

A Status Report on Career Staff Diversity At The University of California

**A Project of the UC Office of the President and
Greenlining Institute Community Partnership on Diversity**

January 2003

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Introduction Summary

It is economically imperative for the University of California (UC) to meaningfully address the vast minority populations that reside in the state. A diverse career staff provides a supportive environment for UC's diverse student population. Future trends indicate that UC must take proactive measures to narrow the widening gap between staff minority representation and the state's growing minority availability. Outreach, recruitment, and retention practices must be re-evaluated at the campus level as well as system-wide. The data for UC's current workforce composition clearly shows that minorities and women face difficulty in penetrating the upper levels of management; career path issues must be further researched so that appropriate changes result.

Diversity, now perhaps more than ever, is not only key to California's economic future, but also to the state's social cohesiveness. UC has a rich history of creating leaders, and continues to graduate students who will have far-ranging impact not just in California, but nationwide. Because of its crucial role in creating and shaping leaders, UC itself must secure a leadership role in addressing the growing diversity of this state. By promoting increased economic opportunities for all, UC can set the standard for leadership and prosperity.

Summary of Findings

UC system-wide:

- Less than two-tenths of 1% of all minority career staff employed at the UC work as senior managers;
- Caucasians are roughly 6 times more likely to hold senior management positions than minorities in the UC system;
- Employs 11,022 Hispanics, 16 are senior managers;
- Employs 6,823 African Americans, 15 are senior managers;
- Employs 11,433 Asian/Pacific Islanders, 13 are senior managers;
- Glass ceiling for Asian/Pacific Islanders, .11% of total API's in senior management;
- Based on current trends, minority representation in senior management will **never** reach parity with their representation in the state population;
- Employs 42,210 women, almost twice the total number of men employed;
- Employs almost three times more men than women as senior managers;
- Four campuses (Berkeley, Riverside, San Diego, and Santa Cruz) employ **no** minority females in senior manager positions;
- Two campuses (San Diego and Irvine) employ less than half of their available minority labor markets for senior manager positions;
- One campus (Santa Barbara) employs less than half of its available minority labor market for Manager and Senior Professional positions.

UCOP:

- Employs nearly 8 Caucasian senior managers for every senior manager of color;
- Employs roughly 3 Caucasian Managers and Senior Professionals for every minority Manager and Senior Professional;
- Employs roughly twice as many women as men overall;
- Employs more than three men for every woman in a senior management position;
- Employs no minority women in senior management position

Career Staff at UC

The staff of the University of California represents the institution's greatest competitive business advantage. Some surveys completed by *Businessweek* and the American Hispanic Advertising Association and books such as *Advertising and Marketing to the New Majority: A Case Study Approach*, have shown that communities of color tend to remain loyal to those corporations and organizations that have specifically targeted them for outreach.¹ Considering that career staff account for more than 60,000 jobs and cover a vast spectrum of UC employment, it is critical that this wide employment base be optimally responsive to the needs of California's large minority communities. Through the continued diversification of its career staff, UC can further invest in long-term relationships with communities of color that have not traditionally been closely associated with the institution.

This, however, is more than the mere purchasing of a fraction of minority market-share: the University has an opportunity to cultivate a base of workers and internally develop market-savvy senior management through the professional development of its existing work staff. By providing opportunities for job growth and skills enhancement, UC will be able to evolve in responsiveness and connection to the state's most dynamic and under-utilized economic resource: the large untapped minority market. UC's role as a leader in this area is most vital. Its degree of leadership will influence other institutions of higher learning, such as California State Universities and community colleges, to follow in its footsteps

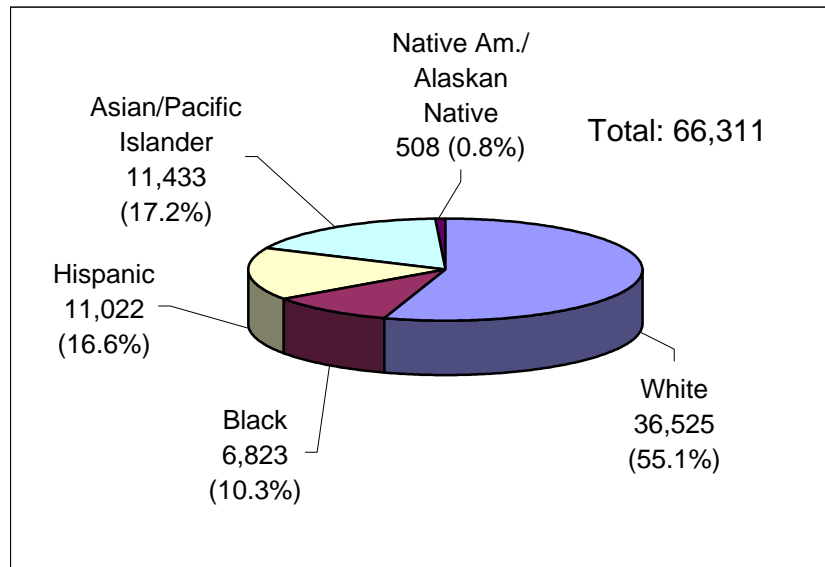
Data Analysis: Diversity of UC Career Staff Workforce

Since July 1, 1996, UC has categorized its career staff workforce into three personnel groups: Professional and Support Staff (PSS), Managers and Senior Professionals (MSP) and Senior Management Group (SMG). Staff members of the PSS group include the clerks, secretaries, technicians, and all other career staff of UC. Staff members of the MSP group generally include middle level managers, budget analysts, coordinators, directors, and others with similar job responsibilities. Finally, the SMG consists of the UC President, chancellors, provosts, deans, senior vice presidents and other highly paid administrators and managers of the university.

Overall, UC's workforce generally reflects the racial composition of the state's population. As Figure 1 indicates, there are a total of 66,311 UC career staff employees, of which 55% are Caucasian, 10% African American, 17% Asian/Pacific Islander, 17% Hispanic, and less than 1% Native American/Alaskan Native. ***The total number of minorities within its workforce is representative of current state demographics, given that its minority composition is close to 45%, which slightly exceeds the overall percentage of minorities in California.*** More specifically, the representation of Native American/Alaskan Natives, African Americans, and Asian/Pacific Islanders in the UC workforce are above or near representation to the state population. By contrast, Hispanics, the largest minority group in California, comprise a significantly lower representation rate at UC compared to the state as a whole.

¹ http://www.businessweek.com/bwdaily/dnflash/mar2001/nf2001039_293.htm

Figure 1: Career Staff Workforce at UC



Source: U.C. Corporate Personnel System --- ER 7.3 Report, October 2001

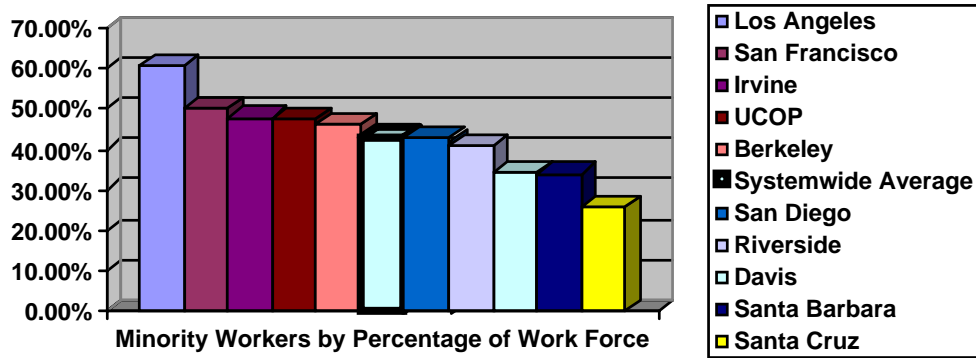
Figure 1 displays the total number of employees system-wide. While this report will continue to examine total numbers and percentages, the analysis will also take into consideration the available labor pool at each respective campus. When a campus keeps pace with the availability of minorities in the market, it is noted that it has reached parity. Analysis of both factors will provide for a more accurate and comprehensive reflection of the current workforce composition at UC and the ability of each campus to meet its need for local labor by fully utilizing its diverse labor markets.

Minority Representation Along the UC Career Path

Professional and Support Staff - When examining employment composition at the PSS level, we continue to see that minority representation at the lower tier is still very much reflective of both the overall UC workforce representation and of California's larger minority population. Close to half (47%) of all Professional and Support Staff are minorities, with only a 7% difference between the number of Caucasians and minorities employed at this level. Both the top two campuses, Los Angeles and San Francisco, employ minorities in half or more of all their PSS positions, with the system-wide average resting at around 43%. It is at the PSS level, the gateway to career advancement at UC, where we see minorities at parity utilization.

Woods, Gail Baker. "Advertising and Marketing to the New Majority: A Case Study Approach." Wadsworth Publishing Company, 1994.

Figure 2: Minority Professionals and Support Staff



The rankings of the campuses do not change much when analyzing both total numbers and availability numbers. Figures 2 and 3 reveal that the campus at San Francisco leads the way in employing minorities in half or more of all its PSS positions. Los Angeles notably employs 61% minorities within the first tier, while UCOP and Irvine round out the group of the top four campuses.

Figure 3: Availability and Utilization of Minority Professionals and Support Staff

Degree	Rank	Campus	Total Minorities Employed	Minorities as a % of All PSS	Minority Availability	Diversity Utilization
Most	1	San Francisco	2731	50.1%	35.0%	1.43
	2	UCOP	586	47.4%	33.7%	1.41
	3	Irvine	2815	47.9%	36.3%	1.32
	4	San Diego	3961	43.0%	32.8%	1.31
	5	Berkeley	2868	46.4%	36.8%	1.26
	6	Los Angeles	9675	61.0%	55.3%	1.10
	7	Riverside	786	40.9%	37.2%	1.10
	8	Davis	3691	34.4%	31.3%	1.10
	9	Santa Cruz	510	25.9%	24.6%	1.05
Least	10	Santa Barbara	822	34.0%	33.6%	1.01
Parity Between Minority Employment and Minority Availability						1.00

Source: UC Corporate Personnel System—ER 7.3 Report and Minority & Female Availability Oct. 2001

Further analysis of the availability data for the PSS tier reveals that all UC campuses reach and surpass parity, fully utilizing the number of minority workers within the available labor pool. Figure 3 displays that both UC San Francisco and UC Office of the President rest at the top of this list with diversity utilization scores of 1.43 and 1.41 respectively.

Managers and Senior Professionals - As we ascend the UC career path to higher levels of employment, there is a marked decline in both minority and female representation. The data reveals that with very few exceptions, the percentage of every minority group’s representation, as well as for women, is substantially reduced at the two higher tiers. Caucasians, however, are the only group to see their level of representation rise in higher levels of management.

Comprising over 75% of all Manager and Senior Professional level positions, and roughly 85% of all Senior Manager Group positions in the UC system, Caucasians are six times more likely than minorities to be working as senior managers. In effect, an inverted pyramid prevails for Caucasian workers, who are the most represented group in the highest tier, unlike their

minority counterparts who are concentrated the least in senior management and the most at the bottom as Professionals and Support Staff.

The disparities in representation between minority and Caucasian employees become more evident in the MSP tier. System-wide, ethnic diversity begins to plunge from the PSS to MSP level, with the percent of total minority workers in the middle tier reduced by half from around 46.5% (28,761) PSS workers to only 23.5% (981) MSP workers (Figure 4). In contrast to this decline, the percent of Caucasian workers represented in this middle tier increases by a quarter growing from around 54% (33,057) PSS to 77% (3,202) MSP.

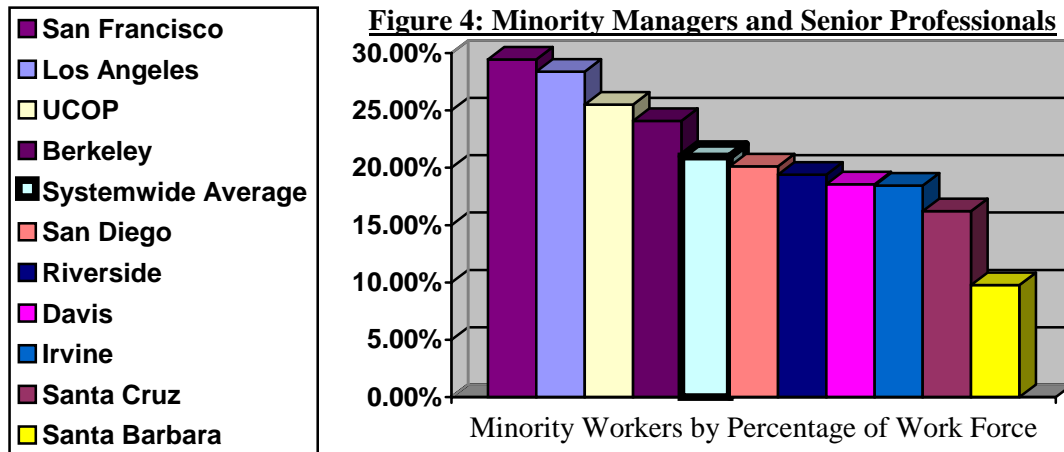


Figure 5 indicates campuses that have not fully utilized minorities, particularly at the MSP level. Interestingly, some of the campuses with the largest availability pools for Managers and Senior Professionals appear to also be the ones that employ minorities the least in higher level positions. For example, Riverside’s Managers and Senior Professionals are only 19% minority, although minorities make up 25% of the available labor pool. In addition, Santa Barbara has the potential to see minority representation in over 20% of these jobs, but its current staff of Managers and Senior Professionals is only 10% minority.

Figure 5: Availability and Utilization of Minority Managers and Senior Professionals

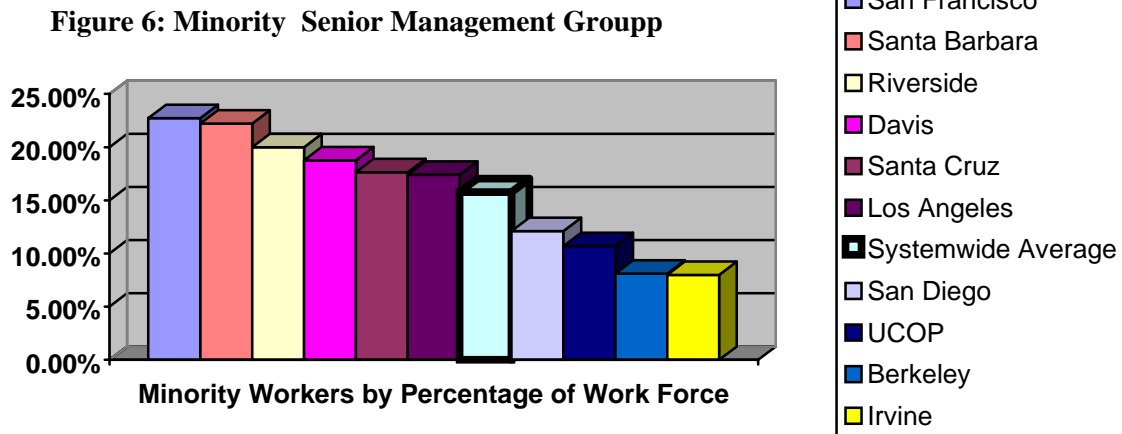
Degree	Rank	Campus	Total Minorities Employed	Minorities as a % of All MSP	Minority Availability	Diversity Utilization
Most	1	Berkeley	116	24.1%	16.1%	1.49
	2	San Francisco	131	29.4%	19.9%	1.48
	3	Irvine	69	18.5%	16.5%	1.12
	4	UCOP	117	25.5%	24.2%	1.05
Parity Between Minority Employment and Minority Availability						1.00
Least	5	Los Angeles	297	28.4%	28.7%	0.99
	6	Davis	72	18.6%	20.5%	0.91
	7	Santa Cruz	24	16.2%	18.5%	0.88
	8	San Diego	99	20.1%	24.9%	0.81
	9	Riverside	26	19.4%	25.8%	0.75
	10	Santa Barbara	16	9.8%	21.8%	0.45

Source: UC Corporate Personnel System—ER 7.3 Report and Minority & Female Availability Oct. 2001

In comparing both Figures 4 and 5, the campus rankings change slightly when availability data is factored in. San Francisco, Berkeley, and UCOP remain among the group of top four campuses that not only reach parity, but also surpass it, employing greater numbers of minorities than designated within the minority availability pool. Initially ranking second, Los Angeles drops to fifth when availability numbers are considered, just barely reaching parity.

Senior Management Group - The disparity between minority and Caucasian representation within the UC workforce is most visible in the Senior Management Group tier. Here, the numbers of workers from the different minority groups plummet from the thousands and into the teens. According to Figure 6, the system-wide average for minorities employed as senior managers across UC rests at just a little over 15%.

There are around 6,800 African Americans working for UC, 15 of which are senior managers --- constituting .22% of all black UC employees. Hispanics are represented one and a half times more than African American employees at 11,022, and yet there are only 16 senior managers, which totals about .15% of the Hispanic workforce. After whites, Asian/Pacific Islanders are the most represented minority group with close to 11,500 employees working for UC or about .11% of the Asian workforce, and yet their representation in senior management hovers closely around the numbers for Blacks and Hispanics, at 13. Lastly, Native American/Alaskan Natives are the least represented minority group in every category. Totalling 508 employees, Native American/Alaskan Natives are absent in the Senior Management Group.



Leading the way in minority representation in the MSP and SMG, San Francisco not only reaches parity between employment and availability at the SMG level, but also surpasses it by over 10%. By contrast, while ranking at the bottom in terms of minority employment at the MSP tier, both Riverside and Santa Barbara campuses return to the top of the SMG tier, employing more minorities as senior managers than expected based on the local labor pool. On the other end of the spectrum, Irvine and San Diego both employ less than half of the percentage of minority workers who are available for these jobs. And while the minority representation at Berkeley and Irvine exceed the minority availability pool for the MSP tier, both campuses underutilize their availability pools for SMG jobs.

Figure 7: Availability and Utilization of Minority Senior Management Group

Degree	Rank	Campus	Total Minorities Employed	Minorities as a % of All SM	Minority Availability	Diversity Utilization
Most	1	San Francisco	5	22.7%	12.0%	1.89
	2	Riverside	2	20.0%	16.4%	1.22
	3	Santa Barbara	4	22.2%	18.7%	1.19
Parity Between Minority Employment and Minority Availability						1.00
	4	Santa Cruz	3	17.7%	17.9%	0.99
	5	Davis	6	18.8%	19.6%	0.96
	6	UCOP	6	10.7%	14.3%	0.75
	7	Los Angeles	8	17.4%	24.0%	0.72
	8	Berkeley	3	8.1%	14.1%	0.57
	9	Irvine	2	8.0%	16.3%	0.49
Least	10	San Diego	4	12.1%	24.8%	0.49

Source: UC Corporate Personnel System—ER 7.3 Report and Minority & Female Availability Oct. 2001

The rankings do not appear to change much at the top when analyzing both actual numbers of minority employees and taking into consideration availability numbers. Figures 6 and 7 reveal that San Francisco once again leads the pack, followed by Riverside and Santa Barbara.

Gender Representation Along the UC Career Path

A disparity exists as well in terms of gender representation in the higher levels of UC management. *Although the UC workforce contains almost twice as many women as men overall, male senior managers outnumber their female counterparts by three to one.*

Women are well represented in both the PSS and MSP tiers. Specifically, around 40,000 women work in PSS positions as compared to 22,000 men. At the next tier, we find that the difference diminishes. Women still outnumber men, but not as much, with 2,150 women in MSP positions as compared to 2,026 men. It is in the highest tier of employment, however, where male employees outnumber females in top-level positions. At the SM tier, we find over two and a half times more men than women, with 225 men compared to 85 women in senior management.

Campus-wide, Los Angeles employs the greatest number of female senior managers (15 women, representing 32.6%), while Riverside hires the least, which employs only 1 female (representing 10%). In the case of minority women in senior management at UC, representation becomes even more limited. *Of the 10 campuses, 5 have no minority women occupying these top positions.*

Figures 8-10 show the flip-flop in gender representation among the 3 tiers. Although internal candidates should provide a viable source for qualified candidates for promotion to the higher tiers, women are not moving up to the highest paying jobs.

Figure 8: Professionals and Support Staff by Gender

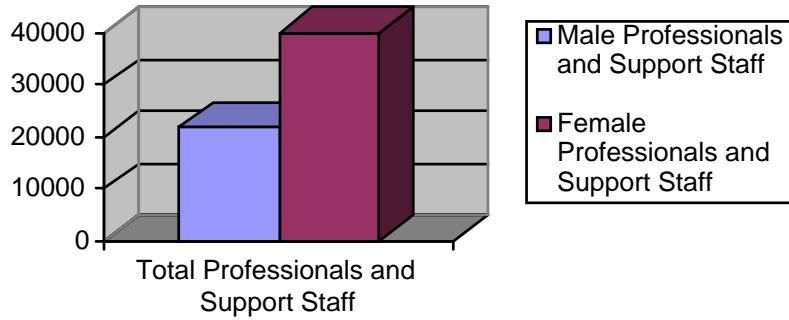


Figure 9: Managers and Senior Professionals by Gender

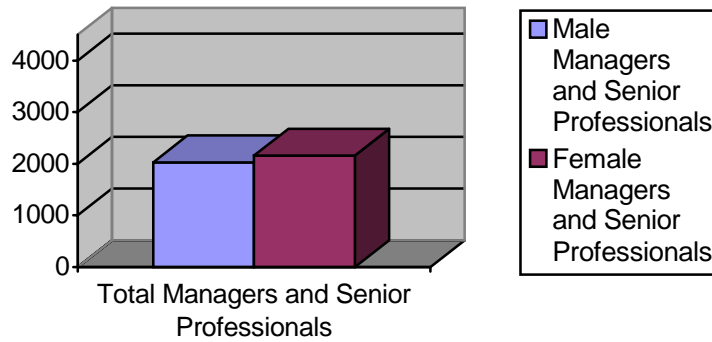
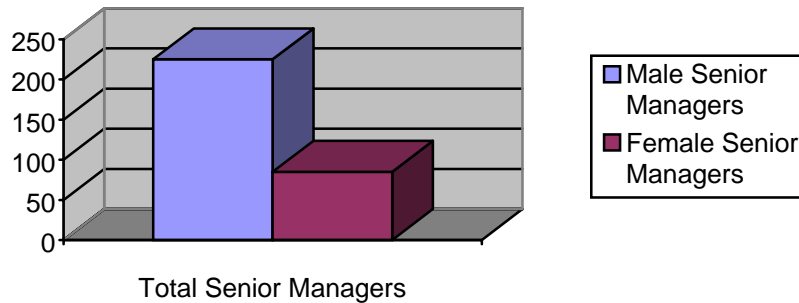


Figure 10: Senior Management Group by Gender



Analyzing female availability data for PSS positions reveals that almost all 10 UC campuses (including UCOP) are fully utilizing their labor pools. For most of the campuses, women are well represented within these administrative and professional support positions. At this tier, women account for approximately 65% of the workforce at UC. The Office of the President employs women in PSS positions at a rate of 70%, which is higher than any other campus.

Figure 11: Availability and Utilization of Female Professionals and Support Staff

Degree	Rank	Campus	Total Women Employed	Women as a % of All PSS	Female Availability	Diversity Utilization
Most	1	UCOP	873	70.6 %	61.3 %	1.15
	2	Irvine	4,135	70.4 %	62.2 %	1.13
	3	San Diego	6,158	66.8 %	61.6 %	1.08
	4	Los Angeles	10,160	64.0 %	59.3 %	1.08
	5	Santa Cruz	1,141	57.9 %	54.0 %	1.07
	6	Berkeley	3,723	60.3 %	56.5 %	1.07
	7	Santa Barbara	1,301	53.8 %	52.2 %	1.03
	8	San Francisco	3,582	65.7 %	65.1 %	1.01
	9	Davis	7,213	67.1 %	67.3 %	1.00
Parity Between Female Employment and Female Availability						1.00
Least	10	Riverside	1,066	55.5 %	57.4 %	0.97

Source: UC Corporate Personnel System—ER 7.3 Report and Minority & Female Availability Oct. 2001

Continuing with the examination of availability data for females employed as Managers and Senior Professionals, UC is doing well in representing women at a majority of the campuses. Figure 12 indicates that 8 out of the 10 campuses actually outpace the availability of women in their local pool, with Davis taking the lead. The last two campuses, Santa Barbara and Riverside, come close to reaching parity. System-wide, women comprise nearly half or more than half of the MSP workforce in 7 of the 10 campuses.

Figure 12: Availability and Utilization of Female Managers and Senior Professionals

Degree	Rank	Campus	Total Women Employed	Women as a % of All SM	Female Availability	Diversity Utilization
Most	1	Davis	199	51.3 %	33.4 %	1.54
	2	Irvine	220	58.8 %	39.5 %	1.49
	3	San Francisco	221	49.7 %	38.1 %	1.30
	4	Berkeley	235	48.8 %	37.9 %	1.29
	5	Los Angeles	582	55.6 %	50.4 %	1.10
	6	Santa Cruz	63	42.6 %	38.7 %	1.10
	7	UCOP	258	56.2 %	51.4 %	1.09
	8	San Diego	232	47.2 %	46.2 %	1.02
Parity Between Female Employment and Female Availability						1.00
Least	9	Santa Barbara	63	38.4 %	42.1 %	0.91
	10	Riverside	58	43.3 %	51.1 %	0.85

Source: UC Corporate Personnel System—ER 7.3 Report and Minority & Female Availability Oct. 2001

Whereas a majority of the campuses achieve parity at the MSP level, 8 out of the 10 campuses fall below parity at the SMG level. (Figure 13) In the highest tier, only San Francisco and Davis outpace the availability of women in the market. Irvine comes close to meeting parity. *For most campuses, however, there is an underutilization of female employees at the MSP level.* Riverside, while sharing similar female availability percentages with San Francisco and Davis, ranks last, with only 10% of its senior management positions occupied by women.

Figure 13: Availability and Utilization of Female Senior Management Group

Degree	Rank	Campus	Total Women Employed	Women as a % of All SM	Female Availability	Diversity Utilization
Most	1	San Francisco	10	45.5 %	33.2 %	1.37
	2	Davis	12	37.5 %	33.7 %	1.11
Parity Between Minority Employment and Minority Availability						1.00
	3	Irvine	9	36.0 %	39.5 %	0.91
	4	Los Angeles	15	32.6 %	44.5 %	0.73
	5	Berkeley	7	18.9 %	28.2 %	0.67
	6	UCOP	13	23.2 %	35.4 %	0.66
	7	Santa Cruz	4	23.5 %	43.4 %	0.54
	8	Santa Barbara	4	22.2 %	45.8 %	0.48
	9	San Diego	5	15.2 %	42.6 %	0.36
Least	10	Riverside	1	10.0 %	33.6 %	0.30

Source: UC Corporate Personnel System—ER 7.3 Report and Minority & Female Availability Oct. 2001

Composite Rankings

Overall, the data reveals consistent trends in UC's workforce composition and career path. Largely reflective of the state's population, UC does well in employing sizeable numbers of minorities and females at its entry-level positions. In some cases, minority workers comprise over half of these jobs in the first tier, and women outnumber men two to one. However, in the highest tier, SMG, these numbers decline drastically, resulting in disproportionate numbers of Caucasian men in sensitive and decision-making roles. More work is needed to improve minority and gender representation within the highest positions.

Figure 14: Overall Ethnic Representation Rankings

<u>Rank</u>	<u>Location</u>	<u>Avg Utilization</u>
1	San Francisco	1.60
2	Berkeley	1.11
3	UCOP	1.07
4	Riverside	1.02
5	Davis	0.99
6	Irvine	0.98
7	Santa Cruz	0.97
8	Los Angeles	0.94
9	Santa Barbara	0.88
10	San Diego	0.87

Figure 15: Overall Female Representation Rankings

<u>Rank</u>	<u>Location</u>	<u>Avg Utilization</u>
1	San Francisco	1.23
2	Davis	1.22
3	Irvine	1.18
4	Berkeley	1.01
5	Los Angeles	0.97
6	UCOP	0.96
7	Santa Cruz	0.90
8	San Diego	0.82
9	Santa Barbara	0.80
10	Riverside	0.71

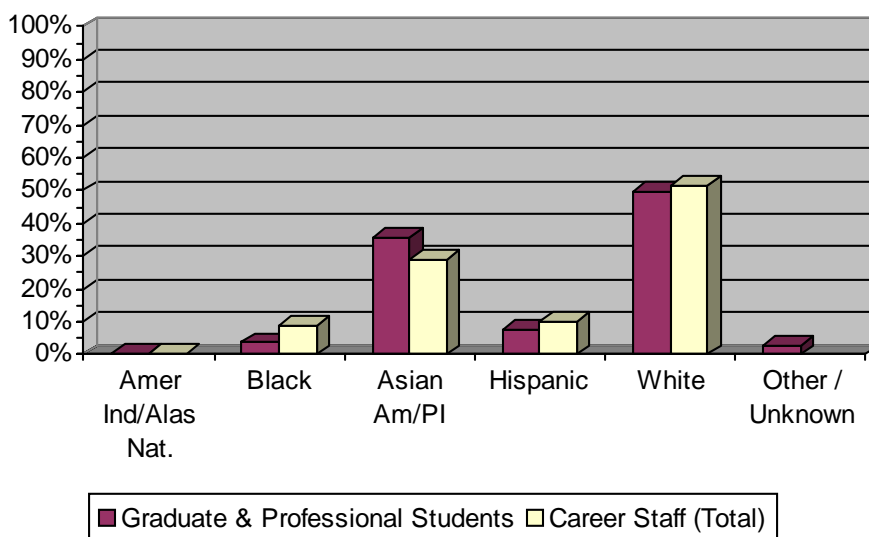
The final rankings are posted above, with UC San Francisco placing on top of both lists, ranking first in both minority and female representation within its career staff workforce. These rankings (displayed within Figures 14 and 15) were calculated by averaging the three diversity utilization scores of minority and female employees from PSS, MSP, and SMG tiers and do not take into account the different number of employees at each of the three personnel tiers.

Career Workforce Diversity and Student Representation

A further advantage to diversifying UC career staff lies in the area of student diversity. A diverse workforce helps to attract, retain, and graduate diverse student bodies. Data on UC student and staff representation indicate that minority student retention and recruitment are indeed linked to the diversity of UC staff.² Within the next decade, UC will have the opportunity to diversify its workforce to reflect the anticipated surge of new students. By 2010, the full force of Tidal Wave II³ will impact UC, bringing a 32% increase in enrollment demand and adding approximately 56,000 students system-wide.

As the following data indicate, campuses with the highest overall career staff diversity rankings also have the most diverse undergraduate student populations. San Francisco, for example, consistently ranks at the top in terms of staff diversity and has a minority population of at least 50% of its graduate student body. Figure 16 displays how the campus staff composition generally parallels the student body diversity. For Caucasian, Hispanic, and African American subgroups, University staff surpasses the representation of students on campus.

**Figure 16: UCSF Student & Staff
Ethnic Composition***



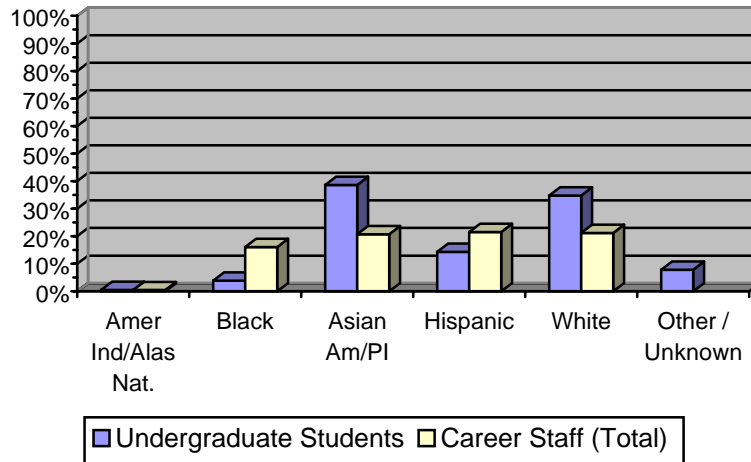
* UCSF is the only UC campus dedicated solely to graduate and professional study in the health sciences.

The staff composition at Los Angeles also generally reflects its larger undergraduate student body. As Figure 17 indicates, although career staff representation falls below that of Caucasian and Asian/Pacific Islander student representation, staff composition is almost equally distributed among most ethnic groups at around 20%. Please see appendix for other campus charts.

² See charts in appendix.

³ CPEC: "Tidal Wave II, a Demographic Analysis of Growth in California Higher Education to 2010."

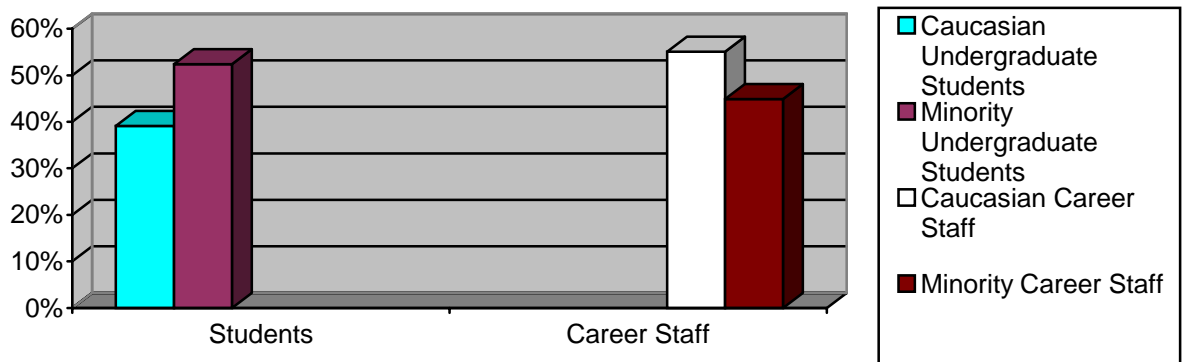
Figure 17: UCLA Student & Staff Ethnic Composition



For almost every campus, career staff representation surpasses that of respective student body groups for every group except for Asian/Pacific Islanders. *System-wide, there are significant disparities between large Asian/Pacific Islander student bodies and small percentages of Asian/Pacific Islander staff.* Asian/Pacific Islanders are not distributed evenly across all areas of campus. This is surprising, considering that Asian/Pacific Islanders have the largest racial ethnic presence within student bodies, accounting for around 40% of all undergraduate students for 6 UC campuses, and yet their presence within the ranks of career staff is not representative of their numbers in students.

Currently, UC graduates a sizeable number of minority students. However, a system-wide dichotomy exists between student population and career staff. Figure 18 depicts how minority representation of career staff does not reflect the overall undergraduate population of UC.

Figure 18: UC Undergraduates and Career Staff Representation by Race



UC’s ability to increasingly diversify its workforce will produce maximum benefits for its efforts to conduct more effective outreach and retain underserved students. In the future, it will have to ensure that the career staff at every campus is more reflective of the students it serves and supports.

Future Trends in Staff Diversity

According to the California Postsecondary Education Commission, within the next 10 to 15 years, there will be a significant staff shortage at UC, due to the fact that more than 60% of current staff is expected to retire. All of these vacancies mean that the UC will soon have the chance to significantly alter the ethnic and gender composition of most of its workforce to more accurately reflect the diversity of the State.

With the opportunity to diversify its workforce, UC must keep pace with the State population, which will change dramatically within the next 4 decades. Today, 59% of Californians are Caucasian/White; 32% are Hispanics; 11% are Asian/Pacific Islander; and 7% are African Americans.⁴ Estimates show that by 2040 these statistics will shift dramatically as Hispanics become the majority, comprising over half of the State's population.⁵

In their 1992 *Report Card*, Latino Issues Forum and The Hispanic Coalition on Higher Education, offered a suggestion for increasing Latino representation throughout the UC:

Latinos should be groomed and selected for administrative roles that provide them with line and staff responsibilities. At the moment, most Latinos are in academic administrative roles that are basically staff assignments. Such duties and jobs seldom lead to top management and executive roles. The University should provide opportunities for Latinos to improve their skills as line managers and become successful candidates for senior administrative and executive jobs.

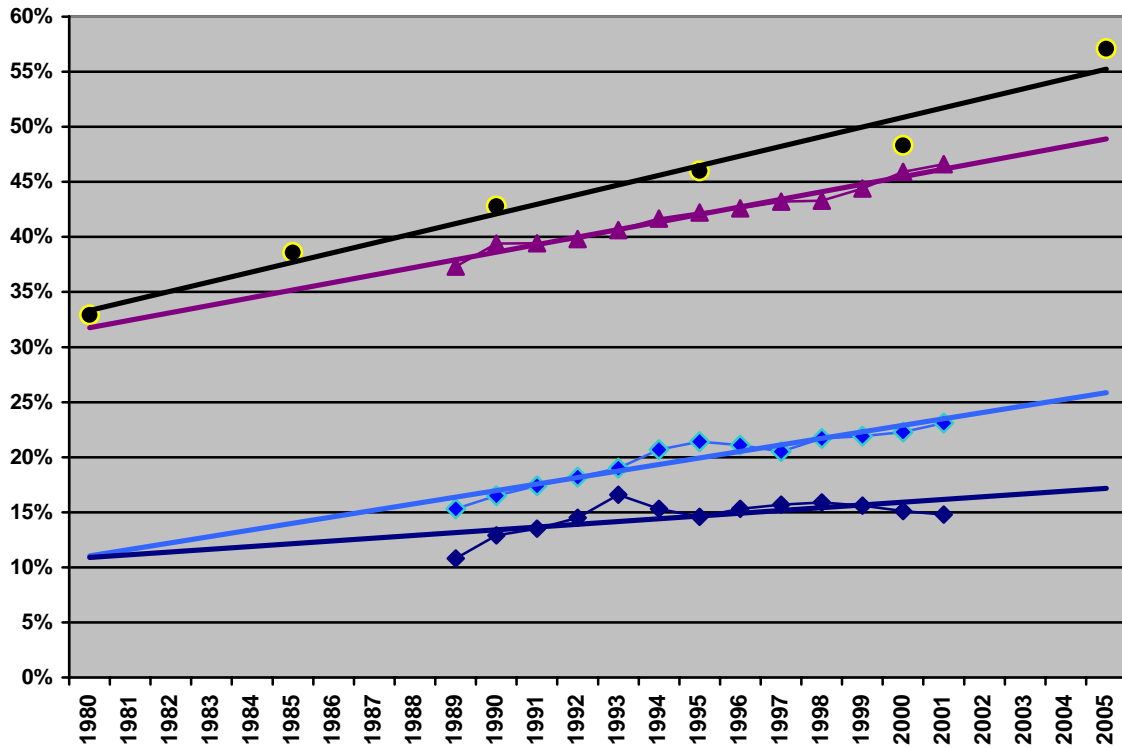
This in many ways continues to be applicable in 2003 as UC still employs sizeable numbers of minorities as Professionals and Support Staff, but far fewer as Managers, Senior Professionals, and senior managers. ***Hispanics, being the most predominant minority group in California, are the second least represented group within UC's MSP and SMG ranks, at just under 5.4%.*** Overall, the representation of other minority groups reaches no higher than 10.6%, with Caucasian representation at 77.2%. ***A closer examination of the career staff composition for the entire UC system reveals that while close to 30,000 minorities work for UC, only a little more than 1,000 hold MSP or SMG positions.*** By comparison, while 36,500 Caucasians work for UC, close to 3,500 of them hold middle or top-level management positions.

Figure 19 depicts the current trends in State population growth and UC workforce composition over time. Here again we see that the growth of minorities as a percentage of UC Professionals and Support Staff most closely parallels California's mushrooming minority population. The trendlines also reveal that the growth of minority representation within the ranks of higher management has not increased as fast nor as much as the growth rate within entry level positions. In fact, the trendline for growth of minority employees among senior management appears to have flattened out between 1990 and 2002, resting stable at around 15%.

⁴ <http://quickfacts.census.gov/qfd/states/06000.html>

⁵ Johnson, Hans P. "How Many Californians? A Review of Population Projections for the State." Public Policy Institute of San Francisco, October 1999.

**Figure 19: Future Trends
CA Minority Population
vs.
UC Minority Career Staff**



- Minorities as a Percentage of CA Population
- ◆ Minorities as a Percentage of UC Senior Managers
- ◆ Minorities as a Percentage of UC Managers & Sr. Professionals
- ▲ Minorities as a Percentage of UC Professionals & Support Staff

TRENDLINES⁶ Growth of Minorities in California: $y = 0.0088x + 0.3246$

Growth of Minorities among UC Professionals & Support Staff: $y = 0.0069x + 0.3106$

Growth of Minorities among UC Managers & Senior Professionals: $y = 0.0059x + 0.1046$

Growth of Minorities among UC Senior Managers: $y = 0.0025x + 0.106$

⁶ Sources

State of California, Department of Finance, *Race/Ethnic Population Estimates: Components of Change for California Counties, July 1970 - July 1990*. Sacramento, CA, July 1999.

State of California, Department of Finance, *Race/Ethnic Population Estimates: Components of Change for California Counties, April 1990 to July 1999*. Sacramento, CA, March 2001.

U.S. Census Bureau, Population Projections Program, *Detailed State Projections by Single Year of Age, Sex, Race, and Hispanic Origin: 1995 to 2025*.

U.S. Census Bureau, American Factfinder, Geographic Comparison Table: *California – County (2000)*. Note: 2000 CA minority percentage derived from all non-white, 1-race respondents, divided by total 1-race respondents.

UCOP, Division of Business and Finance, Human Resources and Benefits Department, *U.C. Corporate Personnel System—ER 7 Reports*.

Innovative Outreach Efforts Necessary at UC

UC campuses must explore progressive strategies to increase minority representation by drawing from the available labor pools. Future trends demonstrate that dramatic steps must be taken in order for UC's career staff diversity to reach parity with its surrounding populations. To begin this process, we should look first at campuses like San Francisco, which has been exemplary in its recruitment of minority employees.

By pursuing innovative hiring practices, San Francisco has taken the lead in closing the gap for minorities at all three personnel tiers. Although San Francisco's specialization in health-related fields restricts recruitment to a narrow labor market, the campus consistently ranks as one of the most diverse workplaces in the UC system. It employs people of color in nearly a quarter of its Senior Manager positions, and in over half of its Professional and Support Staff positions. San Francisco's success in creating a dynamic, productive work force that is reflective of the city's diverse population underscores the efforts that have been made to outreach to minorities in the community.⁷

UC San Francisco consistently makes efforts to attend local college and university fairs, enlisting its hiring managers to speak personally with potential recruits. The campus also makes it a point to attend *private* as well as public career fairs, such as diversity fairs put on by private corporations. An annual Open House is held at the university, in which applicants can engage directly with hiring managers.

The San Francisco campus has also created a website on which people can apply for employment online and provides access to computer open hours at Human Resources, hoping that this will have an impact in encouraging minorities to apply. The school also utilizes an innovative employment opportunity bulletin, which is sent out weekly by email to a list-serve with more than 60 outreach organizations. Those organizations, in turn, pass the employment opportunities on to their members.

In each of its recruitment efforts, hiring managers are partnered with the human resources department and their advertising agency to target specific needs. One of the campus' strongest advantages in recruiting minorities is the diverse composition of its own recruiters: two-thirds of its staffing employees are people of color, while two Spanish-speaking secretaries in front desk jobs provide language accessibility. The University is currently working to develop and strengthen ties with community-based organizations to outreach to those clients.

San Francisco has consistently ranked highly as the campus with the most diverse work force because of its aggressive pursuit of new strategies and its strong commitment to community outreach. The University provides a model for other UC campuses to follow.

⁷ Information on UCSF's hiring practices was provided by Alexandra Campe, UCSF Staffing Manager.

Methodology

This report begins with an analysis of overall minority and female representation among the three personnel tiers established by UCOP: Professionals and Support Staff (PSS), Managers and Senior Professionals (MSP), and Senior Management Group (SMG).

The total numbers and percentages of minority and female representation are from October 2001; these figures come from the UC Corporate Personnel System's ER 7.3 Reports, which were analyzed by The Greenlining Institute.⁸

The following definitions for Race/Ethnicity were used:

- White: a person having origins in any of the original peoples of Europe, North Africa, or the Middle East (except those of Hispanic origin)
- Black/African-American: A person having origins in any of the black racial groups of Africa (except those of Hispanic origin)
- Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race
- Asian/Pacific Islander: A person having origins in any of the original peoples of the Far east, Southeast Asia, the Indian Subcontinent, or Pacific Islands; this includes people from China, Japan, Korea, the Philippine Islands, American Samoa, India, and Vietnam
- Native American/Alaskan Native: A person having origins in any of the original peoples of North America or who maintains cultural identification through tribal affiliation or community recognition

To evaluate campuses' utilization of their diverse labor markets, analysis of minority and female availability was also performed (see charts, p. 7). This availability data is routinely calculated by each of the UC campuses, and current numbers are based on the 1990 census; these numbers will be reconfigured when 2000 census figures are released. For the purposes of this report, the campuses' availability pools were requested by UCOP's Equal Employment Opportunity / Affirmative Action Office (Human Resources and Benefits Department) and then analyzed by The Greenlining Institute. The campuses were individually scored and ranked on the basis of their diversity utilization in the three personnel tiers mentioned above. Diversity utilization was calculated, at each personnel tier, by dividing the percentage of minorities currently employed with the percentage of minorities in the existing pool of qualified labor. A campus is said to have reached parity when its employment of minorities is equal to the percentage of minorities in the available labor market. Therefore, campuses with a diversity utilization score under 1.00 are under-utilizing the diversity of their labor markets.

These diversity utilization scores comprised the basis of our Overall Career Staff Diversity Rankings (p. 13). Each campus' diversity utilization scores for the three personnel tiers were then averaged and ranked in comparison to the other campuses' overall scores. However, this overall score does not take into account the different number of employees at each of the three personnel tiers.

⁸ The data exclude employees who have not self-identified ethnicity.

Forecasts of California's future minority population and UC career staff's future minority representation were based on state estimates, US Census projections, and the UC's ER 7.3 Reports (see source citations on p. 14).

Finally, UCSF's Staffing Manager, Alexandra Campe, provided information for the profile on UCSF hiring practices. These conversations took place during the first week of April 2002.

Appendix

Figure 20: UC Berkeley Student & Staff Ethnic Composition

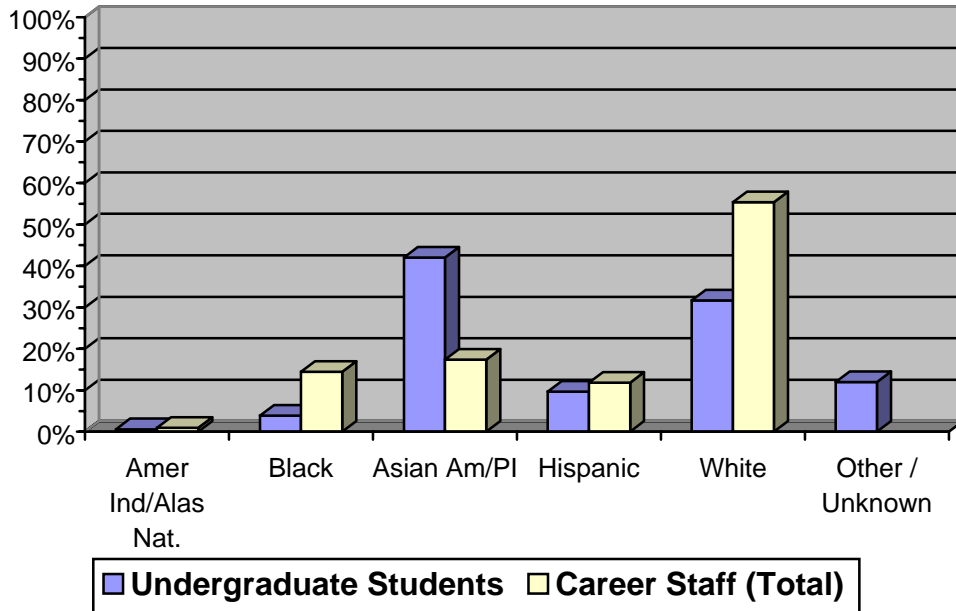


Figure 21: UC Davis Student & Staff Ethnic Composition

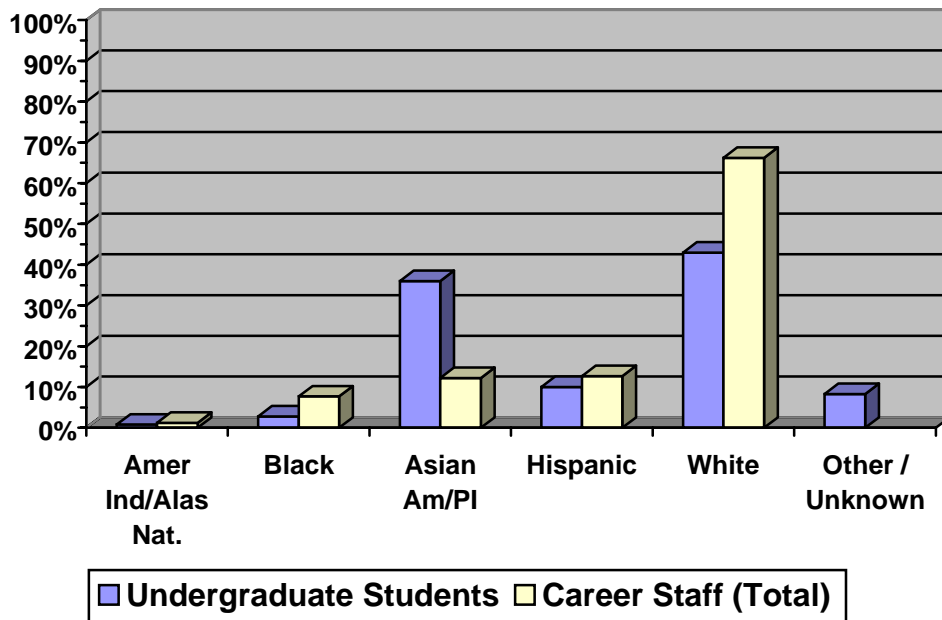


Figure 22: UC Irvine Student & Staff Ethnic Composition

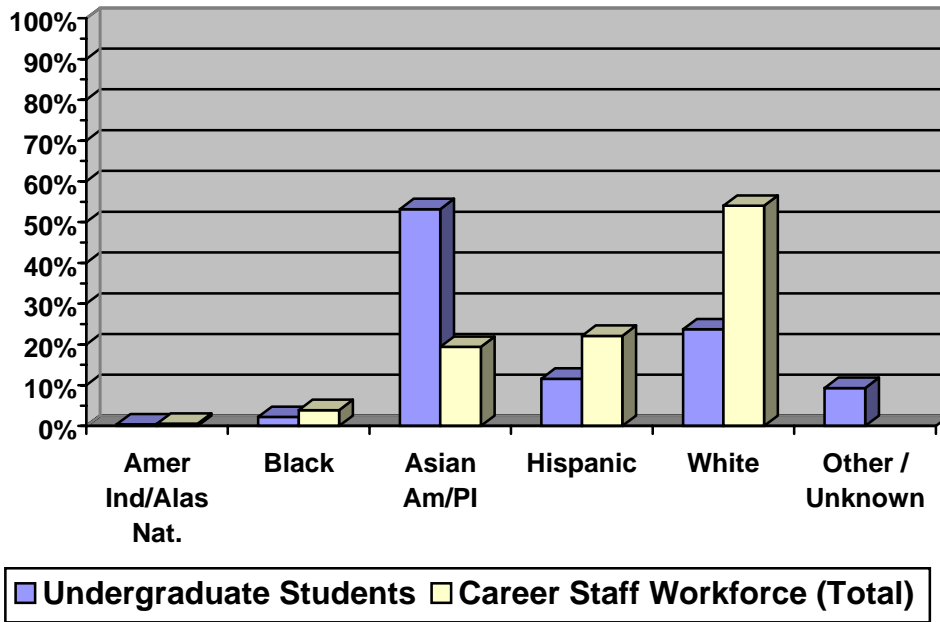


Figure 23: UC Riverside Student & Staff Ethnic Composition

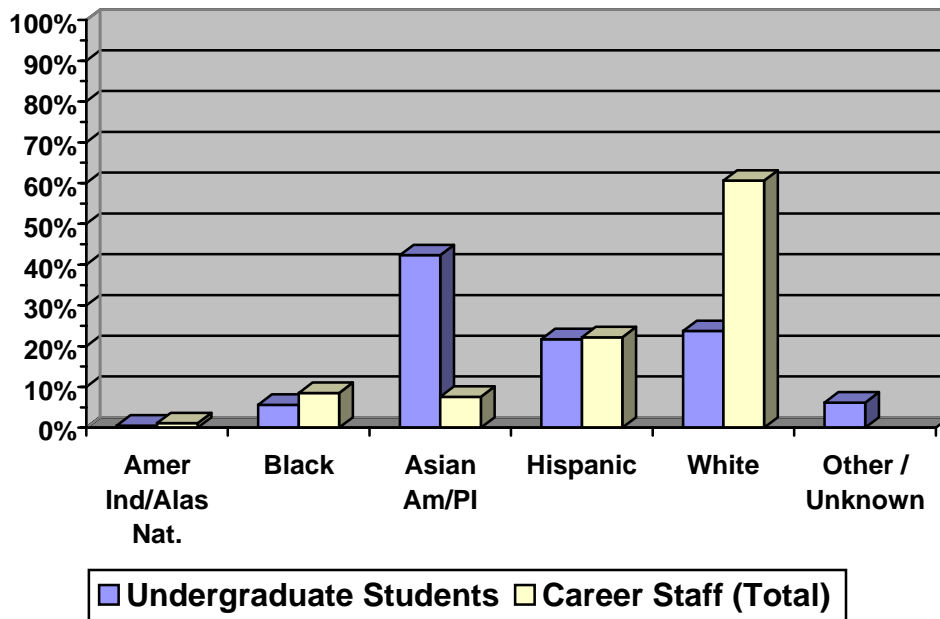


Figure 24: UC San Diego Student & Staff Ethnic Composition

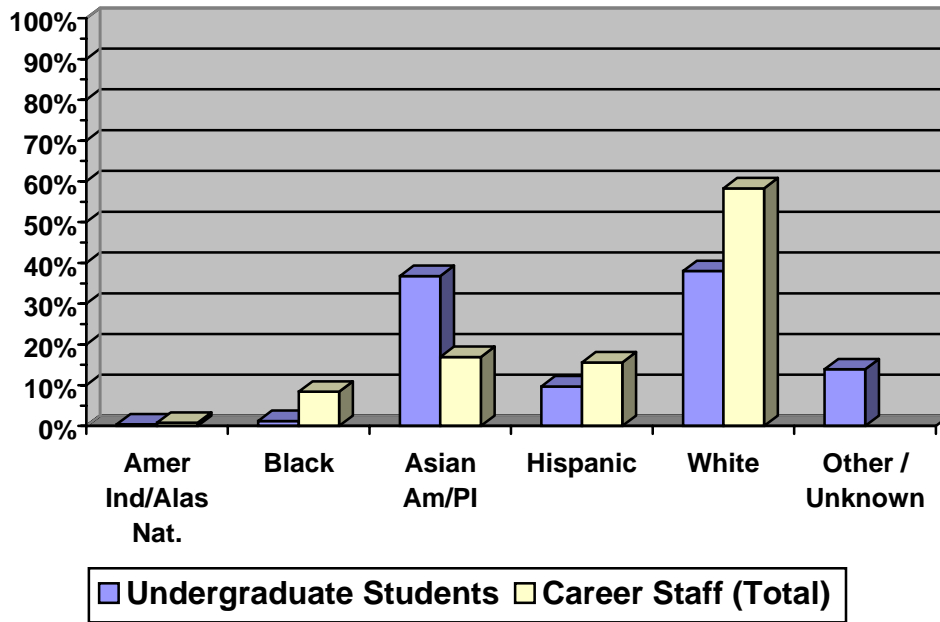


Figure 25: UC Santa Barbara Student & Staff Ethnic Composition

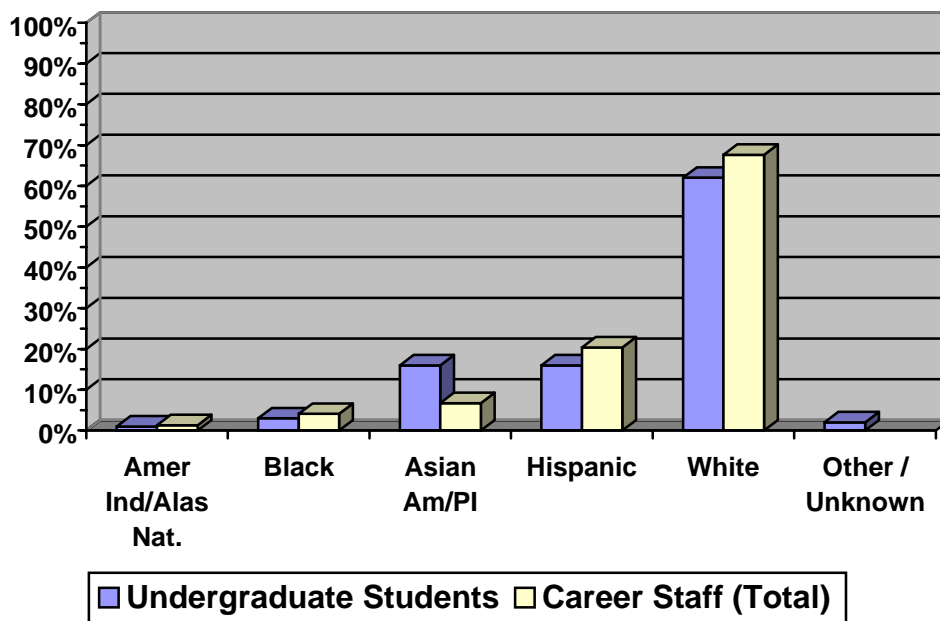


Figure 26: UC Santa Cruz Student & Staff Ethnic Composition

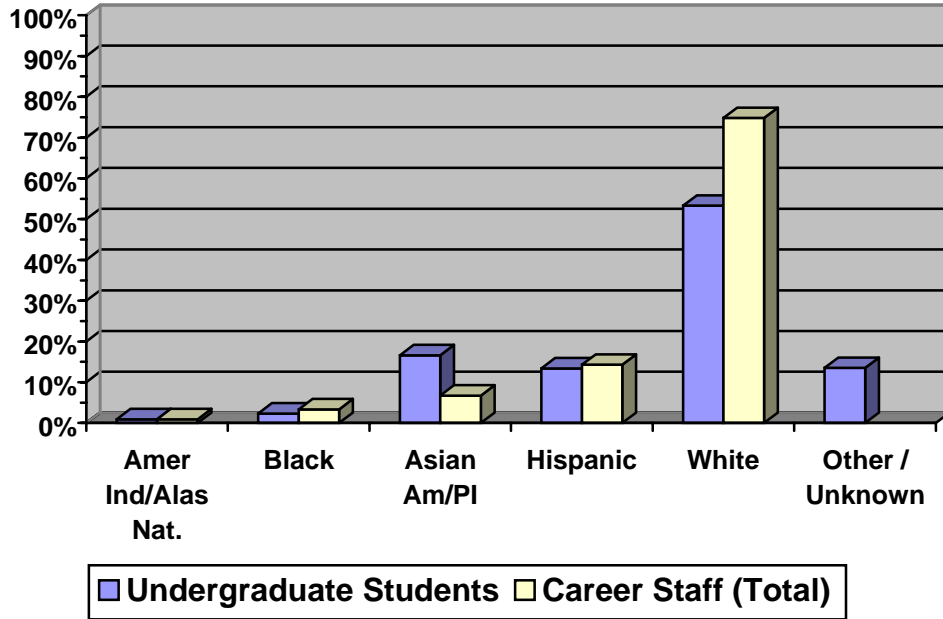
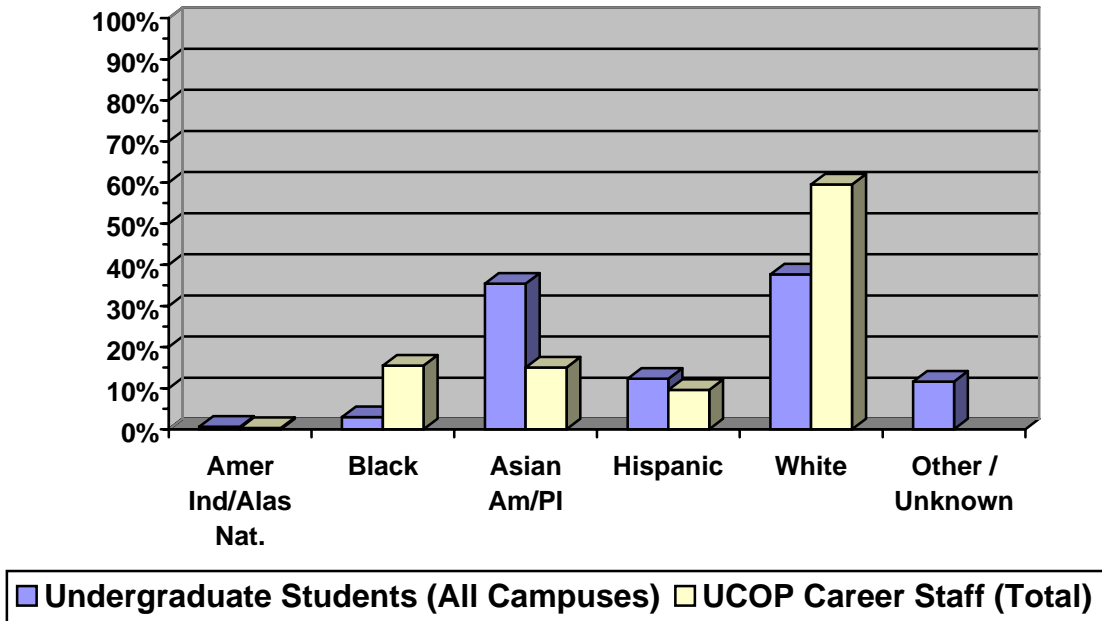


Figure 27: Ethnic Composition of UCOP Staff & UC Students



Appendix Graph Sources:

Career Staff Data: U.C. Corporate Personnel System – ER 7.3 Report, October 2001

Undergraduate Data: Campus Websites

Berkeley: <http://osr4.berkeley.edu/Public/STUDENT.DATA/f01.eth>

Davis: http://www.news.ucdavis.edu/facts/student_profile.lasso

Los Angeles: <http://www.apb.ucla.edu/web01/histethn/FUGETH.PDF>

Irvine: <http://www.oas.uci.edu/scs/2001-02/fall/tot.html>

Riverside: <http://www.ucr.edu/about/factsheet.html>

Santa Barbara: <http://www.sa.ucsb.edu/newadmit/stats.htm>

Santa Cruz: http://www.ucsc.edu/general_info/profile.html

San Diego: <http://ugr8.ucsd.edu/sriweb/summary.pdf>

Acknowledgements

This report was a project of the UC Office of the President and Greenlining Institute Community Partnership on Diversity: Career Staff Outreach and Retention Sub-Committee

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This report would not have been possible without the contributions of the following people:

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