

Diversity Considerations in Faculty Hiring: Best Practices for Hiring Committees

The UC Office of Academic Personnel policies on the open search process for a professor <http://ap.uci.edu/policies-procedures/open-search-process-senate/> highlight that diversity considerations are important at every stage of a search. Equity advisors review and approve the search plan, the shortlist, and the final search report, so it is critically important (and required) to involve the Equity Advisor in all stages of the search process.

1. Initiating the Search Process for a Professor

From UCI Academic Personnel policies: “In consultation with the Equity Advisor, the Department selects the search committee, writes the advertisement, views faculty availability data, and decides in which journals to advertise.”

- a. Search Committee: The search committee should reflect diversity in its composition.
- b. Advertisement: Any job ad going out has to include diversity-related language. Go to <https://inclusion.uci.edu/recruitment-resources/> and click on “Required text for Senate Faculty Recruitment Ads” to obtain the currently used language.
- c. Faculty Availability: You can determine availability by going to <http://www.oead.uci.edu/>. From there, select Affirmative Action under the resources tab, scroll down to Affirmative Action Programs, and select Academic Appointees from Availability Statistics. The search chair will also have access to availability stats in UCI Recruit.
- d. Advertisement Venues: Advertise widely. Some diversity advertising avenues are listed on the OEOD website: http://www.oead.uci.edu/policies/diversity_ad.php. Use your network - advertise at relevant conferences and reach out to qualified individuals and invite them to apply. Reach out to current and past recipients of the President’s Postdoctoral Fellowship Program (you can search for these individuals here: <https://ppfp.ucop.edu/info/>) and the Ford Foundation Postdoctoral Program (Searchable directory of recipients: <http://nrc58.nas.edu/FordFellowDirect/Main/Main.aspx>). Information about the hiring incentive program for the President’s Postdoctoral Fellowship program go here: <https://ppfp.ucop.edu/info/fellowship-recipients/hiring-incentive.html>.
- e. Evaluation criteria: Agree on evaluation criteria (including evaluation of the contribution of the diversity statement) prior to reviewing candidates. Create a *position criteria matrix* and use it to evaluate all candidates in terms of their contribution to research, teaching, service, and diversity. For a diversity evaluation grid go to <https://inclusion.uci.edu/recruitment-resources/> and click on “Evaluation Grid”. Having clearly defined evaluation criteria will go a long way in making unbiased decisions later.

2. Collecting Applications and Applicant Diversity Data

From UCI Academic Personnel policies: “Department pursues additional search methods as decided upon by Search Committee, in consultation with Equity Advisor and OEOD.”

- a. Monitoring the search: Assess your applicant pool periodically on *UCI Recruit* to make sure your emerging applicant pool at a minimum matches (or ideally exceeds) the faculty availability in terms of minority representation. If there are discrepancies, increase efforts to recruit a diverse pool before the search closes.
- b. Equity Advisor Meeting: Before any individual files are reviewed, hold the mandatory equity advisor meeting with the search committee. Please allow 30 to 60 minutes for this meeting.

3. Analyzing the Applicant Pool and Selecting Candidates for Campus visits

From UCI Academic Personnel policies: “When Search Committee has determined that applicant pool composition is appropriate, Department decides on short list of candidates to be invited to campus for interviews”

- a. Selection of candidates for the seriously considered list and for the short list: Go back to your position criteria and evaluate candidates based on the matrix you developed during the first stages of the search. Discuss candidate research, teaching, service and diversity contributions. Avoid discussions of strictly prohibited personal attributes such as gender, race, partner/marital status, national origins, sexual orientation, veteran status, and other prohibited categories.

4. Conducting Campus Interviews and Selecting the Final Candidate

- a. Before the visit: All candidates should receive the same information about their visit to UCI.
- b. Campus Interviews: In the School of Social Ecology, each candidate will meet with the Equity Advisor. Thirty minutes should be dedicated to that meeting.
- c. During the visit: All candidates should have equal opportunity to interact with faculty and students and to learn about resources on campus.
- d. Final candidate selection: After all campus interviews are completed, the Department evaluates all short-listed candidates and decides on a final candidate. Similar to the process of selecting the candidates for the shortlist, go back to your position criteria and re-evaluate candidates based on the matrix you developed at the beginning of the search.
- e. Search report: The search report must be approved BEFORE a tentative offer is made.

References:

[UC Affirmative Action Guidelines for Recruitment and Retention of Faculty: \(https://www.ucop.edu/faculty-diversity/policies-guidelines/affirmative.pdf\)](https://www.ucop.edu/faculty-diversity/policies-guidelines/affirmative.pdf)

[Office of Equal Opportunity and Diversity Guidelines for Search Committees: \(http://www.oeod.uci.edu/files/pdf/search_guidelines.pdf\)](http://www.oeod.uci.edu/files/pdf/search_guidelines.pdf)

[UC Guidelines for Addressing Race and Gender Equity in Academic programs in Compliance with Proposition 209: \(https://www.ucop.edu/general-counsel/files/guidelines-equity.pdf\)](https://www.ucop.edu/general-counsel/files/guidelines-equity.pdf)

[UC Guidelines for Enhancing Diversity at UC in the Context of Proposition 209: \(http://diversity.universityofcalifornia.edu/files/prop-209-summary.pdf\)](http://diversity.universityofcalifornia.edu/files/prop-209-summary.pdf)