

2003 BRIEFING ON THE ACADEMIC WORKFORCE AND RECRUITMENTS

INTRODUCTION

The purpose of this briefing is to provide a summary of data on the ladder-rank faculty workforce, including areas of underutilization and placement goals, and the recruitment of faculty into the workforce. This information is presented in the following data tables:

- Workforce – Underutilization – Placement Goals
- Appointments (11/1/95 – 10/31/02)
- Recruitments (Completed 11/1/01-10/3/02):
Availability, Applicant Pools, Hires, and Achievement of Placement Goals
- “Best Practice” Outreach Efforts by Departments to Develop Applicant Pools (2001-02 Recruitment Cycle)

This data is intended to serve as a management tool for those responsible for recruiting new faculty, developing a diverse workforce, and proactively ensuring equal opportunity. Such proactive efforts help to meet the University’s obligation as a federal contractor to be an equal opportunity/affirmative action employer.

<i>In reviewing the table addressing:</i>	<i>One may want to ask:</i>
Workforce, Underutilization, Goals	How diversified is the workforce of my department? Is any particular group underutilized in the workforce? If so, how many additional people are needed to reach parity for that group? Has an annual placement goal been set to reach the desired level of diversity?
Appointment Track Record	Have appointments over the past seven years been diverse? If the appointment track record lacks diversity, is it due to: <ul style="list-style-type: none"> ○ Recruitment for high-ranking positions? ○ Very specific disciplines? ○ Limited availability? ○ Insufficient outreach?
Recruitments Completed 11/1/01-10/31/02	Do applicant pool percentages meet availability benchmarks? If not, was the outreach sufficient? Was the placement goal met?
Outreach Efforts	What types of outreach efforts were made? Does outreach need to be broadened?

UNDERSTANDING AFFIRMATIVE ACTION

To better understand affirmative action, please keep these points in mind:

- As a federal contractor, UC is subject to federal regulations requiring an affirmative action program.
- The program applies to all UC staff, academic employees, and applicants for employment.
- UC fulfills program requirements, in part, by collecting/analyzing race and gender data to monitor employment practices to ensure that everyone is provided equal opportunity in employment, particularly those groups that historically have been discriminated against because of race, ethnicity, sex, etc.¹
- Federal regulations also require identifying areas within the workforce where women and certain ethnic groups are underutilized and setting placement goals for these groups. Goals are reasonably attainable objectives met through good-faith efforts, but goals:
 - are not quotas
 - do not create positions reserved for specific groups
 - should not be considered as either a ceiling or a floor for the employment of particular groups
 - do not provide a justification to extend a preference to any individual on the basis of the person's gender, race, or ethnicity
 - may not be used to supersede merit selection principles or as a justification for hiring a less qualified person over a more qualified person.
- Good-faith efforts in meeting hiring goals include broad advertising of job openings and outreach efforts to develop a pool of well-qualified applicants, including those individuals who are women and from specific ethnic groups.
- UC is also subject to state regulations, in particular, Section 31 of Article 1 (established by Proposition 209) of the California State Constitution, which states:

The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.

Thus, to be in compliance with both federal and state regulations, UC must do a thorough, open recruitment that includes advertising to inform a broad audience and that may be augmented by more targeted outreach. In formally reviewing application materials and selecting a candidate, one may only consider the knowledge, skills, and qualifications of an applicant as they relate to the job.

On the following page is the list of “best practice” recruitment strategies to develop large, well-qualified, and diverse applicant pools.

¹ Per federal regulations, the groups are women and four ethnic groups that include Blacks (referred to as African-Americans in this briefing), Hispanics, Asians or Pacific Islanders (referred to collectively as Asians), and American Indians or Alaskan Natives (referred to collectively as American Indians). The ethnic groups are referred to collectively as Total Minority.

BEST PRACTICES

For Achieving Diversified Applicant and Candidate Pools in Faculty Recruitments

In order to achieve diversified applicant and candidate pools in recruiting faculty, academic units are encouraged to utilize the “best practice” strategies outlined below.

Advertise Position	<ul style="list-style-type: none"> • Widely advertise job opening by sending announcements to: <ul style="list-style-type: none"> ○ National journals ○ Departments at other campuses/institutions ○ Academic and professional associations (including committees within these associations) ○ Listservs ○ Web sites • To determine whether a job posting effectively generates applicants, create a unique code in the address that applicants are instructed to use to submit application materials.
Contact Individuals	<ul style="list-style-type: none"> • Because the University of California produces a large share of the national pool of doctorates, consult with colleagues at other UC campuses to identify potential applicants, including those from diverse backgrounds. • Make personal contact with academic administrators and faculty at non-UC institutions to identify a possible pool of diverse candidates. • Specifically target job announcements and application information at those with Ph.D.s relevant to the job requirements. Utilize directories and rosters of prestigious fellowship programs at both the dissertation and postdoctoral levels that support individuals from diverse backgrounds. • Attend conferences that provide opportunities to recruit applicants. • Identify individuals who have achieved excellence outside academe.
Amplify the Equal Opportunity/Affirmative Action Statement	<ul style="list-style-type: none"> • Whenever possible, replace the term “EO/AA” in ads with “UCSD is an Equal Opportunity/Affirmative Action Employer with a strong institutional commitment to the achievement of excellence and diversity among its faculty and staff.”
Utilize Department Resources	<ul style="list-style-type: none"> • Include the department Internet address in job postings. • Seek to form search committees with diverse memberships. • Have at least two search committee members review all initial application materials. • Use the Partner Opportunities Program to inform applicants of employment resources for spouses/partners. • Use the mentoring program to welcome top candidates. • Showcase the academic excellence of the department by featuring faculty and research programs. • Create a visiting scholars program, distinguished lecturer series, or other mechanisms that will attract diverse faculty. • Have department chairs attend orientation sessions that include guidance on administering searches.
Assess Applicant Pool	<ul style="list-style-type: none"> • Review the applicant pool prior to beginning the selection process to determine whether women and minority applicants are represented in the pool. If women and minority applicants are not present in the pool at about the rate of their estimated availability in the field, then review whether recruitment and outreach procedures were sufficiently broad, and if not, consider reopening the search with expanded, inclusive recruitment efforts.

Web site: <http://academicaffairs.ucsd.edu/offices/aaa/bestpractices/default.htm> (Revised 8/1/03)

LADDER-RANK FACULTY WORKFORCE -- UNDERUTILIZATION -- PLACEMENT GOALS

The sex and ethnicity of the academic workforce is ascertained as of 10/31 each year. In addition, sex and ethnic data are collected on individuals who have earned Ph.D.s in order to provide a reasonable gauge of availability and thereby establish the expected diversity of the workforce. The two sets of data are compared to determine whether certain groups within the workforce are underutilized. If underutilization is noted, and the number needed in the workforce to reach parity is equal to or greater than 1, a placement goal is set. This goal is equal to the percentage of Ph.D.s available and represents a targeted percentage of total placements. Thus, if the placement goal is 10% for a particular group, and 10 appointments are made during a recruitment cycle, ideally one (10%) of the total placements would be from that group.

LADDER-RANK FACULTY WORKFORCE AS OF 10/31/02														UNDERUTILIZATION (Additional number needed to reach parity)						PLACEMENT GOALS (Goals based on % of PhDs/MDs available & are the targeted % of total)									
	Men		Women		White		Afr-Am		Hisp		Asian		Am Ind		Total Min	Total	Wm	Afr	His	Asn	Al	Tot Mn	Wm	Afr	His	Asn	Al	Tot Mn	
JSOE	136	94%	9	6%	97	67%	0	0%	5	3%	43	30%	0	0%	48	33%	145	8	2					12%	2%				
Bioengineering	12	86%	2	14%	8	57%	0	0%	0	0%	6	43%	0	0%	6	43%	14	2						26%					
Comp Sci & Engr	39	98%	1	3%	28	70%	0	0%	1	3%	11	28%	0	0%	12	30%	40	5	1				16%	1%					
Elec & Comp Engr	42	98%	1	2%	24	56%	0	0%	1	2%	18	42%	0	0%	19	44%	43	3	1				8%	2%					
Mech & Aero Engr	29	85%	5	15%	27	79%	0	0%	1	3%	6	18%	0	0%	7	21%	34		1		1			2%		21%		25%	
Structural Engr	14	100%	0	0%	10	71%	0	0%	2	14%	2	14%	0	0%	4	29%	14	2			1			11%			19%		
PHYSICAL SCI	121	90%	14	10%	109	81%	1	1%	5	4%	19	14%	1	1%	26	19%	135	16	1				22%	2%					
Chem/Biochem	36	88%	5	12%	36	88%	0	0%	0	0%	5	12%	0	0%	5	12%	41	6	1	1			1	27%	2%	3%			16%
Math	45	90%	5	10%	40	80%	1	2%	1	2%	7	14%	1	2%	10	20%	50	5					21%						
Physics	40	91%	4	9%	33	75%	0	0%	4	9%	7	16%	0	0%	11	25%	44	2	1				13%	1%					
BIOLOGICAL SCI	52	84%	10	16%	49	79%	0	0%	2	3%	11	18%	0	0%	13	21%	62	13	1				38%	2%					
Cellular & Dev	16	84%	3	16%	18	95%	0	0%	0	0%	1	5%	0	0%	1	5%	19	4			1		2	38%			11%		16%
Ecol, Behav & Evol	12	92%	1	8%	9	69%	0	0%	0	0%	4	31%	0	0%	4	31%	13	4					38%						
Molecular Bio	14	74%	5	26%	13	68%	0	0%	0	0%	6	32%	0	0%	6	32%	19	2					37%						
Neurobio	10	91%	1	9%	9	82%	0	0%	2	18%	0	0%	0	0%	2	18%	11	3			1		38%			12%			
SOCIAL SCI	130	71%	54	29%	156	85%	8	4%	14	8%	6	3%	0	0%	28	15%	184	22	1		4	1	41%	5%		6%	1%		
Anthropology	10	63%	6	38%	15	94%	0	0%	1	6%	0	0%	0	0%	1	6%	16	3					54%					10%	
Cognitive Sciences	14	70%	6	30%	18	90%	0	0%	2	10%	0	0%	0	0%	2	10%	20	2	1		2		38%	3%		9%		15%	
Communication	9	47%	10	53%	15	79%	1	5%	1	5%	2	11%	0	0%	4	21%	19												
Economics	20	80%	5	20%	24	96%	0	0%	0	0%	1	4%	0	0%	1	4%	25	1	1	1	1		3	24%	4%	3%	9%	16%	
Ethnic Studies	6	46%	7	54%	3	23%	4	31%	4	31%	2	15%	0	0%	10	77%	13												
Linguistics	8	73%	3	27%	10	91%	0	0%	1	9%	0	0%	0	0%	1	9%	11	3			1		53%			11%		18%	
Political Science	25	83%	5	17%	28	93%	1	3%	1	3%	0	0%	0	0%	2	7%	30	4	1		1		2	30%	7%		5%	15%	
Psychology	18	72%	7	28%	23	92%	0	0%	1	4%	1	4%	0	0%	2	8%	25	7	1				1	56%	4%			12%	
Sociology	20	80%	5	20%	20	80%	2	8%	3	12%	0	0%	0	0%	5	20%	25	7			1		50%			5%			

LADDER-RANK FACULTY APPOINTMENTS (11/1/95 - 10/31/02)

The purpose of this table is to show hiring trends by department for a seven-year period. Such information may be useful to departments in planning future recruitment outreach efforts if the hiring trend indicates a lack of diversity.

	TOTAL	MEN		WOMEN		WHITE		AFRICAN-AMERICAN		HISPANIC		ASIAN		AMERICAN INDIAN		TOTAL MINORITY	
SCH OF ENGINEERING																	
App. Mechanics & Engrn Sci *	14	14	100.0%		0.0%	14	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Bioengineering	6	6	100.0%		0.0%	4	66.7%		0.0%		0.0%	2	33.3%		0.0%	2	33.3%
Computer Science & Engrn	19	19	100.0%		0.0%	14	73.7%		0.0%	1	5.3%	4	21.1%		0.0%	5	26.3%
Electrical/Computer Engrn	15	15	100.0%		0.0%	8	53.3%		0.0%		0.0%	7	46.7%		0.0%	7	46.7%
Mechanical & Aerospace Engrn	1	1	100.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%		0.0%	1	100.0%
Structural Engrn	5	5	100.0%		0.0%	4	80.0%		0.0%	1	20.0%		0.0%		0.0%	1	20.0%
Subtotal	60	60	100.0%	0	0.0%	44	73.3%	0	0.0%	2	3.3%	14	23.3%	0	0.0%	16	26.7%
PHYSICAL SCIENCES																	
Chemistry/Biochemistry	16	15	93.8%	1	6.3%	13	81.3%		0.0%		0.0%	3	18.8%		0.0%	3	18.8%
Mathematics	15	14	93.3%	1	6.7%	9	60.0%		0.0%		0.0%	6	40.0%		0.0%	6	40.0%
Physics	12	12	100.0%		0.0%	11	91.7%		0.0%		0.0%	1	8.3%		0.0%	1	8.3%
Subtotal	43	41	95.3%	2	4.7%	33	76.7%	0	0.0%	0	0.0%	10	23.3%	0	0.0%	10	23.3%
BIOLOGICAL SCIENCES	25	14	56.0%	11	44.0%	18	72.0%	1	4.0%		0.0%	6	24.0%		0.0%	7	28.0%
SOCIAL SCIENCES																	
Anthropology	9	6	66.7%	3	33.3%	8	88.9%	1	11.1%		0.0%		0.0%		0.0%	1	11.1%
Cognitive Science	8	4	50.0%	4	50.0%	6	75.0%		0.0%	1	12.5%	1	12.5%		0.0%	2	25.0%
Communication	11	4	36.4%	7	63.6%	8	72.7%	2	18.2%		0.0%	1	9.1%		0.0%	3	27.3%
Economics	13	9	69.2%	4	30.8%	11	84.6%		0.0%	1	7.7%	1	7.7%		0.0%	2	15.4%
Ethnic Studies	8	2	25.0%	6	75.0%		0.0%	3	37.5%	3	37.5%	2	25.0%		0.0%	8	100.0%
Linguistics	6	3	50.0%	3	50.0%	5	83.3%		0.0%	1	16.7%		0.0%		0.0%	1	16.7%
Political Science	13	9	69.2%	4	30.8%	12	92.3%		0.0%		0.0%	1	7.7%		0.0%	1	7.7%
Psychology	9	6	66.7%	3	33.3%	8	88.9%		0.0%		0.0%	1	11.1%		0.0%	1	11.1%
Sociology	7	6	85.7%	1	14.3%	7	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Subtotal	84	49	58.3%	35	41.7%	65	77.4%	6	7.1%	6	7.1%	7	8.3%	0	0.0%	19	22.6%
GRAD SCH OF INTL REL PACIFIC STUDIES	7	7	100.0%		0.0%	5	71.4%		0.0%		0.0%	2	28.6%		0.0%	2	28.6%

* In 1999, the Department of Applied Mechanics and Engineering Science was partitioned into two new departments: Mechanical and Aerospace Engineering and Structural Engineering.

ARTS & HUMANITIES	TOTAL	MEN		WOMEN		WHITE		AFRICAN-AMERICAN		HISPANIC	ASIAN		AMERICAN INDIAN		TOTAL MINORITY		
History	10	4	40.0%	6	60.0%	7	70.0%	2	20.0%		0.0%	1	10.0%		0.0%	3	30.0%
Literature	14	7	50.0%	7	50.0%	6	42.9%	4	28.6%		0.0%	4	28.6%		0.0%	8	57.1%
Music	5	3	60.0%	2	40.0%	4	80.0%	1	20.0%		0.0%		0.0%		0.0%	1	20.0%
Philosophy	11	9	81.8%	2	18.2%	11	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Theatre/Dance	7	2	28.6%	5	71.4%	7	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Visual Arts	11	4	36.4%	7	63.6%	10	90.9%		0.0%	1	9.1%		0.0%		0.0%	1	9.1%
Subtotal	58	29	50.0%	29	50.0%	45	77.6%	7	12.1%	1	1.7%	5	8.6%	0	0.0%	13	22.4%

SCHOOL OF MEDICINE

Anesthesiology	5	3	60.0%	2	40.0%	4	80.0%		0.0%		0.0%	1	20.0%		0.0%	1	20.0%
Cellular & Molecular Medicine	5	4	80.0%	1	20.0%	3	60.0%		0.0%		0.0%	2	40.0%		0.0%	2	40.0%
Fam & Preventive Medicine	3	2	66.7%	1	33.3%	3	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Medicine	13	12	92.3%	1	7.7%	10	76.9%		0.0%		0.0%	3	23.1%		0.0%	3	23.1%
Neurosciences	6	6	100.0%		0.0%	5	83.3%		0.0%		0.0%	1	16.7%		0.0%	1	16.7%
Ophthalmology	0		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Orthopaedics	1	1	100.0%		0.0%	1	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Pathology	4	3	75.0%	1	25.0%	3	75.0%		0.0%		0.0%	1	25.0%		0.0%	1	25.0%
Pediatrics	3	3	100.0%		0.0%	3	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Pharmacology	3	3	100.0%		0.0%	3	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Psychiatry	3	2	66.7%	1	33.3%	2	66.7%		0.0%		0.0%	1	33.3%		0.0%	1	33.3%
Radiology	5	4	80.0%	1	20.0%	4	80.0%		0.0%		0.0%	1	20.0%		0.0%	1	20.0%
Reproductive Medicine	4	4	100.0%		0.0%	2	50.0%		0.0%		0.0%	2	50.0%		0.0%	2	50.0%
Surgery	2	1	50.0%	1	50.0%	2	100.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%
Subtotal	57	48	84.2%	9	15.8%	45	78.9%	0	0.0%	0	0.0%	12	21.1%	0	0.0%	12	21.1%

SCRIPP INST OF OCEANOGRAPHY

TOTAL	19	14	73.7%	5	26.3%	17	89.5%		0.0%		0.0%	2	10.5%		0.0%	2	10.5%
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TOTAL	353	262	74.2%	91	25.8%	272	77.1%	14	4.0%	9	2.5%	58	16.4%	0	0.0%	81	22.9%
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**LADDER-RANK FACULTY RECRUITMENTS (COMPLETED DURING 11/1/01 - 10/31/02)
 AVAILABILITY, APPLICANT POOLS, NEW HIRES, AND ACHIEVEMENT OF PLACEMENT GOAL:**

Availability data, which is based on Ph.D.s awarded over a 20-year period, serves not only as a benchmark for measuring the diversity of the workforce, but also as a gauge of the expected diversity of applicant pools and as a means for setting placement goals. The purpose of this table is first to provide a comparison of the percentages available (the benchmarks) to the percentages who applied to measure the diversity of the applicant pools, and secondly to provide a comparison of the percentages available to the percentages of hires where a placement goal has been established (italicized, bold availability percentage).

JACOBS SCHOOL OF ENGINEERING

BIOENGNR

Availability *

Applied

Short List

Hired

Goal met?

TOTAL	MEN		WOMEN		WHITE	UNKNOWN	AFR-AM	HISPANIC	ASIAN	AM-IND	TOTAL MIN	
	74.2%		25.8%		81.8%		1.7%	2.3%	13.9%	0.3%	18.2%	
47	44	93.6%	3	6.4%	32	68.1%	1 2.1%	0 0.0%	1 2.1%	13 27.7%	0 0.0%	14 29.8%
13	13	100.0%	0	0.0%	9	69.2%	1 7.7%	0 0.0%	1 7.7%	2 15.4%	0 0.0%	3 23.1%
3	3	100.0%	0	0.0%	2	66.7%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 33.3%
* Availability calculated 11/01.											No	

CSE

Availability

Applied

Short List

Hired

Goal met?

	84.2%		15.8%		79.2%		1.3%	1.8%	17.4%	0.3%	20.8%	
391	341	87.2%	50	12.8%	85	21.7%	172 44.0%	0 0.0%	9 2.3%	125 32.0%	0 0.0%	134 34.3%
28	25	89.3%	3	10.7%	22	78.6%	0 0.0%	0 0.0%	0 0.0%	6 21.4%	0 0.0%	6 21.4%
6	6	100.0%	0	0.0%	4	66.7%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	2 33.3%
											No	

ECE

Availability

Applied

Short List

Hired

Goal met?

	91.6%		8.4%		73.5%		1.8%	2.1%	22.4%	0.2%	26.5%	
251	233	92.8%	18	7.2%	88	35.1%	69 27.5%	2 0.8%	0 0.0%	92 36.7%	0 0.0%	94 37.5%
22	20	90.9%	2	9.1%	15	68.2%	0 0.0%	0 0.0%	0 0.0%	7 31.8%	0 0.0%	7 31.8%
4	4	100.0%	0	0.0%	4	100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
											No	

MAE

Availability

Applied

Short List

Hired

Goal met?

	89.2%		10.8%		75.5%		1.5%	2.1%	20.6%	0.3%	24.5%	
27	27	100.0%	0	0.0%	18	66.7%	1 3.7%	0 0.0%	0 0.0%	8 29.6%	0 0.0%	8 29.6%
7	7	100.0%	0	0.0%	4	57.1%	0 0.0%	0 0.0%	0 0.0%	3 42.9%	0 0.0%	3 42.9%
1	1	100.0%	0	0.0%	0	0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%
										Yes	Yes	

STRUCT ENGNR

Availability

Applied

Short List

Hired

Goal met?

	88.9%		11.1%		76.3%		2.0%	2.8%	18.6%	0.3%	23.7%	
143	132	92.3%	11	7.7%	89	62.2%	4 2.8%	0 0.0%	6 4.2%	44 30.8%	0 0.0%	50 35.0%
8	7	87.5%	1	12.5%	7	87.5%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 12.5%
1	1	100.0%	0	0.0%	1	100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
										No		

TOTAL JSOE	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		88.0%		12.0%		76.0%				1.6%		2.1%		20.1%		0.2%		24.0%	
Applied	859	777	90.5%	82	9.5%	312	36.3%	247	28.8%	2	0.2%	16	1.9%	282	32.8%	0	0.0%	300	34.9%
Short List	78	72	92.3%	6	7.7%	57	73.1%	1	1.3%	0	0.0%	1	1.3%	19	24.4%	0	0.0%	20	25.6%
Hired	15	15	100.0%	0	0.0%	11	73.3%	0	0.0%	0	0.0%	0	0.0%	4	26.7%	0	0.0%	4	26.7%
Goal met?				No						No									

PHYSICAL SCIENCES

CHEM/BIOCHM	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		72.9%		27.1%		84.2%				1.7%		2.7%		11.1%		0.3%		15.8%	
Applied	453	396	87.4%	57	12.6%	321	70.9%	0	0.0%	0	0.0%	17	3.8%	115	25.4%	0	0.0%	132	29.1%
Short List	21	16	76.2%	5	23.8%	16	76.2%	0	0.0%	0	0.0%	2	9.5%	3	14.3%	0	0.0%	5	23.8%
Hired	4	4	100.0%	0	0.0%	3	75.0%	0	0.0%	0	0.0%	0	0.0%	1	25.0%	0	0.0%	1	25.0%
Goal met?				No						No		No						Yes	

MATH	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		79.2%		20.8%		82.9%				1.5%		2.1%		13.2%		0.3%		17.1%	
Applied	387	310	80.1%	77	19.9%	295	76.2%	23	5.9%	2	0.5%	7	1.8%	60	15.5%	0	0.0%	69	17.8%
Short List	26	23	88.5%	3	11.5%	21	80.8%	0	0.0%	0	0.0%	1	3.8%	4	15.4%	0	0.0%	5	19.2%
Hired	3	3	100.0%	0	0.0%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	2	66.7%	0	0.0%	2	66.7%
Goal met?				No								No							

PHYSICS	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		87.1%		12.9%		83.7%				1.3%		2.2%		12.5%		0.3%		16.3%	
Applied	357	326	91.3%	31	8.7%	163	45.7%	122	34.2%	0	0.0%	12	3.4%	60	16.8%	0	0.0%	72	20.2%
Short List	25	23	92.0%	2	8.0%	22	88.0%	1	4.0%	0	0.0%	0	0.0%	2	8.0%	0	0.0%	2	8.0%
Hired	3	3	100.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				No						No									

TOTAL PHYS SCI	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		77.6%		22.3%		83.9%				1.6%		2.5%		11.8%		0.3%		16.2%	
Applied	1197	1032	86.2%	165	13.8%	779	65.1%	145	12.1%	2	0.2%	36	3.0%	235	19.6%	0	0.0%	273	22.8%
Short List	72	62	86.1%	10	13.9%	59	81.9%	1	1.4%	0	0.0%	3	4.2%	9	12.5%	0	0.0%	12	16.7%
Hired	10	10	100.0%	0	0.0%	7	70.0%	0	0.0%	0	0.0%	0	0.0%	3	30.0%	0	0.0%	3	30.0%
Goal met?				No						No									

BIOLOGICAL SCIENCES

CELL & DEV B	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		61.9%		38.1%		84.6%				1.7%		2.3%		11.2%		0.3%		15.5%	
Applied	131	105	80.2%	26	19.8%	37	28.2%	52	39.7%	1	0.8%	2	1.5%	39	29.8%	0	0.0%	42	32.1%
Short List	10	7	70.0%	3	30.0%	8	80.0%	0	0.0%	0	0.0%	0	0.0%	2	20.0%	0	0.0%	2	20.0%
Hired	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100.0%
Goal met?														Yes					

ECOL, BEHAV & EVOL

Availability		62.4%		37.6%		87.6%				1.6%		2.8%		7.8%		0.3%		12.5%	
Applied	257	188	73.2%	69	26.8%	149	58.0%	82	31.9%	1	0.4%	11	4.3%	14	5.4%	0	0.0%	26	10.1%
Short List	7	4	57.1%	3	42.9%	5	71.4%	1	14.3%	0	0.0%	0	0.0%	1	14.3%	0	0.0%	1	14.3%
Hired	2	1	50.0%	1	50.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?														Yes					

MOLEC BIO

Availability		63.2%		36.8%		85.0%				1.7%		2.3%		10.8%		0.2%		15.0%	
Applied	222	181	81.5%	41	18.5%	117	52.7%	31	14.0%	1	0.5%	12	5.4%	61	27.5%	0	0.0%	74	33.3%
Short List	6	2	33.3%	4	66.7%	4	66.7%	0	0.0%	1	16.7%	1	16.7%	0	0.0%	0	0.0%	2	33.3%
Hired	2	0	0.0%	2	100.0%	1	50.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	1	50.0%
Goal met?														Yes					

NEURO BIO

Availability		62.4%		37.6%		83.6%				1.9%		2.5%		11.7%		0.4%		16.5%	
Applied	379	300	79.2%	79	20.8%	158	41.7%	120	31.7%	1	0.3%	14	3.7%	86	22.7%	0	0.0%	101	26.6%
Short List	9	7	77.8%	2	22.2%	7	77.8%	0	0.0%	0	0.0%	1	11.1%	1	11.1%	0	0.0%	2	22.2%
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?														No					

TOTAL BIO SCI

Availability		62.5%		37.5%		84.8%				1.7%		2.4%		10.8%		0.3%		15.2%	
Applied	989	774	78.3%	215	21.7%	461	46.6%	285	28.8%	4	0.4%	39	3.9%	200	20.2%	0	0.0%	243	24.6%
Short List	32	20	62.5%	12	37.5%	24	75.0%	1	3.1%	1	3.1%	2	6.3%	4	12.5%	0	0.0%	7	21.9%
Hired	6	3	50.0%	3	50.0%	4	66.7%	0	0.0%	1	16.7%	0	0.0%	1	16.7%	0	0.0%	2	33.3%
Goal met?														Yes					

SOCIAL SCIENCES

ANTHRO	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		46.0%		54.0%		89.7%				2.7%		3.8%		3.0%		0.8%		10.3%	
Applied	50	28	56.0%	22	44.0%	19	38.0%	21	42.0%	1	2.0%	4	8.0%	5	10.0%	0	0.0%	10	20.0%
Short List	6	4	66.7%	2	33.3%	5	83.3%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	0	0.0%	1	16.7%
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				No										No				No	

COGNITIVE SCI

Availability		61.8%		38.2%		84.7%				2.6%		3.2%		9.1%		0.4%		15.3%	
Applied	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Short List	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hired	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?		No placements were made; the goals for Asians and Total Minority remain unmet.																	
														No				No	

COMMUNICATION

Availability		49.4%		50.6%		84.8%				6.6%		4.0%		4.1%		0.5%		15.2%	
Applied	217	121	55.8%	96	44.2%	35	16.1%	128	59.0%	7	3.2%	13	6.0%	32	14.7%	2	0.9%	54	24.9%
Short List	16	9	56.3%	7	43.8%	10	62.5%	0	0.0%	1	6.3%	1	6.3%	4	25.0%	0	0.0%	6	37.5%
Hired	5	2	40.0%	3	60.0%	4	80.0%	0	0.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%
Goal met?		No underutilization was identified for this department.																	

ECONOMICS

Availability		76.4%		23.6%		84.3%				3.7%		2.5%		9.3%		0.2%		15.7%	
Applied	474	362	76.4%	112	23.6%	173	36.5%	173	36.5%	0	0.0%	54	11.4%	73	15.4%	1	0.2%	128	27.0%
Short List	28	20	71.4%	8	28.6%	9	32.1%	11	39.3%	0	0.0%	5	17.9%	3	10.7%	0	0.0%	8	28.6%
Hired	4	3	75.0%	1	25.0%	3	75.0%	0	0.0%	0	0.0%	0	0.0%	1	25.0%	0	0.0%	1	25.0%
Goal met?				Yes						No		No						Yes	

ETHNIC STUDIES

Availability		51.7%		48.3%		86.9%				4.8%		3.8%		3.9%		0.6%		13.1%	
Applied	248	96	38.7%	152	61.3%	45	18.1%	85	34.3%	11	4.4%	24	9.7%	83	33.5%	0	0.0%	118	47.6%
Short List	11	4	36.4%	7	63.6%	5	45.5%	0	0.0%	2	18.2%	2	18.2%	2	18.2%	0	0.0%	6	54.5%
Hired	2	1	50.0%	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	50.0%	0	0.0%	2	100.0%
Goal met?		No underutilization was identified for this department.																	

LINGUISTICS

Availability		47.2%		52.8%		82.2%				2.4%		4.4%		10.6%		0.4%		17.8%	
Applied	18	11	61.1%	7	38.9%	11	61.1%	0	0.0%	2	11.1%	2	11.1%	3	16.7%	0	0.0%	7	38.9%
Short List	3	3	100.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				No										No				No	

POLI SCI

Availability
Applied
Short List
Hired
Goal met?

TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
		70.2%		29.8%	85.2%				6.5%		3.1%		4.9%		0.3%		14.8%	
402	291	72.4%	111	27.6%	57	14.2%	289	71.9%	3	0.7%	25	6.2%	28	7.0%	0	0.0%	56	13.9%
11	7	63.6%	4	36.4%	5	45.5%	2	18.2%	0	0.0%	1	9.1%	3	27.3%	0	0.0%	4	36.4%
5	3	60.0%	2	40.0%	4	80.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%	1	20.0%
				Yes						No				Yes				Yes

PSYCHOLOGY

Availability
Applied
Short List
Hired
Goal met?

TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
		44.3%		55.7%	88.1%				4.2%		4.3%		2.9%		0.5%		11.9%	
188	97	51.6%	91	48.4%	95	50.5%	62	33.0%	3	1.6%	16	8.5%	12	6.4%	0	0.0%	31	16.5%
15	8	53.3%	7	46.7%	10	66.7%	3	20.0%	0	0.0%	0	0.0%	2	13.3%	0	0.0%	2	13.3%
1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100.0%
				No						No								Yes

SOCIOLOGY

Availability
Applied
Short List
Hired
Goal met?

TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
		50.3%		49.7%	84.2%				6.4%		4.2%		4.7%		0.5%		15.8%	
208	91	43.8%	117	56.3%	156	75.0%	0	0.0%	5	2.4%	15	7.2%	32	15.4%	0	0.0%	52	25.0%
12	3	25.0%	9	75.0%	8	66.7%	0	0.0%	0	0.0%	3	25.0%	1	8.3%	0	0.0%	4	33.3%
1	0	0.0%	1	100.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
				Yes										No				

TOTAL SOC SCI

Availability
Applied
Short List
Hired
Goal met?

TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
		58.6%		41.4%	85.5%				4.9%		3.6%		5.7%		0.4%		14.6%	
1805	1097	60.8%	708	39.2%	591	32.7%	758	42.0%	32	1.8%	153	8.5%	268	14.8%	3	0.2%	456	25.3%
102	58	56.9%	44	43.1%	55	53.9%	16	15.7%	3	2.9%	12	11.8%	16	15.7%	0	0.0%	31	30.4%
20	12	60.0%	8	40.0%	14	70.0%	0	0.0%	2	10.0%	0	0.0%	4	20.0%	0	0.0%	6	30.0%
				Yes						Yes				Yes		No		

Appointments via waiver to open recruitment process:
Communication: 1 white female.

INTERNATIONAL RELATIONS & PACIFIC STUDIES

Availability
Applied
Short List
Hired
Goal met?

TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
		73.8%		26.2%	84.6%				4.7%		2.7%		7.8%		0.2%		15.4%	
22	18	81.8%	4	18.2%	0	0.0%	3	13.6%	0	0.0%	0	0.0%	19	86.4%	0	0.0%	19	86.4%
2	1	50.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	2	100.0%
0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
				No						No		No						No

No placements were completed; the goals remain unmet.

ARTS & HUMANITIES

HISTORY

	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		67.1%		32.9%		90.4%				3.4%		2.6%		3.3%		0.3%		9.6%	
Applied	157	42	26.8%	115	73.2%	19	12.1%	107	68.2%	4	2.5%	6	3.8%	18	11.5%	3	1.9%	31	19.7%
Short List	9	4	44.4%	5	55.6%	3	33.3%	2	22.2%	1	11.1%	1	11.1%	1	11.1%	1	11.1%	4	44.4%
Hired	2	1	50.0%	1	50.0%	1	50.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	1	50.0%
Goal met?				Yes															

LITERATURE

Availability		42.9%		57.1%		89.2%				2.3%		5.8%		2.4%		0.3%		10.8%	
Applied	254	129	50.8%	125	49.2%	186	73.2%	28	11.0%	24	9.4%	8	3.1%	8	3.1%	0	0.0%	40	15.7%
Short List	26	10	38.5%	16	61.5%	16	61.5%	3	11.5%	4	15.4%	3	11.5%	0	0.0%	0	0.0%	7	26.9%
Hired	4	1	25.0%	3	75.0%	3	75.0%	0	0.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	1	25.0%
Goal met?				Yes															

MUSIC

Availability		64.6%		35.4%		91.6%				2.5%		1.8%		3.8%		0.3%		8.4%	
Applied	24	18	75.0%	6	25.0%	9	37.5%	10	41.7%	4	16.7%	0	0.0%	1	4.2%	0	0.0%	5	20.8%
Short List	4	3	75.0%	1	25.0%	3	75.0%	0	0.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	1	25.0%
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				No															

PHILOSOPHY

Availability		74.7%		25.3%		92.8%				1.8%		2.5%		2.5%		0.4%		7.2%		
Applied	522	418	80.1%	104	19.9%	37	7.1%	479	91.8%	0	0.0%	1	0.2%	4	0.8%	1	0.2%	6	1.1%	
Short List	3	3	100.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Goal met?		No underutilization was identified for this department.																		

THEATRE & DANCE

Availability		53.0%		47.0%		91.8%				4.2%		1.4%		2.3%		0.3%		8.2%	
Applied	96	44	45.8%	52	54.2%	26	27.1%	52	54.2%	12	12.5%	4	4.2%	2	2.1%	0	0.0%	18	18.8%
Short List	9	2	22.2%	7	77.8%	7	77.8%	0	0.0%	2	22.2%	0	0.0%	0	0.0%	0	0.0%	2	22.2%
Hired	2	0	0.0%	2	100.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				Yes						No									

VISUAL ARTS

Availability		32.8%		67.2%		93.5%				1.4%		2.1%		2.8%		0.2%		6.5%	
Applied	56	31	55.4%	25	44.6%	24	42.9%	28	50.0%	0	0.0%	3	5.4%	1	1.8%	0	0.0%	4	7.1%
Short List	4	3	75.0%	1	25.0%	4	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				No										No					

TOT ARTS/HUM	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		56.0%		44.0%		91.1%				2.4%		3.2%		3.0%		0.3%		8.9%	
Applied	1109	682	61.5%	427	38.5%	301	27.1%	704	63.5%	44	4.0%	22	2.0%	34	3.1%	4	0.4%	104	9.4%
Short List	55	25	45.5%	30	54.5%	36	65.5%	5	9.1%	8	14.5%	4	7.3%	1	1.8%	1	1.8%	14	25.5%
Hired	11	5	45.5%	6	54.5%	9	81.8%	0	0.0%	2	18.2%	0	0.0%	0	0.0%	0	0.0%	2	18.2%
Goal met?				Yes															

SCHOOL OF MEDICINE

Open recruitments were conducted only in the following units:

MEDICINE	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		82.9%		17.1%		88.0%				1.7%		2.3%		7.9%		0.1%		12.0%	
Applied	52	49	94.2%	3	5.8%	46	88.5%	1	1.9%	1	1.9%	2	3.8%	2	3.8%	0	0.0%	5	9.6%
Short List	12	10	83.3%	2	16.7%	9	75.0%	0	0.0%	0	0.0%	2	16.7%	1	8.3%	0	0.0%	3	25.0%
Hired	2	2	100.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	50.0%
Goal met?				No						No		No						Yes	

PSYCHIATRY

Availability		81.9%		18.1%		89.3%				1.9%		2.7%		6.0%		0.1%		10.7%	
Applied	3	3	100.0%	0	0.0%	2	66.7%	0	0.0%	0	0.0%	0	0.0%	1	33.3%	0	0.0%	1	33.3%
Short List	2	2	100.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	50.0%
Hired	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100.0%
Goal met?				No										Yes				Yes	

RADIOLOGY

Availability		79.6%		20.4%		84.2%				2.3%		2.8%		10.6%		0.1%		15.8%	
Applied	43	40	93.0%	3	7.0%	10	23.3%	30	69.8%	0	0.0%	3	7.0%	0	0.0%	0	0.0%	3	7.0%
Short List	11	9	81.8%	2	18.2%	9	81.8%	0	0.0%	0	0.0%	2	18.2%	0	0.0%	0	0.0%	2	18.2%
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				Yes															

The goal for women was not met via open recruitment but was with the appointment of one female via a waiver.

TOTAL SOM

Availability		79.9%		20.1%		86.9%				1.9%		2.6%		8.4%		0.2%		13.1%	
Applied	98	92	93.9%	6	6.1%	58	59.2%	31	31.6%	1	1.0%	5	5.1%	3	3.1%	0	0.0%	9	9.2%
Short List	25	21	84.0%	4	16.0%	18	72.0%	1	4.0%	0	0.0%	4	16.0%	2	8.0%	0	0.0%	6	24.0%
Hired	4	4	100.0%	0	0.0%	2	50.0%	0	0.0%	0	0.0%	0	0.0%	2	50.0%	0	0.0%	2	50.0%

When all placements are considered, i.e., those via open recruitment and via waiver, the goals were met for women, Asians, and Total Minority but not for African-Americans and Hispanics.

Appointments via waiver to open recruitment process:

Cellular & Molecular Medicine: 4 total (3 men, 1 woman; 2 whites, 2 Asians [two to Ludwig Ir Psychiatry: 1 white man.

Family & Preventive Medicine: 1 white man.

Radiology: 1 white woman.

SCRIPPS INSTITUTION OF OCEANOGRAPHY

	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Availability		77.5%		22.5%		87.2%				1.2%		2.4%		8.9%		0.3%		12.8%	
Applied	221	165	74.7%	56	25.3%	190	86.0%	0	0.0%	1	0.5%	3	1.4%	27	12.2%	0	0.0%	31	14.0%
Short List	9	5	55.6%	4	44.4%	8	88.9%	0	0.0%	0	0.0%	1	11.1%	0	0.0%	0	0.0%	1	11.1%
Hired	1	1	100.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Goal met?				No						No		No		No				No	

TOTAL CAMPUS (OPEN RECRUITMENTS)

	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Applied	6300	4637	73.6%	1663	26.4%	2692	42.7%	2173	34.5%	86	1.4%	274	4.3%	1068	17.0%	7	0.1%	1435	22.8%
Short List	375	264	70.4%	111	29.6%	257	68.5%	25	6.7%	12	3.2%	27	7.2%	53	14.1%	1	0.3%	93	24.8%
Hired	67	50	74.6%	17	25.4%	48	71.6%	0	0.0%	5	7.5%	0	0.0%	14	20.9%	0	0.0%	19	28.4%

TOTAL CAMPUS (OPEN RECRUITMENTS & WAIVERS)

	TOTAL	MEN		WOMEN		WHITE		UNKNOWN		AFR-AM		HISPANIC		ASIAN		AM-IND		TOTAL MIN	
Open Recruitment	67	50	74.6%	17	25.4%	48	71.6%	0	0.0%	5	7.5%	0	0.0%	14	20.9%	0	0.0%	19	28.4%
Waivers	8	5	62.5%	3	37.5%	6	75.0%	0	0.0%	0	0.0%	0	0.0%	2	25.0%	0	0.0%	2	25.0%
Total Hires	75	55	73.3%	20	26.7%	54	72.0%	0	0.0%	5	6.7%	0	0.0%	16	21.3%	0	0.0%	21	28.0%

DEPARTMENT "BEST PRACTICE" RECRUITING EFFORTS TO FILL LADDER-RANK FACULTY POSITIONS (2002-03 RECRUITMENT CYCLE)

The purpose of this table is to provide a review of department outreach efforts to develop large, well-qualified, diverse applicant pools during the 2002/03 recruitment cycle. Departments are clustered by campus division/school, and each recruitment is identified by a tracking number in column #1 (4-###). The Key below describes the type of outreach, as well as the composition of the search committee.

SCH OF ENGR		1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
Bioengineering	4-046	4		1	x			no	yes	0	1	6	Retinal disease
	4-111	Search cancelled								0	1	3	Biomechanics
Computer Sci & Engr	4-102	3		3				yes	yes	0	2	7	various
	4-103	2						yes	na	0	2	7	LPSOE
Elect/Computer Engr													
Mech & Aero Engr	4-118	3	82	8	x			yes	na	0	1	5	Environmental engn
Structural Engr	4-120	1		1				no	na	0	1	3	various
										0	8	31	Subtotal Comm Mbrs
PHYSICAL SCIENCES		1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
Chem/Biochem	4-092	1	129	5				yes	yes	0	0	4	Organic
	4-095	1	189	4				yes	yes	1	0	3	LPSOE (Chem educ)
	4-108	3	192					yes	yes	2	1	5	Bioinformatics
	4-109	3	189	5				yes	yes	0	2	4	Biochemistry
	4-110	2	189	4				yes	na	0	0	4	Physical chem
Mathematics	4-113	3		3				yes	yes	3	1	13	Open
Physics	4-045	2		6				no	yes	0	1	5	Exp Condensed Matte
	4-135	1		5				yes	yes	0	2	4	Computational
	4-144	3		7				yes	na	0	1	5	Theoretica
	4-148	2		6				yes	yes	0	1	5	Astrophysics
										6	9	52	Subtotal Comm Mbrs
IOLOGICAL SCIENCES		1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
CDB	4-094	3		1				yes	na	1	1	6	Cell biology
CDB/Ctr Molec Bic	4-093	3		1				yes	na	1	0	5	Molecular genetics
EBE	4-096	2		2				yes	yes	1	1	6	Conservator
MB	4-114	3		1				yes	na	1	1	7	Immunology
Neurobiology	4-069	2		1				yes	yes	1	0	8	Neurobiology
										5	3	32	Subtotal Comm Mbrs
SOCIAL SCIENCES		1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
Anthropology	4-061	1	42	4				yes	yes	1	0	3	Mid Eastern societies
	4-147	2	66	4				yes	yes	1	1	4	Archaeology
Cognitive Science													
Communicator	4-134	3	33	2				yes	yes	1	0	3	Social Force
Economics	4-082	4		2				no	yes	1	0	6	L-PSOE
	4-083	4		2				no	yes	1	0	6	Open
	4-084	4		2				no	yes	1	0	6	Applied economics
Ethnic Studies	4-066	3						no	yes	1	2	4	Critical gender study
Linguistics	4-062	2		2				yes	na	3	1	4	Heritage lang/CA Cul

Key:

1. Recruitment tracking numbe
2. Number of primary journals user
3. Sent letters/notices to other school
4. Sent notices to professional organization
5. Contacted colleague
6. Attended conferences
7. Expanded EO/AA statemen
8. At least 2 members reviewed all app
(na=no one proposed, data not provider
9. Women on search committee
10. Non-whites on search committees
11. Total search committee members

	1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
Political Science	4-080	1	20	1			yes	na	0	0	4	Law & politics
	4-081	1	20	1			yes	yes	0	0	4	Pol inst & behavio
Psychology	4-070								0	1	6	Cog neurosci (Berm. Ch.)
	4-071	2		4			no	yes	0	0	4	Social psychology
	4-072	3		4			no	yes	0	0	5	Behavior neuropsycholog
Sociology	4-078	1	45	3			yes	yes	2	0	7	Social inequalities
	4-079	1	24	3			yes	yes	2	0	7	Urban
	4-091	1	24	3			yes	yes	2	0	7	Gender
Teacher Educator	4-149	1	3		15		yes	yes	1	0	5	Teaching & learning
									17	5	85	Subtotal Comm Mbrs

Key:

1. Recruitment tracking number
2. Number of primary journals user
3. Sent letters/notices to other school:
4. Sent notices to professional organization
5. Contacted colleague:
6. Attended conferences
7. Expanded EO/AA statement
8. At least 2 members reviewed all app (na=no one proposed, data not provided)
9. Women on search committees:
10. Non-whites on search committees
11. Total search committee members

	1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
GRAD SCH OF IR/PS	4-115	3	83				yes	no	1	0	6	Various
	4-116	1	12				no	yes	1	0	6	Comp pol; econ
									2	0	12	Subtotal Comm Mbrs

	1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
ARTS & HUMANITIES	4-058	1	138	4			no	yes	1	1	5	E. Asian women's/gende
History	4-112	5		1			yes	yes	0	0	5	Wouk Ch/Judaic Stdy
History/Judaic Studies	4-073	1	16	3			no	yes	1	0	3	w/ Prog Religion: Islarr
Literature	4-104	2	22	2			yes	na	2	2	4	Modern Spanish Per
	4-106	2		2			yes	yes	2	0	3	20C US modern fiction
Music	4-128	2		1			yes	na	1	2	6	Composition
	4-129	2		1			yes	yes	1	0	4	Comupter music
Philosophy	4-050	1			x		no	no	0	0	5	Open
Theatre/Dance	4-086	2					no	yes	1	0	4	Dance
	4-087	6					no	yes	2	0	4	Afrianc American theatre
Visual Arts	4-101	2	69	5			yes	yes	1	1	5	Calif cultures prograrr
	3-923	1	57	2			yes	yes	1	0	4	Computer artist
	3-963	1	57	2			yes	yes	2	0	4	LPSOE (Computer artist)
	4-137	Search cancelled							2	0	6	Art History (E. Asian)
	4-138	1	69	2			yes	yes	3	0	4	Media
	4-139	1	57	2			yes	yes	1	0	4	Studio
	4-151	1	69	2			yes	yes				Art history (generalist)
									21	6	70	Subtotal Comm Mbrs

COLLEGES	1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
									0	0	0	Subtotal Comm Mbrs

VCAA	1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
	4-171	1						yes	2	0	5	Provost-Revell
									2	0	5	Subtotal Comm Mbrs

General Campus Totals

58

 Searches

53	31	287
18%	11%	

 Total Committee Members

SCRIPPS INSTITUTION
SIO / BIO

1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes
								0	0	0	Subtotal Comm Mbrs

SCH OF MEDICINE

Anesthesiology

1	2	3	4	5	6	7	8	9	10	11	Discipline / Notes	
4-165		02-03 search, still in progress							0	0	5	pain managemen

CMB

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F&P Med

4-018		01-02 search, still in progress							1	0	8	Simon ednowed chai
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Medicine

3-823		00-01 search, still in progress							0	0	3	Endrocrinology (reposted
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4-042	1	75					no	yes	1	0	3	Infectious deseases
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4-053	3						no	yes	2	0	4	Allergy/immunology
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4-074	2			x			no	yes	1	0	5	Hypertensior
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4-075	2						no	yes	1	1	6	Rheumatology
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4-097		02-03 search, still in progress							2	1	5	Infectious diseases
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4-119		02-03 search, still in progress							1	2	7	Cardiologis
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4-143		02-03 search, still in progress							2	0	7	Gastroenterology
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Neurosciences

3-782		00-01 search, still in progress							1	1	7	Cell/molec bic
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4-127		02-03 search, still in progress							1	0	8	Imaging
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Pathology

4-169		02-03 search, still in progress							1	2	9	Dept chair
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Pediatrics

4-019		01-02 search, still in progress							1	0	6	Comm peds
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4-140		02-03 search, still in progress							1	0	6	Pediatric cardiology
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4-183		02-03 search, still in progress							1	0	6	Hematology/oncolog
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Pharmacology

3-975	2	23					yes	yes	1	1	4	Pharmacol (01-02 search
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4-158		01-02 search, still in progress							1	2	8	Assoc Dean-Clin Affairs
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4-170		02-03 search, still in progress							1	2	8	Dept chair
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Psychiatry

4-159		02-03 search, still in progress							0	0	5	Eating disorders
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Radiology

4-055	1						no	yes	0	1	3	fMRI
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4-056		Search cancellec										Breast imaging
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4-085	1						no	yes	3	0	4	Imaging/ultrasound
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4-098	1						no	yes	0	0	4	Body MR imaging
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4-130		02-03 search, still in progress							1	0	5	MRI (Sr position)
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Repro Mec

3-801		00-01 search, still in progress							2	1	5	Molec bio
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Surgery

3-977		01-02 search, still in progress							1	1	5	Burn
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SOM (Cancer Ctr)

4-121		02-03 search, still in progress							3	2	10	Dir-Cancer Ctr
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SOM (dept tbd)

4-060		02-03 search, still in progress							1	0	7	Genetics
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SOM Total: Searches

31	17	163	Subtotal Comm Mbrs
19%	10%		

Total Campus: Searches

84	48	450	Total Committee Member
19%	11%		

Key:

1. Recruitment tracking numbe
2. Number of primary journals user
3. Sent letters/notices to other school
4. Sent notices to professional organization
5. Contacted colleague
6. Attended conferences
7. Expanded EO/AA statemen
8. At least 2 members reviewed all app
(na=no one proposed, data not provider
9. Women on search committees
10. Non-whites on search committees
11. Total search committee members