

Search:

Search committee chairs and members must be committed to promoting diversity among the faculty.

Make every effort to appoint a search committee that represents a diverse cross section of the faculty and who have a proven track record for promoting diversity. Ensure that minorities and women have an equal opportunity to serve on search committees.

Be aware that a proactive role in recruiting applicants can be very effective in diversifying the pool of candidates. Search committee members should network and make personal contact with colleagues for possible candidates

Each person on a search committee should think carefully about their own biases and unconscious preferences that may lead to discrimination.

In making the decision as to the area in which to recruit, be aware of the availability data for women and minorities.

When possible, cluster hire, either within your department or in conjunction with other departments; several positions in a broad area leads to a larger pool.

Draft an advertisement that describes the position as broadly as possible to attract the largest available pool.

In addition to the required notice that the University is an equal opportunity employer, advertise that UCI is responsive to the needs of dual career couples, and include additional language that describes the department's interest in attracting applicants whose teaching, research or service activities may contribute to the academic diversity of the campus.

Advertise the position with organizations and publications that are targeted to women and minority audiences, in addition to publications for general distribution.

Non-ladder rank academics (lecturers, professional researchers and postdoctoral fellows) should be viewed as potential candidates.

Carry out the search in a timely, professional manner, so as not to lose "excellent" candidates.

Selection:

When advertising for more than one rank, make certain that the pool for each rank remains separate.

Be open-minded in evaluating candidates for their performance, research and teaching goals. Keep in mind that a candidate from a lesser-known institution can be on a trajectory towards a very successful career.

Of the top candidates, develop a short list, which reflects the diversity in the pool.

Be mindful of gender-biased perceptions (found in letters of recommendation, mannerisms, etc.).

Focus on substance, not style, evaluating the individual's creativity, intellectual curiosity, dedication, and perseverance, not assertiveness and single-mindedness.

Provide networking opportunities for candidates to be further informed of University attributes.

Be aware of variable negotiation styles and the need to be flexible in the hiring process.

Once an individual candidate's needs are determined, make every effort to meet them (partner position, childcare, housing, etc.).

Recommended Reading

The MIT Faculty Newsletter, Vol. XI No.4, March 1999
A Study on the Status of Women Faculty in Science at MIT
(<http://web.mit.edu/fnl/women/women.html>)

American Physical Society, 2000, The Back Page: Is There an Unconscious Discrimination Against Women in Science? Howard Georgi (<http://www.aps.org/apsnews/0100/010016.html>)

Why So Slow? The Advancement of Women, Virginia Valian
MIT Press, 1999

Nepotism and Sexism in Peer-review. Christine Wenneras and Agnes Wold, Nature, Vol. 387, 22 May 1997

UC Affirmative Action Guidelines for Recruitment and Retention of Faculty
(<http://www.ucop.edu/acadadv/fgsaa/affirmative.html>)

Academic Personnel Procedures Manual and Personnel Manual
(<http://www.ap.uci.edu/>)

Equal Opportunity and Diversity: Academic Availability Statistics
(<http://www.eod.uci.edu/availstats.html>)

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Best Practices *for* *Achieving Diversity* *in* *Faculty Recruitment*



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