Step I: Complete UCI-AP-80A– Search Plan & Advertisement

- **Search Committee Composition**
  - Represents a diverse cross section of the faculty.
  - You may need to look beyond your department to avoid overworking members of less represented groups.
  - Commitment to diversity.
  - Ensures minorities and women have an equal opportunity to serve.
  - Should think carefully about their own biases and unconscious preferences. Exercise: [http://implicit.harvard.edu/implicit/demo](http://implicit.harvard.edu/implicit/demo)

- **Advertisement**
  - Describe the position as broadly as possible to attract the largest available pool.
  - Recruit in areas with higher availability of women and minorities.
  - **Add the following statement:**
    UCI is an equal opportunity employer committed to excellence through diversity and strongly encourages applications from women, minorities, and other under-represented groups. UCI is responsive to the needs of dual career couples and is dedicated to work-life balance through an array of family-friendly policies, and is the recipient of an NSF Advance Award for gender equity.
  - If cost of the full ad is prohibitive:
    UCI is an equal opportunity employer committed to excellence through diversity and strongly encourages applications from women, minorities, and other under-represented groups.
  - Post at or recruit from Faculty for the Future (no charge): [http://www.engr.psu.edu/fff/](http://www.engr.psu.edu/fff/)

- **Proactive Search**
  - Use networks and personal contacts with colleagues, including diversity-related opportunities at professional conferences.
  - Use the minority and women’s doctoral directory in your dean’s office (mailing labels FREE from OEOD!)
  - Consider non-ladder rank academics (lecturers, professional researchers and postdoctoral fellows as potential candidates).
  - Timely search: don’t lose excellent candidates
  - Be aware of the availability data for your discipline(s) – see: [http://www.eod.uci.edu/availstats.html](http://www.eod.uci.edu/availstats.html)

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Step II: Developing a Short List – Complete UCI AP-80B Pre-Campus Interview Search Activities Statement

Your candidate pool (use FAST) should reflect the availability data.

- **Pools must be kept & evaluated separately for each rank.**
- **Ensure fair evaluation of all candidates**
  - Use a matrix of criteria
  - Include all important criteria (research, teaching, service, administrative experience, etc.)
  - Be aware that gender-biased perceptions are embedded in letters of recommendation (Trix & Psenka 2003)
  - Focus on substance, not style.
  - Use phone interviews before your campus visit list—to “start” with a longer- and potentially more diverse – “short list.”
  - Avoid “cognitive errors” (Moody 2005) such as elitism…candidates from lesser-known institutions can be on “star trajectories.”
- **Avoid ranking your short list at all stages of the search process.**
- **The short list should reflect the diversity of the pool.**

Step III: The Visits – Identify an Excellent Candidate – Complete UCI AP-80C: Final Search Activities Statement

During the visit, highlight:

- **Non-monetary benefits of UCI:**
  - Community—including diverse scholars on campus—provide networking opportunities for candidates
  - ADVANCE & other mentoring programs
  - Research resources
  - Proactively meet all candidates’ potential needs (partner position, childcare, housing, etc.)
  - Provide the same information to all candidates
- **Start-up packages**
  - Ensure all candidates receive accurate information about customary start-up packages.
  - Be aware that women & minorities, on average, do not negotiate as aggressively as non-minority men (Babcock & Laschever 2003).
- **Follow-up with candidates so they know that the search is still open**

During final evaluation:

- Focus on candidates’ substance, not style, evaluating the individual’s creativity, intellectual curiosity, dedication, and perseverance, not assertiveness and single-mindedness.
- Be open-minded in evaluating candidates for their performance, research and teaching goals.
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Herbert Killackey, Vice Provost
Debra Richardson, Dean of the Donald Bren School of
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