Step 3: Complete UCI AP-80c

Final Search Activities Statement
The Visits – Identify an Excellent Candidate

Provide the same information to all candidates

During the visit, highlight:

- UCI’s:
  - Faculty culture and campus community
  - Commitment to work-life balance
  - ADVANCE & other career advising programs
  - Research resources
  - Partner position, childcare, housing, etc.

- 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 candidate’s 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.

Let’s build a great university together!

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Step 1: Complete UCI-AP-80a

Search Plan & Advertisement

- **Search Committee**
  - Represents a diverse cross section of the faculty:
    - Ensure minorities and women have an equal opportunity to serve.
    - You may need to look beyond your department to avoid overworking members of under-represented groups.
  - Committed to equity and diversity.
  - Understands the role of bias and unconscious preferences in selection process.
  - Complete the following exercise: [http://implicit.harvard.edu/implicit/demo](http://implicit.harvard.edu/implicit/demo)
  - Attend search committee workshop

- **Proactive Search Activities**
  - 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 the Office of Equal Opportunity and Diversity)
  - 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)

- **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, try:
- [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.](http://www.eod.uci.edu/availstats.html)

- [Post at or recruit from Faculty for the Future (no charge): [http://www.engr.psu.edu/fff/](http://www.engr.psu.edu/fff/)
- Describe plans to diversify applicant pool

- Obtain signature of school Equity Advisor when AP-80a is complete

Step 2: Complete UCI AP-80b

Interim Search Activities Statement – Developing a Short List

- Your candidate pool (use the RECRUIT System) should reflect the national availability data [http://recruit.ap.uci.edu/](http://recruit.ap.uci.edu/)

- **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.

- Describe effectiveness of steps taken to generate a diverse applicant pool.

- Explain any discrepancy between pool and availability statistics.