

Office of the President

TO MEMBERS OF THE GOVERNANCE COMMITTEE:

DISCUSSION ITEM

For Meeting of September 18, 2024

BIENNIAL REPORT ON DIVERSITY IN CAMPUS AND SYSTEMWIDE EXECUTIVE SEARCHES

EXECUTIVE SUMMARY

Given the critical role Senior Management Group (SMG) leaders play in the success of UC, this second biennial report (Attachment 1) is an integral part of ongoing greater accountability efforts to support diversity and equal opportunity in recruitments for campus and systemwide executive leadership positions. It includes diversity data on completed SMG recruitments from March 1, 2022 through February 29, 2024.

The report details the impact of completed SMG recruitments on the overall diversity of the SMG population, provides data on recruitment diversity trends, and assesses how well the SMG population reflects the diversity of students, faculty and academic employees, non-SMG staff, and the State of California. Additionally, it includes data on the internal hire rate, offer acceptance rate, and candidate retention rates throughout the recruitment process. The report also provides aggregated anonymous feedback from candidates who declined offers or withdrew their candidacy before the search concluded and outlines UC's inclusive recruitment strategies.

BACKGROUND

In November 2019, a Regents Working Group on Chancellor Search and Selection was convened by then-Board Chair Pérez to review the search and selection process to recruit and appoint Chancellors at the University of California (UC).

In July 2020, the members of the working group (Regents Park [Chair], Anguiano, Cohen, Kieffer, and Leib) reported their findings and a list of recommendations to the Board of Regents. One recommendation was for Systemwide Human Resources to provide an annual report to the Board of Regents on the status of diversity recruitment efforts for campus and systemwide executive leadership positions.

In September 2022, after reviewing the inaugural report, the Board of Regents approved changing the report to a biennial schedule due to the limited number of annual SMG recruitments and their impact on recruitment trends.

2022 – 2024 Recruitment Report Key Findings and Trends

Attracting, recruiting, and retaining Senior Management Group employees had been challenging during the COVID-19 pandemic, as UC competed with public and private employers across various industries, including higher education. As UC completes the transition into the post-pandemic future of work, it must continue to evolve and adapt to the changed workforce environment to further attract and hire top talent.

Executives Support Internal Mobility

UC location executive leaders demonstrated value and support for internal senior leader employee experience, mobility, and promotions in hiring internal final candidates in 50 percent of the completed SMG recruitments.

Effective Candidate Attraction and Retention Strategies

UC's executive recruitment processes have proven highly effective, achieving a 98 percent acceptance rate for SMG offers and 89 percent candidate retention rate, demonstrating a strong ability to attract top candidates.

Inclusive Recruitment Strategies' Four-Year Impact on Diversity of Overall SMG Population

The diversity of the SMG race and ethnicity population increased seven percentage points, to 40 percent of the SMG population identifying as members of historically excluded and currently underrepresented racial and ethnic groups in March 2024. It was more diverse than the 38 percent faculty and academic population and remained less racially and ethnically diverse compared to the 62 percent student, 69 percent non-SMG staff, and 50 percent California state populations.

The total SMG population that self-identified as a woman or transgendered woman/transwoman increased six percentage points, from 35 percent to 41 percent. Five percent of the increase occurred from 2020 to 2022, and one percent in 2022 to 2024. With 41 percent of total SMG employees self-identified as women or transgendered women/transwomen as of March 2024, UC is closer to reflecting the 50 percent woman-identified California population. It reflected a similar percentage to the faculty and academic 42 percent population, but continued to be lower than the 53 percent student, 66 percent non-SMG staff, and 50 percent California state populations.

The total SMG population that self-identified as members of historically excluded and currently underrepresented groups—specifically those with disabilities, diverse sexual orientations, and veteran status—experienced a slight decrease. However, they continued to closely reflect the demographics of the California state population where information was available.

[Attachment 1: Senior Management Group Recruitments Diversity Report, March 2022 – February 2024](#)