

Your Responsibility as a Member of an Academic Search Committee

An academic search is an opportunity to recruit excellent candidates and to contribute to UCSF's commitment to diversity and equity. Diversity - a defining feature of California's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, and more.

<http://diversity.universityofcalifornia.edu/diversity.html>

As a Federal Contractor, the University has an obligation to comply with affirmative action regulations governing all levels of employment, including academic personnel practices. These obligations apply to each member of a search committee. Federal and State laws also prohibit discrimination in employment.

One way in which the UCSF Office of Diversity and Outreach—with the help of the [Faculty Equity Advisors](#)—supports the university's commitment to advance diversity and equity is by promoting best practices for faculty recruitment.

These include broadening the candidate pool, agreeing on criteria to judge all applicants before the search begins, guarding against biases in decision making, and treating all candidates respectfully and equally. There should be ongoing monitoring of activities of the committee for equity and inclusivity (Equity Advisor Role).

Prior to Commencing a Search:

- Make sure that you have a diverse search committee
 - School of Medicine requires that the committee be comprised of at least 50% women or URM
 - School of Nursing requires committee comprised 25% men or minorities
 - Schools of Dentistry and Pharmacy require committee comprised 25% women or minorities
- The search committee chair should review with the committee the [campus written Affirmative Action Placement Goals](#) for hiring women or minorities in the job group for which they are searching. Please contact the Office of Diversity and Outreach with questions.
- The search committee should engage in taking the [Implicit Association Test \(IAT\)](#) to become aware of unconscious biases that could potentially have an adverse impact on the evaluation and hiring of candidates.
- Be aware of “best practices” regarding hiring diverse faculty (see Office of Diversity & Outreach – Best Practices Document)
- The search committee should decide on criteria based on the minimum and preferred qualifications by which all candidates will be measured to ensure fairness in the evaluation process.
- Monitor activities of committee for equity and broaden search for inclusivity (Equity Advisor Role)
- Maintain confidentiality throughout search

Actively Search for Candidates:

- Academic departments should conduct a thorough search and advertise widely before hiring decisions are made.

- In addition to general advertising, Federal affirmative action regulations suggest that positions be advertised with organizations and publications that are likely to attract women and minority candidates.
- Search committees should engage in extensive outreach and recruitment to ensure that all qualified applicants have equal opportunity to compete for the position.
- Search efforts should include all available and appropriate avenues for publicizing the position, including national publications, personal contacts, listservs, mailing lists, professional and academic conferences, and web sites (such as employment posting sites associated with professional societies and organizations that serve underrepresented groups).
- Search committees should recognize that personal networks and contacts are often the most effective ways to expand applicant pools.

Specific Best Practices in Developing the Candidate Pool

- Wording in ad that highlights interest in diversity
 - If employer presents self as valuing diversity, less “resume whitening” on part of applicants (*Kang et al., 2016*)
- Requiring a statement on contributions to diversity from all applicants and using statements in the evaluation process
- Recruiting through targeted professional organizations to ensure that qualified women and minorities are aware of the available position.
- Asking colleagues to recommend women and minority candidates
- Widening the range of institutions from which you recruit
 - Consider candidates with untraditional backgrounds, skills, and expertise.
 - Consider a candidate’s unique strengths and how they could benefit the department.
- Engaging in Personal Outreach – Search Ambassadors
- Tapping existing UC academic pipelines to diversify the pool

Equitable Evaluation of the Candidate Pool:

Best Practices in Evaluation

- Agree on the Criteria in Advance
 - Identify the desired elements
 - Rank order the importance of each element
- Slow Down & Do Not Rank Order Immediately
- Carefully review and assess files
- Take necessary time to fully evaluate all applications

- Make sure all applications are reviewed by at least 2 reviewers
- Utilize a consistent evaluation tool

Equity Advisor Review

- Affirmative Action regulations and University policy require campuses to collect data regarding the race/ethnicity and gender of their applicant pools. Search committees are required to review their applicant pool demographics with the Office of Diversity and Outreach prior to beginning the interview process to determine if women and minority applicants are represented in the pool.

The Interview(s)

- Welcome all candidates with equal respect & courtesy
- Standard format for the interviews and the campus visit
- Arrange to have finalists meet with campus groups/individuals from diverse backgrounds
- Provide information on all visits about the culture on inclusion as well as family friendly policies/practices

Academic Values That Support Diversity

Search committees may consider a candidate's contributions to diversity in the selection process.

Academic values that support a diverse environment

- A record of teaching, research or service that will contribute to the campus goal of diversity and excellence.
- Mentoring and outreach activities

Before Recommending a Candidate

- If women and minority applicants are not present in the pool at the rate of their estimated availability in the specific academic field, search committees should review whether proper recruitment and outreach procedures were followed and consider reopening their search with expanded recruitment efforts.
- Search committees may consider a candidate's contributions to diversity in the selection process. For example, search committees may favorably consider research and mentoring that contribute to the diversity of the academic curriculum.
- A Search Process Report must be submitted that includes the committee's considerations and documented efforts.

Additional Resources

Unconscious Bias in Faculty and Leadership Recruitment: A Literature Review
<https://www.aamc.org/download/102364/data/aibvol9no2.pdf>

AAMC E-learning seminar: The Science of Unconscious Bias
https://www.aamc.org/initiatives/leadership/recruitment/178420/unconscious_bias.html

AAMC: "*What You Don't Know: The Science of Unconscious Bias and What To Do About It in the Search and Recruitment Process*"
<https://surveys.aamc.org/se.ashx?s=7C7E87CB561EC358>

University of California: Guidelines for Enhancing Diversity at UC in the Context of Proposition 209
<https://diversity.ucsf.edu/sites/diversity.ucsf.edu/files/prop-209-summary-2013.pdf>

University of California: Guidelines for Addressing Race and Gender Equity in Academic Programs in Compliance with Proposition 209
<http://www.ucop.edu/general-counsel/files/guidelines-equity.pdf>

Questions and Assistance:

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