Approval by school dean and Equity Advisor is mandatory before short-list candidates may be invited to campus for an interview.

Step 3

**Department Chair & Faculty**

- Campus Visit and Seminar: Establish a consistent and fair process for the candidate visit
- Inform candidates in advance about seminar format
- Ask all candidates similar questions and avoid inappropriate ones
- Share information about UCI in advance and be responsive to questions during the visit

**Department Chair & Faculty**

- Selection and Hiring Recommendation
- Review search milestones and position criteria
- Discuss candidate research, teaching and diversity statement as well as seminar presentation
- Focus on the candidate's substance, not style; creativity, intellectual curiosity, dedication, and perseverance, not assertiveness or single-mindedness
- Be aware of potential for institutional bias; candidates from lesser known schools may be on a "star trajectory" (Moody, 2005)
- Avoid discussion of strictly prohibited personal attributes such as gender, race, marital status, national origins, sexual orientation, veteran status, and other protected categories
- Record vote and inform dean's office

Let's build a great university together!

ADVANCE Program
FOR EQUITY AND DIVERSITY

Inclusive Excellence in the Faculty Search Process

University of California, Irvine
535 Aldrich Hall, ZC: 1000
Irvine, CA 92697-1000-25

Tel: (949) 824-9635
Fax: (949) 824-2513

http://advance.uci.edu

# FRIE15
Inclusive Excellence in the Faculty Search Process

Step 1

Department Chair & Faculty
» Establish Scope of Search and Review Recent Hiring Activity
  - Discuss and agree on position criteria
  - Clarify and agree on recruitment milestones
  - Understand characteristics of the availability pool
  - Review recent hiring activity for tenure-track and/or tenured appointments

» Forming and Preparing the Search Committee
  - Reflects a cross section of the faculty
  - Must include at least one woman faculty member
  - Attend mandatory Equity Advisor search presentation
  - Understand campus commitment to inclusive excellence
  - Appreciate role of bias and unconscious preferences in the selection process

Department Chair/Search Chair
» UCI Recruit: Prepare Search Plan with Attention to Inclusive Excellence

» Position Advertisement and Outreach Strategies
  - All ads must include the following language:
    “A separate statement that addresses past and/or potential contributions to diversity, equity and inclusion must be included in the application materials.”
  - Place advertisement in key venues in general field publications, websites of professional associations
  - Solicit nominations from chairs of committees on diversity, equity or the status of women and minorities of professional associations and special interest organizations

  - Consult Equity Advisors and ADVANCE website for list of professional associations and organizations as well as directories for the Ford Foundation Postdoctoral Program and the UC President’s Postdoctoral Fellowship Program.
  - Add the following statement:
    “The University of California, Irvine is an Equal Opportunity/Affirmative Action Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories covered by the UC nondiscrimination policy. A recipient of an NSF ADVANCE award for gender equity, UCI is responsive to the needs of dual career couples, supports work-life balance through an array of family-friendly policies, and is dedicated to broadening participation in higher education.”

  If cost of the full ad is prohibitive, use the following abbreviated statement:
    “The University of California, Irvine is an Equal Opportunity/Affirmative Action Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories covered by the UC nondiscrimination policy.”

Step 2

Search Chair and Committee
» Consult position criteria and pool characteristics in Recruit
  - The position description contains criteria and other expectations
  - Evaluate effectiveness of plan to generate a broad pool of qualified applicants

  - Consult Diversity Report which compares the applicant pool characteristics to the national availabilities in the sub-field

» Review completed applications
  - Be mindful of implicit bias. A study by Trix and Psenka (2003) analyzed 300 recommendation letters for medical school faculty appointments and found common semantic phrases in letters that distinguished male from female applicants:

<table>
<thead>
<tr>
<th>Him</th>
<th>Her</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>Training</td>
</tr>
<tr>
<td>Skills and Abilities</td>
<td>Teaching</td>
</tr>
<tr>
<td>Career</td>
<td>Application</td>
</tr>
</tbody>
</table>

  - Allow sufficient time (15 minute minimum) to read each application. Distracted evaluators under time constraints rated women lower than men for the same written job performance; less pressure, less bias (Martell, 1991)
  - Use diversity statement evaluation grid when reviewing applicant’s statements on previous and/or potential contributions to diversity

» Arriving at the Short List
  - Review position criteria
  - Use a matrix of criteria, including research, teaching and diversity statement
  - Utilize phone or Skype interviews to develop a short list from a “longer” list of candidates
  - Discuss proposed short-list with the department faculty
  - In Recruit, provide rationale for proposed short-list while addressing any discrepancies between proposed short-list and national availability