

The trends prompted by COVID-19 circumstances have transformed uses of technology for faculty recruitment, teaching, and other purposes, including the use of nearly 900,000 virtual meetings at UCI in 2020 alone. Specific to faculty recruitment, the Office of Inclusive Excellence and the UCI ADVANCE Program for Equity and Diversity uses this moment to underscore required and suggested practices to advance equity and inclusion during the faculty recruitment process.

We expressly invite faculty search committee members to use the exemplary tools and guidance developed by UCI equity advisors to advance fair and inclusive practices.

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## **Key Reminders – Engaging Equity Advisors to Support Best Practices in the Faculty Search**

While the faculty equity advisors have a multi-faceted role that includes activities to support confidential advising of school faculty and programming to create positive learning and work environments, they have specific expectations for engagement during faculty recruitment. They recommend the use of [Best Practice Guidelines for Search Committee Interactions with Candidates](#) and [Guidelines for Search Committees](#) to inform about questions prohibited in search interviews and to advance greater inclusion during interactions with applicants. Equity advisors engage with search committees at major milestones during faculty searches, including:

- To consult about ways to broaden applicant outreach, advance inclusion through the position advertisement text, and to present best practices to search committees in advance of any candidate reviews
- To approve outreach plans for Senate faculty searches
- To approve shortlisted candidates for Senate faculty searches

In addition to mandatory search committee presentations about best practices, there are several resources that further details about recruitment steps for inclusive excellence, including: [Diversity Considerations in Faculty Hiring](#), [OIE Best Practice Toolkit for Faculty Recruitment](#).

### Consultations and Search Committee Presentations

- Search committee presentations are conducted in-person and introduce tools hosted at OIE websites for institutional data trends and evidence-based practices
- An [OIE Best Practices Toolkit for Faculty Recruitment](#) is online and available as a reference tool for all search committee members

### Approval of Outreach Plans for Senate Faculty Searches

- Equity advisors comprise the approval chains in *Recruit* for outreach/search plans and they confer with committees about opportunities to enhance outreach best practices, particularly when affirmative action compliance information, school demographic trends, and candidate availability statistics are not aligned

### First Round Interview and/or Virtual Meetings with Candidates Listed Under “Serious Consideration”

- “First round interviews” and/or the virtual meetings associated with them are defined as interviews with candidates using technology to inform search committees as they develop their short lists of candidates for either face-to-face campus interviews/“fly outs”/second round virtual meetings or other full interviews afforded to shortlisted candidates
- When using virtual opportunities to interact with candidates listed in *Recruit* under “serious consideration” or part of a first-round group, best practices require consistent treatment of all applicants in this category. For example, if a first-round interview group is identified from which a selection decision will occur to develop a short list, the first round list must be approved by equity advisors and these candidates must be interviewed in the same platform (e.g., via Zoom)
- PLEASE NOTE: While the outcomes of a first-round process may be reflected as the short list, it may be necessary to identify an additional step to show a formal approval chain. This question is now under consideration with leadership

### Approval of Shortlisted Candidates

- Search committees are required to submit a short list of candidates in *Recruit* and to interview all shortlisted candidates in the same manner (e.g., either interview all virtually or face-to-face)
- Once a short list is approved, search committees MAY NOT move “applicants” or applicants from under “serious consideration” onto short lists in *Recruit* without re-running a new short list for approval
- **Brief Guiding Questions to Promote Equity in Virtual Interviews** considers efficiencies as well as equity in interviews
- If search committees exhaust the approved short lists (either all candidates on list are interviewed with no finalist decision or some candidates have exited the list and remaining candidates were interviewed), they need to secure permission to build another short list

Approval of search report – equity advisors also are included on the Search Report approval chain

1. In both casual conversation and formal interviews, remember to avoid questions that are prohibited by federal law, i.e. questions concerning age, race and ethnicity, marital status, religion, sexual orientation, national origin, disability, and veteran status. Questions about a candidate's spouse, whether they have or intend to have children, or their family's country of origin are not appropriate.
2. Without asking the candidate for information about themselves, it is acceptable and often helpful to talk about your own knowledge and experience in ways that allow the candidate to ask questions or discuss issues within these protected categories if they wish. Mentioning your own experience with childcare services, local schools, medical services, or other support services that might relate to the protected categories listed above can provide information without compromising a candidate's rights. If the candidate asks a question about these protected topics, it is appropriate to provide an answer. Please also direct them to the search committee or department chair, Equity Advisor, campus websites, and other resources where they can obtain additional information on these topics.
3. Matters that relate to salary, teaching load, space, office budget and startup funding, or initiation of the UCI Career Partners Program (CPP) are the responsibility of the chair and/or dean. Please direct questions on these matters to the department chair.
4. Be consistent. Make a conscious effort to treat all candidates that visit our campus similarly and impart consistent information; avoid comments that you would not make if the candidate were a different race or gender. When you record your impressions of the candidate, record information in all of the categories on which applicants are being evaluated rather than restricting your notes to "highlights." This more structured approach has been demonstrated to limit the impact of subconscious biases and to result in more fair and accurate reviews. Record specific details to facilitate evidence-based discussions comparing the applicants.
5. Please avoid casually discussing job applicants with colleagues at other universities. While their visits are not secret, it is a professional courtesy not to speculate with faculty from other campuses regarding an applicant's prospects at UCI. This could inappropriately limit the opportunities available to the candidate and might reflect poorly on UCI even if the candidate does not become aware of these conversations.
6. Underscore the campus commitment to work-life balance and a healthy faculty culture. Introduce the UCI community and explain why this is an outstanding environment in which to conduct high-impact, cutting-edge, interdisciplinary research and our commitment to evidence-based pedagogy.

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**Relevant Resources**

**Academic Personnel:**

Assessing Faculty Contributions to Inclusive Excellence: <https://ap.uci.edu/wp-content/uploads/Assessing-Faculty-Contributions-to-Inclusive-Excellence-Sample.pdf>

Guidance for Writing Inclusive Excellence Activities Statement: <https://ap.uci.edu/faculty/guidance/ieactivities/>

**Office of Equal Opportunity and Diversity:**

Academic Availability Statistics: <https://www.oeod.uci.edu/availabilitystats/>

Guidelines for Search Committees: [https://www.oeod.uci.edu/files/pdf/search\\_guidelines.pdf](https://www.oeod.uci.edu/files/pdf/search_guidelines.pdf)

**Office of Inclusive Excellence:**

Diversity Considerations in Faculty Hiring at: <https://inclusion.uci.edu/wp-content/uploads/2020/07/Diversity-Considerations-in-Faculty-Hiring-PPT-formatted.pdf>

Faculty Recruitment Resources at: <https://inclusion.uci.edu/recruitment-resources/>

OIE Best Practice Toolkit – Faculty Recruitment: <https://inclusion.uci.edu/recruitment-resources/>

Required Text for Senate Faculty Recruitment Ads: <https://inclusion.uci.edu/recruitment-resources/>

**University of California:**

Guidelines for Addressing Race and Gender Equity in Academic Programs in Compliance with Proposition 209: <https://www.ucop.edu/uc-legal/files/guidelines-equity.pdf>

UC Berkeley Rubric to Assess Candidate Contributions to Diversity, Equity, and Inclusion: <https://inclusion.uci.edu/wp-content/uploads/2020/07/UCB-rubric-to-assess-candidate-contributions-to-diversity-equity-and-inclusion.pdf>

## Guiding Questions to Promote Equity in Virtual Interviews

Applicant confirmations for virtual interviews should include the stated purpose of the interview, a schedule of applicable meeting times and dates, names and titles of individuals with whom they are scheduled, and tech practice opportunity to confirm accessibility to the interview virtual platform.

Search committees should consider the following questions to advance equity in the virtual interview experience.

- When scheduling virtual interviews – Do multi-hour interviews routinely avoid what may be common meal/pick up times for childcare?
- Does your unit provide a standard tip sheet or practice time with the technology in advance of scheduled interviews to ensure accessibility?
- Upon confirmation of virtual interviews, does unit provide interviewees with standard information on date, time and duration of interview, interviewer/participant names and titles?
- Will committee share communications about the UCI-wide policies enacted to support faculty during the current pandemic, including one-year, automatic stop-the-clock?  
<https://ap.uci.edu/addtlguidancecovid19/>
- Does committee use a separate, dedicated line for candidate discussions after interviews to ensure confidential discussions without the candidate?
- See OIE recruitment flyer for additional resources of interest: <https://inclusion.uci.edu/wp-content/uploads/2020/07/OIE-resources-for-new-faculty-web-5.22.2020.pdf>

To ensure fairness:

- Ask all candidates similar questions
- Interview all candidates on the same platform
- Offer resources to showcase UCI: scheduled meeting time on separate zoom link with equity advisor as available or via email
- Offer UCI virtual tours (<https://admissions.uci.edu/discover/visit/campus-tour.php>)