

APM 210, 240 & 245

Advancing a Culture of Inclusion

In 2005, the Academic Personnel Manual was revised regarding Appointment and Promotion for appointees in the Professor and corresponding series, department chairs and deans to include responsibility for departmental and divisional diversity efforts and affirmative action, as well as to more specifically address faculty efforts to further diversity and equal opportunity in teaching, research, professional activity and service.

APM 210 - Professors

“The University of California is committed to excellence and equity in every facet of its mission. Teaching, research, professional and public service contributions that promote diversity and equal opportunity are to be encouraged and given recognition in the evaluation of the candidate’s qualifications. These contributions to diversity and equal opportunity can take a variety of forms including efforts to advance equitable access to education, public service that addresses the needs of California’s diverse population, or research in a scholar’s area of expertise that highlights inequalities.”

APM 245 – Department Chairs


“The appointee is responsible for maintaining a departmental affirmative action program for faculty and staff personnel, consistent with University affirmative action policies.”

APM 240 - Deans

“This includes a fiscal responsibility for the unit, maintaining an affirmative action program for faculty and staff recruitment and retention consistent with University affirmative action policies, and responsibility for insuring that systemwide and local policies, including Academic Senate regulations, are observed.”

Policy changes alone do not change an institution. The administration and faculty must consider how to put these statements into practice. How are we going to hold each other accountable for advancing diversity? How will we reward those who enable substantive progress? And what is to be done about those who do nothing, or who resist efforts to change?

Establishing agreed upon guidelines at each level on how to consider and evaluate diversity and affirmative action efforts during the performance review process is a first step needed to enable individual accountability. This must involve all those who contribute to performance review; Academic Senate committees, departments and department chairs, deans and Academic Personnel administrators. Systemic change requires all those involved to be part of the discussion.



Beyond looking at these changes to the APM in terms of accountability for individual performance, the University's commitment to advancing diversity, as reflected by these statements, can also be incorporated into advertisements for faculty positions, consideration of contribution to diversity service and research in the graduate selection process, or awarding of recognition and resources for work that advances the institution's diversity mission. Creative and broad application of these concepts will further promote a culture of inclusion within the University of California.