women in GENETICS
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Bethesda, MD 20814
Phone: (301) 571-1825
American Association of IMMUNOLOGISTS
Committee on the Status of Women
B. J. Fowlkes, Ph.D.
NIAID - NIH, Building 4, Room 111
Bethesda, MD 20892-0001
Phone: (301) 496-5530; Fax: (301) 402-4891, <www.aai.org>

American Society for MICROBIOLOGY
Committee on the Status of Women in Microbiology
Sara Rothman
Director of Office of Research Management
Walter Reed Army Institute of Research
Washington, DC 20307-5100
Phone: (202) 782-3061; Fax: (202) 782-0602; <rothman@wrsmtwpccmail.army.mil>

Women in NEUROSCIENCE
Andrea Zardetto-Smith
Assistant Professor, Physical Therapy
School of Pharmacy and Allied Health Professions
2500 California Plaza
Omaha, NE 68178
Phone: (402) 280-5946; Fax: (402) 280-5692; <amzarsmi@creighton.edu>; <www.beemnet.com/win>

American Society for Investigative PATHOLOGY
Committee on Career Development, Women and Minorities
Nancy L. Thompson, Ph.D.
Professor (Research) Medicine and Pathology
Rhode Island Hospital – Brown University School of Medicine
Director, Brown University Graduate Program in Pathobiology
Box G
Providence, RI 02912
Phone: (401) 444-8860; Fax: (401) 444-8141 <Nancy_Thompson@Brown.edu>

Society of Critical Care Medicine
Leticia Castillo, M.D., FACCM
Children's Hospital, Boston
Farley 517
300 Longwood Avenue
Boston, MA 02115
Phone: (617) 355-7307; Fax: (617) 724-38

Subcommittee on Women in PHARMACOLOGY
American Society for Pharmacology & Experimental Therapeutics Committee on Professional Affairs
9650 Rockville Pike Bethesda, MD 20814
Phone: (301) 530-7060

American PHYSIOLOGY SOCIETY
Committee on Women in Physiology
Dr. Cheryl Heesch
Department of Physiology
Ohio State University
1645 Neil Avenue
Columbus, OH 43210
Phone: (614) 292-5448

**Association for WOMEN IN SCIENCE (WIS)**
Catherine Jay Didion, Executive Director
1200 New York, Avenue, Suite 650
Washington, DC 20005
Phone: (202) 326-8940; Fax: (202) 326-8960; <didion@awis.org>; www.awis.org

**Graduate Women in Science**
Mahin Khatamic, Ph.D.
President Omicron Bethesda Chapter
7420 Westlake Terrace
Bethesda MD 20817
Phone: (301) 469-0111; mkgoodness@aol.com

**NIH Women Scientist Advisors**
Deborah Carper, Ph.D., Chair
Website under NIH Office of Director
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<td>1</td>
<td><strong>Source</strong></td>
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<td><strong>Description of organization</strong></td>
<td><strong>Circulation</strong></td>
<td><strong>Target Population</strong></td>
<td><strong>Cost of advertising</strong></td>
<td><strong>Contact information</strong></td>
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<td></td>
<td><strong>Academic Careers Online</strong></td>
<td>Online job postings</td>
<td>Job search engine serving faculty, research, post doc, adjunct, administrative, and senior management positions at colleges, universities, and research institutes around the world.</td>
<td>Average website traffic is 250,000 individuals.</td>
<td>Health Professionals</td>
<td>$123-$175 depending on duration of ad.</td>
<td><a href="mailto:info@AcademicCareers.com">info@AcademicCareers.com</a></td>
<td><a href="http://www.AcademicCareers.com">www.AcademicCareers.com</a></td>
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<td>2</td>
<td><strong>American Association for Women Dentists</strong></td>
<td>Journal Online job postings</td>
<td>Addresses issues including clinical dentistry, scientific abstracts, practice management, and lifestyle issues for women dentists.</td>
<td>26,000 readers</td>
<td>Women</td>
<td>Free job postings seen only by the Association's membership available on website. Journal ads range $698-$2,686 depending on size.</td>
<td>David Schuh, National Sales Manager, 562-434-1048, <a href="mailto:davids@pennwell.com">davids@pennwell.com</a></td>
<td><a href="http://www.womensdentists.org/">http://www.womensdentists.org/</a></td>
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<td>3</td>
<td><strong>American Dental Education Association's Women Liaison Officer Program</strong></td>
<td>Email listserv</td>
<td>Seeks to improve the academic environment for female faculty, staff and students. Major activities include mentoring, networking and information exchange.</td>
<td>43 Dental Schools have WLO's</td>
<td>Women</td>
<td>FREE</td>
<td><a href="mailto:SinkfordJ@adea.org">SinkfordJ@adea.org</a></td>
<td><a href="http://www.adea.org/ced/WLO/WLO.pdf">http://www.adea.org/ced/WLO/WLO.pdf</a></td>
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<td>4</td>
<td><strong>American Public Health Association (APHA) American Indian, Alaska Native &amp; Native Hawaiian Caucus Listserv</strong></td>
<td>Email listserv</td>
<td>Influences APHA policies and priorities through activities which focus on those public health concerns specifically impacting American Indians, Alaska Natives and Native Hawaiians.</td>
<td>Approximately 200 subscribers</td>
<td>American Indians, Alaska Natives &amp; Native Hawaiians</td>
<td>FREE</td>
<td>Email posting to Delight Satter, <a href="mailto:delight@ucla.edu">delight@ucla.edu</a>; she will post it to the Listserv</td>
<td><a href="http://www.nativecaucus.org/">http://www.nativecaucus.org/</a></td>
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<td>5</td>
<td><strong>American Public Health Association (APHA) Asian Pacific Islander Caucus</strong></td>
<td>Email listserv</td>
<td>Addresses public health issues affecting Asian American and Pacific Islander communities within the American Public Health Association through research, education, advocacy, and policy.</td>
<td>Asian Pacific Islanders</td>
<td>FREE</td>
<td><a href="mailto:chair@apicaucus.org">chair@apicaucus.org</a></td>
<td><a href="http://www.apicaucus.org/">http://www.apicaucus.org/</a></td>
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<td>6</td>
<td><strong>American Public Health Association (APHA) Native Hawaiian Caucus</strong></td>
<td>Email listserv</td>
<td>Influences APHA policies and priorities through activities which focus on those public health concerns specifically impacting American Indians, Alaska Natives and Native Hawaiians.</td>
<td>Approximately 200 subscribers</td>
<td>American Indians, Alaska Natives &amp; Native Hawaiians</td>
<td>FREE</td>
<td>Email posting to Delight Satter, <a href="mailto:delight@ucla.edu">delight@ucla.edu</a>; she will post it to the Listserv</td>
<td><a href="http://www.nativecaucus.org/">http://www.nativecaucus.org/</a></td>
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<td>American Public Health Association (APHA) Latino Caucus</td>
<td>Email listserv</td>
<td>Facilitates active participation of Latino public health workers in the organizational and programmatic activities of the APHA.</td>
<td>500 members</td>
<td>Latinos</td>
<td>FREE</td>
<td>latino <a href="mailto:caucus@columbia.edu">caucus@columbia.edu</a></td>
<td><a href="http://www.latinocaucus-apha.org">www.latinocaucus-apha.org</a></td>
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<td>American Public Health Association (APHA)</td>
<td>Online job postings • Publication</td>
<td>The oldest and largest organization of public health professionals in the world.</td>
<td>More than 50,000 members from over 50 occupations of public health</td>
<td>Health Professionals</td>
<td>$200-$500 depending on size of advertisement.</td>
<td><a href="mailto:ashell.alston@apha.org">ashell.alston@apha.org</a></td>
<td><a href="http://apha.jobcontrolcenter.com/search/">http://apha.jobcontrolcenter.com/search/</a></td>
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<td>Association for Women in Science</td>
<td>Online job postings • Publication</td>
<td>Works to promote women's activities in all scientific fields, from mentoring to scholarships to job listings</td>
<td>Approximately 4,000 individual subscribers plus libraries, universities and other institutions</td>
<td>Women</td>
<td>Print ad: $240-$3000 depending on size and type of ad. Internet ad: $300 per month. Cost specifics outlined at <a href="http://www.awis.org/voice/advertising.html">http://www.awis.org/voice/advertising.html</a></td>
<td><a href="mailto:ruby@awis.org">ruby@awis.org</a></td>
<td><a href="http://www.awis.org/">http://www.awis.org/</a></td>
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<td>Association for Women in Sciences, San Francisco Chapter</td>
<td>Email listserv</td>
<td>Aims to achieve equity and full participation for women in a variety of scientific fields.</td>
<td>Over 4,200 members in the life and physical sciences, mathematics, social sciences, and engineering</td>
<td>Women</td>
<td>FREE</td>
<td><a href="mailto:webmistress@sfawis.com">webmistress@sfawis.com</a></td>
<td><a href="http://www.nccawis.org/chapters/sfawis/sfAWISHome.html">www.nccawis.org/chapters/sfawis/sfAWISHome.html</a></td>
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<td>Association of American Indian Physicians</td>
<td>Online job postings</td>
<td>Dedicated to pursuing excellence in Native American health care by promoting education in the medical disciplines, honoring traditional healing practices and restoring the balance of mind, body, and spirit.</td>
<td>315 physicians</td>
<td>Native Americans</td>
<td>$25 for a 3 month ad and $50 for 6 months for each listing</td>
<td>(405) 946-7072, <a href="mailto:aap@aap.com">aap@aap.com</a></td>
<td><a href="http://www.aap.com/index.html">http://www.aap.com/index.html</a></td>
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<td>12</td>
<td>Association of Black Cardiologists</td>
<td>• Online job postings</td>
<td>Dedicated to eliminating the disparities related to cardiovascular disease in all people of color.</td>
<td>600 health care professional members</td>
<td>African Americans</td>
<td>FREE</td>
<td>Ronderereo Sidney, <a href="mailto:rsidney@abcardio.org">rsidney@abcardio.org</a></td>
<td><a href="http://www.abcardio.org">http://www.abcardio.org</a></td>
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<td>13</td>
<td>Association of Women Surgeons</td>
<td>• Online job postings</td>
<td>Committed to supporting the professional and personal needs of female surgeons at various stages in their career from residency through retirement.</td>
<td>Over 1700 women surgeon members</td>
<td>Women</td>
<td>FREE</td>
<td><a href="mailto:info@womensurgeons.org">info@womensurgeons.org</a></td>
<td><a href="http://www.womensurgeons.org">www.womensurgeons.org</a></td>
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<td>14</td>
<td>Black Issues in Higher Education</td>
<td>• Online job postings • Publication</td>
<td>The only national professional publication covering news and major issues in higher education affecting minorities in the United States and its territories.</td>
<td>40,000 university presidents, deans, professors, researchers, students, librarians, human resources and affirmative action officers.</td>
<td>African Americans</td>
<td>Publication cost varies $215-$3295 depending on size. All print ads are posted online free of charge. Cost specifics outlined at <a href="http://www.blackissues.com/RateCard.asp">http://www.blackissues.com/RateCard.asp</a></td>
<td><a href="mailto:biads@cmapublishing.com">biads@cmapublishing.com</a></td>
<td><a href="http://www.blackissues.com/">http://www.blackissues.com/</a></td>
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<td>15</td>
<td>Chronicle of Higher Education</td>
<td>• Online job postings • Publication</td>
<td>The world's largest job marketplace for people with advanced degrees -- in print and online</td>
<td>Nearly 500,000 publication readers and 845,000 monthly users of the Web site.</td>
<td>Health Professionals</td>
<td>For website: $195 for 30 days. For publication: Display ad is $120 per column inch (based on the size of ad in print); includes free online ad. Line ad is $195 plus $1.30 per word; ad runs in print and online. Detailed information at <a href="https://careers.chronicle.com/pages/post/login">https://careers.chronicle.com/pages/post/login</a></td>
<td>Create account and post ad at <a href="https://careers.chronicle.com/pages/post/login">https://careers.chronicle.com/pages/post/login</a> OR (202) 466-1050, <a href="mailto:jobs@chronicle.com">jobs@chronicle.com</a>.</td>
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<td>16</td>
<td>Executive Leadership Program in Academic Medicine (ELAM)</td>
<td>• Email listserv</td>
<td>The nation’s only in-depth program focused on preparing senior women faculty at schools of medicine and dentistry to move into positions of institutional leadership where they can effect positive change.</td>
<td>350 women faculty in senior positions at medical and dental schools in the US and Canada.</td>
<td>Women</td>
<td>FREE</td>
<td><a href="mailto:elam@drexel.edu">elam@drexel.edu</a></td>
<td><a href="http://www.drexel.edu/elam/home.html">http://www.drexel.edu/elam/home.html</a></td>
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<td>17</td>
<td>Hispanic-Serving Health Professions Schools</td>
<td>• Online job postings (currently in development)</td>
<td>Seeks to improve the health of Hispanics through academic development, research initiatives and training.</td>
<td>22 medical schools and 3 public health schools</td>
<td>Hispanics</td>
<td>FREE</td>
<td>Arlenin Dushku, <a href="mailto:adushku@hsbhs.com">adushku@hsbhs.com</a></td>
<td><a href="http://www.hsbhs.com">www.hsbhs.com</a></td>
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<td>18</td>
<td>Journal for Minority Medical Students</td>
<td>• Journal</td>
<td>A non-technical publication designed to inform its readers of the most pressing issues in medical education.</td>
<td>10,000 subscribers (70% of the total population of minority medical students and residents).</td>
<td>African Americans, American Indians, and Hispanics</td>
<td>$925-$2,475 depending on size and color. $650 per quarter for a website banner.</td>
<td>(504) 365-7088, <a href="mailto:theJournal@minoritymedicalstudents.com">theJournal@minoritymedicalstudents.com</a></td>
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<td>19</td>
<td>Journal of Blacks in Higher Education</td>
<td>• Online job postings</td>
<td>Dedicated to the conscientious investigation of the status and prospects for African Americans in higher education.</td>
<td>4,000 circulation</td>
<td>African Americans</td>
<td>Online: $100-$250. Print Ads: $195-$1,275 depending on size.</td>
<td>Elaine Kursch (212) 399-1084, <a href="mailto:ekursch@westnet.com">ekursch@westnet.com</a></td>
<td><a href="http://www.jbhe.com/jobs.html">http://www.jbhe.com/jobs.html</a></td>
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<td>20</td>
<td>MomMD</td>
<td>• Online job postings</td>
<td>An association and online magazine for allopathic (M.D.) and osteopathic (D.O.) women in medicine. The MomMD community provides resources, forums, and info for women physicians, residents, medical students and premed students.</td>
<td>MomMD receives over 330,000 page views per month from over 70,000 visits. As of Nov 2003, MomMD has over 6000 members</td>
<td>Women</td>
<td>$35-$265 depending on number of active postings. For more detailed information see <a href="http://www.mommd.com/jobboard.shtml">http://www.mommd.com/jobboard.shtml</a></td>
<td><a href="mailto:billing@mommmd.com">billing@mommmd.com</a> <a href="http://www.mommmd.com">www.mommmd.com</a></td>
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<td>21</td>
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<td><strong>National Association of Hispanic Nurses</strong></td>
<td><strong>Journal</strong></td>
<td>Promoting Hispanic Nurses to Improve the Health of Our Communities.</td>
<td>Hispanics</td>
<td>$450-$3,750 depending on size. For specifics, see <a href="http://www.thehispanicnurses.org/">http://www.thehispanicnurses.org/</a></td>
<td>Annette Imperati, 212.431.4370, <a href="mailto:aimperati@springerpub.com">aimperati@springerpub.com</a></td>
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<td><strong>National Black Nurses Association</strong></td>
<td><strong>Online job postings</strong></td>
<td>Provides a forum for collective action by African American nurses to &quot;investigate, define and determine what the health care needs of African Americans are and to implement change to make available to African Americans and other minorities health care commensurate with that of the larger society.&quot;</td>
<td>Approximately 150,000 African American nurses from the USA, Eastern Caribbean and Africa.</td>
<td>Advertisements will be published in two-month installments. The base price is $350 for an 18-line advertisement (42 characters per line), which includes one hypertext link. Additional lines may be added at the cost of $10 each.</td>
<td>Patricia Gray at <a href="mailto:patgray@nbna.org">patgray@nbna.org</a> or 301.589.3200</td>
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<td><strong>National Dental Association</strong></td>
<td><strong>Email Listserv</strong></td>
<td>The premier dental organization for ethnic minorities</td>
<td>Over 7,000 African American dentists in the United States and abroad.</td>
<td>Minorities</td>
<td>202-588-1697, <a href="mailto:admin@ndaonline.org">admin@ndaonline.org</a></td>
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<td><strong>National Pharmaceutical Association (NPhA)</strong></td>
<td><strong>Publication</strong></td>
<td>State and local associations of professional minority pharmacists</td>
<td>Minorities</td>
<td><a href="mailto:npha@npha.net">npha@npha.net</a>, 800-944-NPHA</td>
<td><a href="http://www.npha.net">www.npha.net</a></td>
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<td>Native Research Network</td>
<td>Email listserv</td>
<td>Establishes and maintains a proactive research network of Indigenous people of the Americas, such as American Indian, Alaska Native, Kanaka Maoli, and Canadian Aboriginal people.</td>
<td>103 members</td>
<td>Native Americans</td>
<td>FREE</td>
<td><a href="mailto:MPardilla@salud.unm.edu">MPardilla@salud.unm.edu</a>, <a href="mailto:leslie.randall@mail.ihs.gov">leslie.randall@mail.ihs.gov</a></td>
<td><a href="http://www.aaip.com/nrnet/nrn.html">http://www.aaip.com/nrnet/nrn.html</a></td>
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<td>2</td>
<td>Office Of Minority Health</td>
<td>Online job postings</td>
<td>Serves as an information and referral service on minority health issues for professionals, community groups, consumers, and students</td>
<td>MINORITIES</td>
<td>FREE</td>
<td>1-800-444-6472</td>
<td><a href="http://www.omhrc.gov/OMH/sidebar/employment.htm">http://www.omhrc.gov/OMH/sidebar/employment.htm</a></td>
<td><a href="http://www.omhrc.gov/OMH/sidebar/employment.htm">http://www.omhrc.gov/OMH/sidebar/employment.htm</a></td>
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<td>3</td>
<td>Philippine Nurses Association of America, Inc.</td>
<td>Email listserv</td>
<td>Provides an organization that will uphold the image and foster the welfare of the Philippine Nurses in the United States as a professional.</td>
<td>PHILIPPINAS</td>
<td>FREE</td>
<td><a href="mailto:PHNAA2003@yahoo.com">PHNAA2003@yahoo.com</a></td>
<td><a href="http://www.pnaa03.org/">http://www.pnaa03.org/</a></td>
<td><a href="http://www.pnaa03.org/">http://www.pnaa03.org/</a></td>
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<td>4</td>
<td>Society for the Analysis of African-American Public Health Issues (SAAPHI)</td>
<td>Email listserv</td>
<td>Dedicated to improving the overall health of African Americans.</td>
<td>AFRICAN AMERICANS</td>
<td>FREE</td>
<td><a href="mailto:Listserv@Listserv.CDC.GOV">Listserv@Listserv.CDC.GOV</a></td>
<td><a href="http://www.saaphi.org/">http://www.saaphi.org/</a></td>
<td><a href="http://www.saaphi.org/">http://www.saaphi.org/</a></td>
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<td>5</td>
<td>Society of Executive Leadership in Academic Medicine (SELAM)</td>
<td>Email listserv</td>
<td>Committed to the advancement and promotion of women to executive positions in academic health professions through programs that enhance professional development and provide networking and mentoring opportunities.</td>
<td>250 women and a few men, mostly at senior levels (including about a dozen deans)</td>
<td>WOMEN</td>
<td>FREE</td>
<td><a href="mailto:selam@drexel.edu">selam@drexel.edu</a></td>
<td><a href="http://www.selaminternational.org/">http://www.selaminternational.org/</a></td>
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Attachment V

What Can Be Done: Race-Neutral Strategies for Increasing Faculty Diversity

• Make academic administration accountable at all levels for affirmative action efforts:
  o Include diversity efforts in performance reviews of deans and chairs
  o Evaluate diversity efforts in allocation of departmental resources
  o Make affirmative action and diversity mandatory elements of short and long term planning

• Provide financial incentives to departments and divisions for effective good faith efforts to promote faculty and campus diversity:
  o Consider affirmative action efforts in the allocation of FTE
  o Award discretionary funds and/or additional graduate support funds as reward for exemplary efforts

• Collect, analyze and distribute information about the nature of the problem:
  o Conduct focus groups, campus climate surveys and exit interviews
  o Conduct regular pay equity studies and implement a process for salary adjustments
  o Track hiring results by gender and race, and make the information readily available to faculty involved in hiring and to the campus community
  o Add Affirmative Action/EEO links to campus home pages, departmental sites, and academic personnel web information

• Examine hiring practices to optimize diversity:
  o Collaborate with other departments to find opportunities for cluster hiring
  o Use broadly worded position announcements to get a wider pool
  o Provide sufficient resources for targeted advertising and recruitment
  o Develop effective spouse/partner hiring programs
  o Develop pre- and postdoctoral programs focused on diversity
  o Include commitment to diversity statement in all job announcements
  o Develop job descriptions that reflect desired attributes such as ability to work with diverse students or commitment to the success of underrepresented students

• Conduct affirmative action training programs for deans, chairs and search committees:
  o Emphasize the economic consequences of failure to address diversity
  o Discuss current research on the educational benefits of diversity
  o Illustrate the legal risks in violating equal opportunity principles
  o Address “best practices” in search and recruitment activities
  o Include training on responding effectively to discrimination complaints
Value diversity by valuing research, service and teaching that contributes to the diversity of the academic community:
  o Use faculty development programs to reward diversity contributions
  o Value diversity in promotion and merit reviews
  o Develop special recognition and award programs for faculty who make exceptional contributions to diversity on campus

Make efforts to identify and plug “leaks” in the pipeline:
  o Establish mentor programs for junior faculty
  o Promote informal networks between junior and senior faculty
  o Recognize and compensate for the “double duty” imposed on women and minority faculty who are underrepresented in their field

Enforce existing non-discrimination policies in academic personnel:
  o Change focus from eliminating “preferences for minorities” to identifying and addressing the preferences accruing to majority groups
  o Have clear effective grievance procedures with prompt remedial action

Sponsor regular efforts to promote a welcoming campus climate:
  o Publish a Chancellor’s statement of support for diversity
  o Sponsor educational and multicultural events and lectures
  o Implement prompt and effective responses to identified problems

For more information on UC faculty affirmative action:

• See the University of California Affirmative Action Guidelines for Recruitment and Retention of Faculty, (updated January 1, 2002) and available on the web at:  http://www.ucop.edu/acadadv/fgsaa/affirmative.html

• See the Academic Advancement web site at:  http://www.ucop.edu/acadadv/welcome.html
### Assessment of Chairs Responses

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<tr>
<th>Vacancy Number</th>
<th>Committee Chair</th>
<th>Date Dr. Brody sent initial introductory e-mail with resources</th>
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**Assessment of Chairs Responses**

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Attachment VII

Draft Questionnaire

1. To what extent did the contact with the Ambassador program (HB) (not at all, slightly, moderately, quite a bit):
   a. ...increase your awareness of the need to increase the diversity of the applicant pool?
   b. ...increase your interest in increasing the diversity of the applicant pool?
   c. ...increase your knowledge of ways to increase the diversity of the applicant pool?

2. How helpful to you (your search committee) were the following (not at all helpful, slightly helpful, somewhat helpful, very helpful, and extremely helpful) (all respondents)
   d. ...the information about the Ambassador program on the “approval form”
   e. ...the initial materials sent to you by HB
   f. ...the personal contact by HB (by email)

   (subset of respondents who met with HB)
   g. ...the meeting with HB

3. Overall, would you rate the helpfulness to you (your search committee) of the contact with the Ambassador program (HB) (not at all helpful, slightly helpful, somewhat helpful, very helpful, and extremely helpful).

4. How could this program (HB) have been more helpful in increasing the diversity of the applicant pool for your search?
   h. ...increase your awareness of the need to increase the diversity of the applicant pool?
   i. ...increase your interest in increasing the diversity of the applicant pool?
   j. ...increase your knowledge of ways to increase the diversity of the applicant pool?

   k. ...the personal contact by HB (by email)

5. Overall, would you rate the helpfulness to you (your search committee) of the contact with the Ambassador program (HB) (not at all helpful, slightly helpful, somewhat helpful, very helpful, and extremely helpful)
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<th>BLACK</th>
<th>HISPANIC</th>
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<th>TOTAL MINORITY</th>
<th>WHITE</th>
<th>TOTAL</th>
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<td><strong>16.6%</strong></td>
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<td><strong>1.83%</strong></td>
<td><strong>1.52%</strong></td>
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<td><strong>13.3%</strong></td>
<td><strong>0.51%</strong></td>
<td><strong>0.92%</strong></td>
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<td>1775</td>
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<tr>
<td></td>
<td>38</td>
<td>71</td>
<td>2.16%</td>
<td>38</td>
<td>71</td>
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Table 2: Medical Faculty - Gender and Ethnicity Comparison between 2000 and 2004
<table>
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<tr>
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<th>BLACK</th>
<th>HISPANIC</th>
<th>NATIVE AMERICAN/INDIAN</th>
<th>TOTAL MINORITY</th>
<th>WHITE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MALE</strong></td>
<td><strong>COUNT</strong></td>
<td>3</td>
<td>1</td>
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<td>0</td>
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<tr>
<td></td>
<td><strong>PERCENT</strong></td>
<td>2.08%</td>
<td>0.68%</td>
<td>0.69%</td>
<td>0.69%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>FEMALE</strong></td>
<td><strong>COUNT</strong></td>
<td>11</td>
<td>10</td>
<td>4</td>
<td>8</td>
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<td></td>
<td><strong>PERCENT</strong></td>
<td>7.64%</td>
<td>6.80%</td>
<td>2.78%</td>
<td>5.44%</td>
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<td>1.36%</td>
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<td><strong>TOTALS</strong></td>
<td><strong>COUNT</strong></td>
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<td>11</td>
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<td>9</td>
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<td><strong>PERCENT</strong></td>
<td>9.72%</td>
<td>7.48%</td>
<td>3.47%</td>
<td>6.12%</td>
<td>4.17%</td>
<td>1.36%</td>
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Table 4: Pharmacy Faculty - Gender and Ethnicity
Comparison between 2000 and 2004

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<th>BLACK</th>
<th>HISPANIC</th>
<th>NATIVE AMERICAN/INDIAN</th>
<th>TOTAL MINORITY</th>
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<th>TOTAL</th>
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<tbody>
<tr>
<td>YEAR</td>
<td></td>
<td></td>
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<td>0</td>
<td>17</td>
<td>28</td>
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<td>2004</td>
<td>27</td>
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<td>1</td>
<td>0</td>
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<td>54</td>
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<td>100.00%</td>
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<td>16.33%</td>
<td>39.93%</td>
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<tr>
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<td>0.68%</td>
<td>1.79%</td>
<td>1.36%</td>
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</table>
Table 5
School of Medicine
Percentage of Applicants and Appointees by Ethnicity and Gender
Closed searches January 1, 2004-October 15, 2004
(N= 300 applicants in 61 Searches)

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<thead>
<tr>
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<td>Percentages</td>
<td>Total Number</td>
<td>Percentages</td>
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<tr>
<td>Male</td>
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<td>63%</td>
<td>35</td>
<td>57%</td>
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</tr>
<tr>
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<td>37%</td>
<td>26</td>
<td>43%</td>
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<tr>
<td>Total:</td>
<td>300</td>
<td>100%</td>
<td>61</td>
<td>100%</td>
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<tr>
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<td>1.6%</td>
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<tr>
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<td>73</td>
<td>24%</td>
<td>16</td>
<td>26%</td>
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<td>0</td>
<td>1%*</td>
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</tbody>
</table>

*This was an internal appointment