INCLUSIVE EXCELLENCE TOOLKIT

for the
Faculty Search

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UCI Office of Inclusive Excellence

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Equity Advisors as Search Consultants

Equity advisors are senior faculty members who are appointed as faculty assistants to their respective deans in each academic unit. Equity advisors participate in faculty recruiting by approving search strategies and raising awareness of best practices. Additionally, they organize faculty development programs, with both formal and informal mentoring, and address individual issues raised by women and underrepresented minority faculty.

A current list of equity advisors is located at: https://inclusion.uci.edu/advance/equity-advisors/. The equity advisors have responsibilities that range from consultations with faculty search committees on recruitment matters and official sign offs in the recruitment process to quarterly reporting and annual training on topics that advance inclusive excellence at UCI.

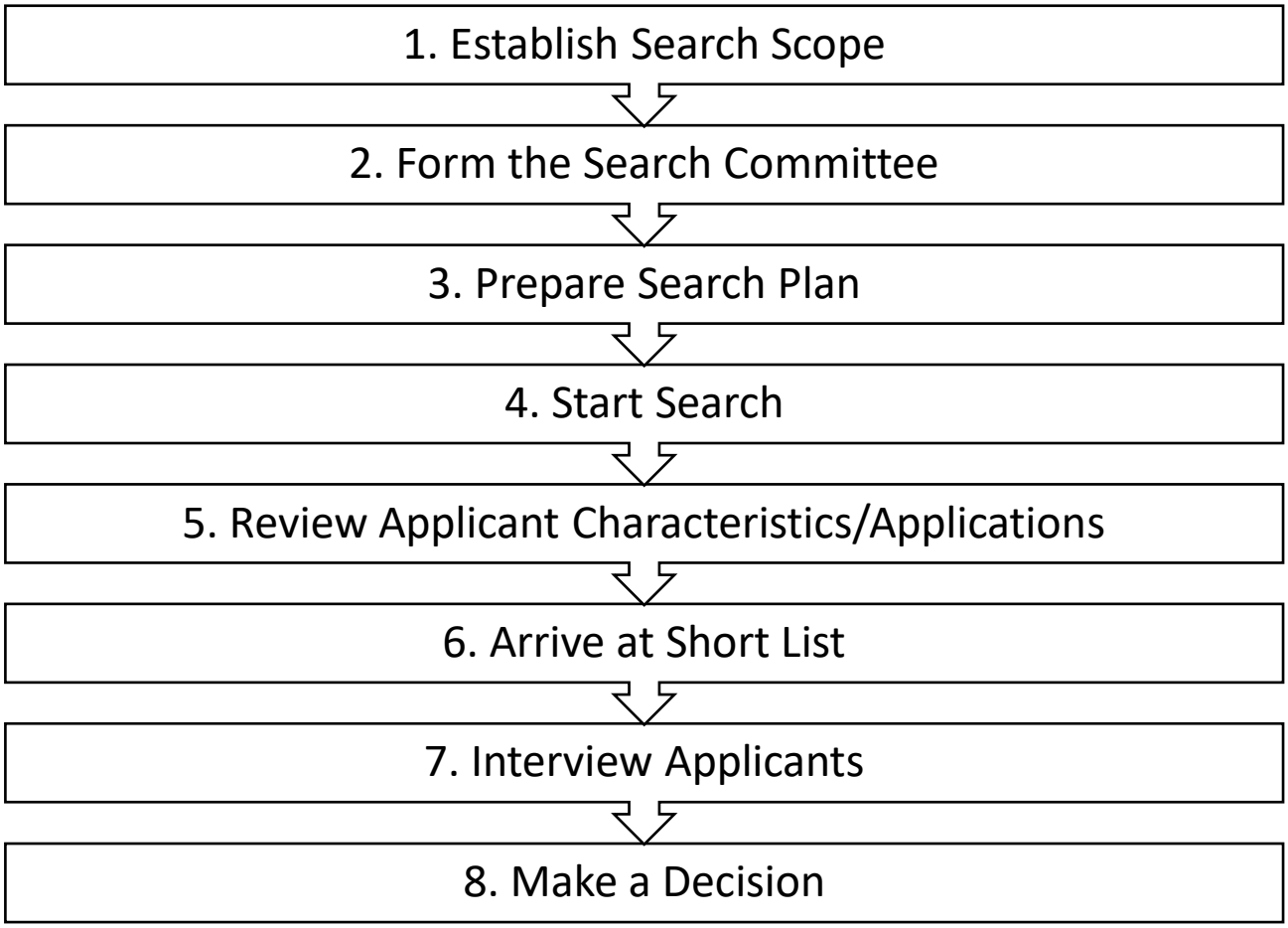
Recruitment	Coordinate Career Advising	Promote Equity and Retention	COVID-19 Guidance	ADVANCE Program Advising Committee (APAC)
•Meet with Search Committees •Review compliance w/ads, committee composition, equity practices •Confidential meeting with candidates •Approve outreach plan, shortlist, final selection	•Ensure new faculty orientation •Junior and senior faculty mentoring •Offer welcome for all new faculty •Establish support networks for career guidance •Cultivate leadership •Raise awareness re equity and inclusion in awards/recognition •Collaborate with professional societies	•Review salary equity data •Provide consultations (confidential) as requested by faculty •Assist dean in file review for faculty equity •Advise dean and central administration re: inequities •Disseminate mentoring best practices •Promote career development programs for graduate students and faculty •Coordinate with DECADE Mentors •Solicit input re: climate and school culture action items	•Consult as requested re reasonable accommodations due to COVID-19 circumstances •Communicate campus resources for support	•Monthly collaborations and annual trainings on DEI topics specific to role •Track DEI activities •Resource on ADVANCE program offerings

Specifically, there are key points in any faculty search process when equity advisors must be engaged with search chairs and committees. These include presenting guidance on best practices to all search committees and reviewing and approving specific milestones in the Senate faculty searches (recruitment plans, short list of interviewees, and final committee selections). Additionally, key best practices during the search process also include making time for candidates to meet with equity advisors for confidential conversations about candidate questions and advice on UCI family friendly policies, practices, and institutional supports for faculty career success.

Search Process Steps Engaging Equity Advisors

A summary of key major faculty search steps appear below and are summarized from the Academic Personnel recruitment procedures for Senate positions (https://ap.uci.edu/policies-procedures/open-search-process-senate/).

These steps include:



The Search Process Part I - Equity Advisor Engagement in Senate Faculty Recruitments

The following steps are briefly describe with additional insights when equity advisors and other search consultants and resources are advised.

Establish Scope of Search and Review Recent Hiring Activity

- Review recent hiring activity and outreach aims; equity advisor may consult

Forming and Preparing the Search Committee

- Attend mandatory Equity Advisor search presentation, among other items, ensuring that at least one woman on search committee

Equity Advisor approves Position Advertisement/Search Plan

- All ads for senate positions must include the following sentence. "Complete your application by also submitting a statement on previous and/or potential contributions to diversity, equity and inclusion."

All search plans must include or address the following:

- Select "Statement on Contributions to Diversity" in the Required Documents.
- The following sentence must appear in the Recruitment Description: "Candidates must submit a statement on previous and/or potential contributions to diversity, equity and inclusion."
- Provide a description of search and recruitment activities in the section Planned Search & Recruitment Efforts to generate a diverse applicant pool; may consult equity advisor
- Include Selection Criteria and Selection Plan

Selected Best Practices Related to Faculty Candidate Outreach and Early Search Steps

Evidence from the literature highlights several best practices for use during the early stages of Senate faculty recruitment that are referenced above. These selected best practices support the preceding steps and practices to advance diverse applicant pools and fair candidate appraisals. Selected evidence is discussed briefly for the relevant areas below.

Faculty Search Advertisements

Flory et al. (2021) - Tailored recruitment messages that include the organization's valuing of diversity and evidence significantly and positively related to increased applicant and new hire diversity

Stacy et al. (2018) - Shaping faculty job advertisements to align to desired jobs as well as diverse applicant interests has the highest correlation to faculty diversity at all stages of Senate searches (composition of applicant pool, short list, finalists)

Outreach for Diversifying Applicant Pools

Johnson et al. (2016) - Diverse faculty hiring outcomes are associated with the diversity of candidates in the applicant pool

Stacy et al. (2018) - Practices such as broadening applicant pools through outreach to the UC President's Postdoctoral Fellows were strongly correlated with diversity at successive stages of the faculty search

Composition of Search Committees

Sommers (2006) - Herogeneous juries examined a wider range of information than homogeneous juries, particularly affecting decisions related to defendents by race

Stacy et al. (2018) - Compared to faculty searches where committee composition was less than 40% women, the committees comprised of at least 40% women also had higher percentages of women and candidates who identified from historically underrepresented ethnic or racial minority backgrounds at each search stage

Search Process Part II – Search Chair and Committee

Several best practices in faculty search processes are applicable when discussing the search chair and committee roles.

- You are strongly encouraged to review the applicant pool characteristics ***before*** the search closes.
- In the Recruit recruitment window, go under "Diversity" tab. This will produce the current demographic profile of applicants who provided this information (most do), in comparison to pool availability.
- If there is a discrepancy between the applicant pool and national availability, take additional steps in encouraging applications ***before*** the search closes.

Relevant Best Practices Related to Search Chair and Candidate Reviews

Using Diversity Statements and Pre-determined Selection Criteria

Schmaling et al. (2015) - thematically assessing diversity statements provides specific evidence of and shows variance across distinct diversity dimensions

Mitigating Implicit Bias

Bertrand & Mullainathan (2004) - White sounding names received 50% more callbacks for interviews than African American names on the same resumes

Bortz (2018) - Specific candidate information trigger specific implicit biases, and once redacted from initial consideration, reduce the likelihood of decision making bases on these biases

Régner et al. (2019) - Ongoing examination of bias and its role in decision making is needed during faculty committee recruitment reviews as committees are most likely to act on their implicit gender bias when they do not believe that systemic biases are a problem or need to be addressed.

Steinpreis et al. (1999) - Men and women psychologists who reviewed gender-manipulated CVs more frequently voted to hire candidates who were men rather than those who were women, although CVs were identical.

Search Process Part II – Review Completed Applications

Careful consideration of all candidate materials aids the process for deliberation and decision making for short lists and final selections. Best practices to aid in these reviews include:

- Allow sufficient time (15-minute minimum) to read each application and to review candidate materials
- Review applicants' statements on previous and/or potential contributions to diversity, equity and inclusion

Search Process Part II – Developing a Short List

As faculty search committee members select candidates for campus interviews, they are asked to consider the following best practices:

- Review position criteria
- Use a matrix of criteria, including research, teaching and diversity statement
- Discuss proposed long short-list with the department faculty
- In Recruit, provide rationale for proposed short-list, along the lines of research, teaching, service and diversity. In the end, you will have to provide rationale for (non)selection for all applicants in the pool
- If there exist discrepancies between your applicant pool and national availability, you need to upload a memo explaining this.
- The chair can upload the memo in the documentation section of the recruitment window. This section is found under the search info tab in the main recruitment window.
- Equity advisor is part of review approvals

Search Process Part III – Selection and Hiring

Returning to the job position criteria and the agreed review items from the research, teaching and diversity statements are necessary steps to ensure that final decisions are were achieved through careful and fair consideration.

Additional Relevant Best Practices for Candidate Selection

As committees and faculty colleagues complete their reviews and discussions, emphasis on creating fair processes for candidate appraisals are informed by research to help reduce implicit biases and to promote attention to all candidate materials.

Giving Time and Attention to Candidate Materials

Martell (1991) - Reviewers facing time pressures and attention demands to focus on candidate materials rated men more favorably than women, and these differences disappeared when reviewers allocated full attention and sufficient time to candidate information.

Diversity Statements and Objective Criteria Review

Kaplan et al. (2008) - A research-based rubric supported assessment and enhanced quality of faculty and graduate student teaching statements

Uhlmann & Cohen (2007) - Reviewers with self-beliefs about their objectivity made biased, gender-based assessments of job applicants and this disadvantaged women applicants.

Additional Resources

There are several additional tools and sources of information that may assist in the faculty search process, and suggestions are shared below with additional information at: https://inclusion.uci.edu/recruitment-resources/.

Gender Bias Calculator – Offered at the Leheigh University website. May be used to identify the instances of gender bias occurring in text samples such as letters of recommendation: https://www.tomforth.co.uk/genderbias/

Inclusive Excellence Activity Statement (video) – Overview of the aims and suggestions for content: https://inclusion.uci.edu/recruitment-resources/

Required Text for Senate Faculty Recruitment Ads – text provided by the UCI Office of Equal Opportunity and Diversity: https://inclusion.uci.edu/recruitment-resources/

Steps in Recruitment Process and Diversity Considerations – an overview of the Academic Personnel steps for Senate searches and opportunities for considerations of equity and inclusion for diverse faculty recruitments: https://inclusion.uci.edu/wp-content/uploads/2020/07/Diversity-Considerations-in-Faculty-Hiring-PPT-formatted.pdf.

University of California (UC) Guidelines for Addressing Race and Gender Equity in Academic Programs in Compliance with Proposition 209 – overviews policies and provides examples of opportunities for advancing inclusive excellence in campus climate, student and faculty programs, and other supports: https://diversity.universityofcalifornia.edu/files/documents/prop-209-guidelines-ogc-full.pdf

UC Berkeley Rubric to Assess Candidate Contributions to Diversity, Equity, and Inclusion - https://ofew.berkeley.edu/recruitment/contributions-diversity/rubric-assessing-candidate-contributions-diversity-equity

UCI Academic Personnel Guidance for the Inclusive Excellence Activities Statement – provides tips for writing about and assessing contributions to inclusive excellence: https://ap.uci.edu/faculty/guidance/ieactivities and https://ap.uci.edu/faculty/guidance/iecontributions/

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