

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.

UCI ADVANCE Program For Faculty Equity and Diversity

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>



UNIVERSITY of
CALIFORNIA
IRVINE

FRBP08

ADVANCE Program for Faculty Equity and Diversity

ACHIEVING EQUITY & DIVERSITY IN THE FACULTY RECRUITMENT PROCESS



BEST PRACTICES

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>
- 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>

• 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.
- Post at or recruit from Faculty for the Future (no charge):
<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/>

- **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.**

