

Faculty Search Process

Academic Personnel Coordinator Training

BRANDIE KIRKPATRICK

BruinX

Equity, Diversity and Inclusion

Perfect Search Plan

Grace Angus

Megan Kor

Michelle Huang



Bernadette Omote

Deyna Barnard

Agenda

- ▶ Equity, Diversity and Inclusion's role
- ▶ Faculty Search Process
- ▶ Search Waivers
- ▶ Resources

Equity, Diversity and Inclusion's Role

- ▶ Gatekeeper
- ▶ Federal Regulations via OFCCP
- ▶ Equitable and Inclusive Hiring Practices

² “Ladder rank faculty are faculty holding tenured titles or non-tenured titles in a series in which tenure may be conferred.” Academic Personnel Manual (APM) 110-4(22) (revised Sept. 23, 2011). In this memorandum, “ladder rank” covers appointments within the Regular Professorial Series. See The UCLA CALL, Regular Professor Series, available at: <https://www.apo.ucla.edu/policies/the-call/professorial-series/regular-professor-series> (revised July 30, 2015).

FACULTY SEARCH PROCESS

1

INTRODUCTION

When searching for talent, we seek excellence. But our search for excellence can be sidetracked by unduly narrow definitions of merit, uncared assessments, implicit biases, and limited outreach. To promote inclusive excellence—consistent with equity and the law—the University has adopted policies and procedures that guide various search processes.¹

A search for ladder rank² faculty raises especially challenging questions about how best to distribute scarce, valuable public resources within a world-class research university. To help discharge these responsibilities more mindfully, the Office of the Vice Chancellor for Equity, Diversity and Inclusion (“OVC-EDI”) participates in the ladder rank faculty search process in three distinct ways:

1. conduct mandatory faculty search committee briefings;
2. approve key steps in the standard search process;
3. grant waivers, which are exceptions to the standard search

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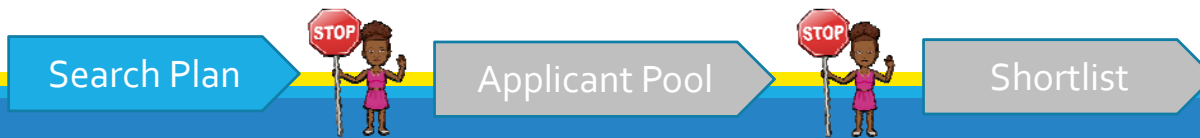
2011). In this memorandum, “ladder rank” covers appointments within the Professorial Series. See The UCLA CALL, Regular Professor Series, available at: <https://www.apo.ucla.edu/policies/the-call/professorial-series/regular-professor-series> (revised July 30, 2015).

OVC-EDI POLICY MEMO #2016-01

VERSION: 2016.03.09

Faculty Search Process

- ▶ Search Plan
- ▶ Applicant Pool Report
- ▶ Shortlist Report



Search Plan

- ▶ Search Details
- ▶ Recruitment Description
- ▶ Diversity/Availability Data
- ▶ Advertisements
- ▶ Basic Qualifications
- ▶ Selection Process
- ▶ Search Committee

Approved Search Plan
JPF02763 • Faculty Search AY16-17 • 2016 - 2017
Generated Jan 11, 2017 at 11:02am

About this recruitment

Job number	JPF02763
Department	CIVIL & ENVIRONMENTAL ENGINEERING / HENRY SAMUEL SCHOOL ENGR & APPL SCIENCE
Title codes	1143: PROF-AY-B/E/E 1243: ASSOC PROF-AY-B/E/E 1343: ASST PROF-AY-B/E/E <small>Title codes are locked because the search plan has already been approved. To edit this field, contact an admin.</small>
Hiring type	Other Academic Positions
Job location	Los Angeles, CA
Academic year	2016 - 2017
Search breadth	Open search
Initial search allocation	Newly Allocated
Approved Search Area	Civil & Environmental Engineering

Dates

Type	Review Dates
Open date	Jan 10, 2017
Initial Review Date	Feb 10, 2017
Recruitment period	171 days
Final date	Jun 30, 2017

Requirements

Documents

- Curriculum Vitae
Your most recently updated C.V.
- Cover Letter (Optional)
- Statement of Research (Optional)
Required for Assistant and Associate level

Generated Jan 11, 2017 at 11:02am

Search Plan




Applicant Pool



Shortlist

Search Plan: Search Details

- ▶ Title Codes
 - ▶ Do not mix ladder and non ladder searches
- ▶ Open/Close or Open Until Filled (IRD)
 - ▶ Min. 30 days between Open and Close/Initial review date
- ▶ Requirements
 - ▶ There are no exceptions to required documents.
- ▶ Contributions to EDI Statement 
 - ▶ Required by all applicants

Approved Search Plan
JPF02763 • Faculty Search AY16-17 • 2016 - 2017
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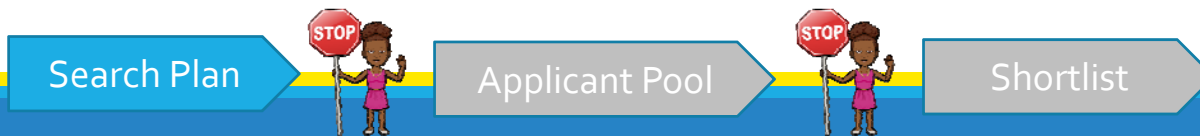
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Requirements

Documents

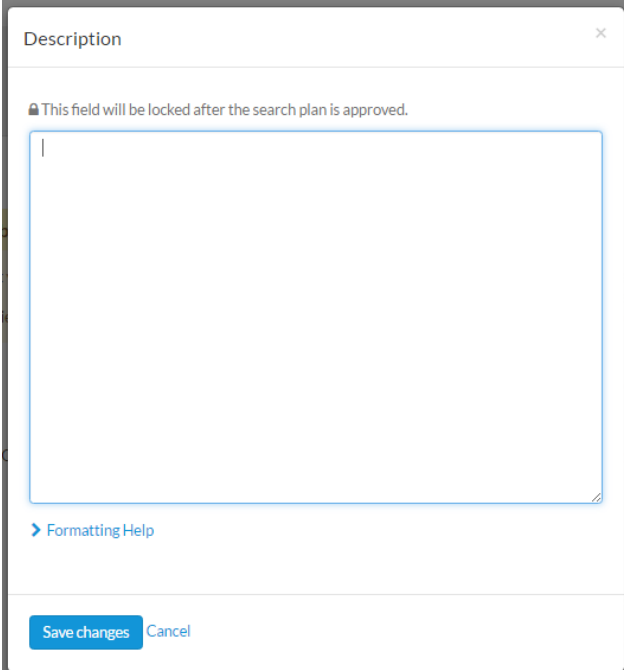
- Curriculum Vitae
Your most recently updated C.V.
- Cover Letter (Optional)
- Statement of Research (Optional)
Required for Assistant and Associate level

Generated Jan 11, 2017 at 11:02am



Search Plan: Recruitment Description

- ▶ Basic Qualification
 - ▶ Minimum requirement for the position
- ▶ Equal Opportunity Statement
 - ▶ The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status. For the complete University of California nondiscrimination and affirmative action policy, see: UC Nondiscrimination & Affirmative Action Policy.
- ▶ Commitment to Equity, Diversity and Inclusion
 - ▶ Department and/or Candidate



The screenshot shows a web form titled "Description" with a close button (X) in the top right corner. Below the title, there is a lock icon and the text "This field will be locked after the search plan is approved." Below this is a large, empty text area for input. At the bottom left of the text area is a link that says "Formatting Help". At the bottom of the form are two buttons: "Save changes" and "Cancel".



Search Plan: Diversity (Availability data)

SEARCH INFO

Details

Diversity

Advertisements

Qualifications

Selection process

Committee

Documentation

Disposition reasons

Conclusion

TOOLS


Activity log

Delete recruitment



Diversity

Availability data

SEARCH PLAN





 Edit

The diversity of candidates available in each field of study identified.

Field of study	Male	Female	African American	Hispanic	Asian	Native American	Minority Total 	White
Campus: <div></div>	74.3%	25.7%	3.0%	3.4%	21.6%	0.4%	28.4%	69.4%
Campus: <div></div>	51.2%	48.8%	2.2%	4.7%	6.0%	1.0%	14.0%	84.7%
Campus: <div></div>	46.1%	53.9%	1.2%	5.3%	4.3%	1.0%	11.9%	86.7%
Campus: <div></div>	40.4%	59.6%	6.7%	7.1%	10.2%	0.8%	24.7%	73.9%
Campus: <div></div>	43.1%	56.9%	5.9%	8.3%	13.5%	1.0%	28.7%	66.7%
Average 	46.1%	53.9%	3.8%	6.0%	8.4%	0.9%	19.2%	79.0%

Pool diversity

The diversity of the pool as the search progresses. Watch for any large shifts from one row to the next.
Note, respondents who declined to state are not included in the percentages below.

Pool	Male	Female	African American	Hispanic	Asian	Native American	Minority Total 	White
All responses  see candidates	69.9%	30.1%	1.0%	12.6%	17.5%	0.0%	31.1%	68.9%
All applicants  see candidates	71.7%	28.3%	1.1%	11.0%	17.6%	0.0%	29.7%	70.3%
Shortlist  see candidates	50.0%	50.0%	0.0%	16.7%	16.7%	0.0%	33.3%	66.7%

Search Plan



Applicant Pool



Shortlist

Search Plan: Advertisements

- ▶ Job Posting/Advertisement
 - ▶ Broad outreach
 - ▶ Targeted Populations
 - ▶ At least one national journal



SEARCH INFO

Details

Diversity

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TOOLS

Activity log

Delete recruitment

Advertisements

Planned search & recruitment efforts [SEARCH PLAN](#) [Edit](#)

The ad will be placed in the selected outlets and search committee will make direct contacts to achieve a diverse pool of applicants. The search committee will review applicants based upon their job market paper, quality of research and breadth teaching experience as well as their demonstrated or likely commitment to diversity related research, teaching and service. The short list will be determined based on all of these factors.

Actual search & recruitment efforts [SEARCH REPORT](#) [Edit](#)

The ad was placed in the selected outlets and search committee made direct contacts to achieve a diverse pool of applicants. The search committee reviewed applicants based upon their job market paper, quality of research and breadth teaching experience as well as their demonstrated or likely commitment to diversity related research, teaching and service. The short list will be determined based on all of these factors.

Ad documents [SEARCH PLAN](#) [Upload](#)

Copies of all advertisements that will be posted

Filename

You haven't uploaded any ad documents yet — [upload one now](#)

HERC category [SEARCH PLAN](#) [Add](#)

Category not yet specified

Ad sources [SEARCH PLAN](#) [Add](#)

Search Plan



Applicant Pool





Shortlist



Search Plan: Basic Qualifications

► Basic Qualifications

► Non-comparative features of a job seeker

-  3 years experience in a particular position
-  Most experience out off all candidates

► Objective

-  Doctorate in accounting
-  Doctorate degree from a good school

► Relevant to performance of the particular position.

SEARCH INFO

[Details](#)

[Diversity](#)

[Advertisements](#)

Qualifications

[Selection process](#)

[Committee](#)

[Documentation](#)

[Disposition reasons](#)

[Conclusion](#)

TOOLS

[Activity log](#)

[Delete recruitment](#)

Qualifications

Basic qualifications [SEARCH PLAN](#) [Edit](#)

Candidates must have a Ph.D. degree (or equivalent) or expect to complete their Ph.D. by June 2018.

Additional qualifications [SEARCH PLAN](#) [+ Add](#)

Missing

Preferred qualifications [SEARCH PLAN](#) [Edit](#)

We welcome candidates whose experience in teaching, research, or community service has prepared them to contribute to our commitment to diversity and excellence.



Search Plan: Selection Process

- ▶ Selection Criteria
 - ▶ Criteria for evaluating and selecting candidates
 - ▶ Consistently applied to all candidates
 - ▶ APM 210-1-D - requires that faculty contributions to diversity receive recognition and reward in the academic review process
 - ▶ Sample Evaluating tool
- ▶ Selection Plan
 - ▶ screening process, interview procedures, voting procedures
 - ▶ List: Name of each search committee member and date they were/will be trained
 - ▶ Brandie Kirkpatrick –trained on 9/5/15
 - ▶ John Abbott – will be trained 9/28/18

Professor of Research and Development

Search Info Reports

Details

Diversity

Advertisements

Qualifications

Selection Process

Committee

Documentation

Disposition Reasons

Search Outcome

Selection Process

Selection Criteria [SEARCH PLAN](#) [+ Add](#)

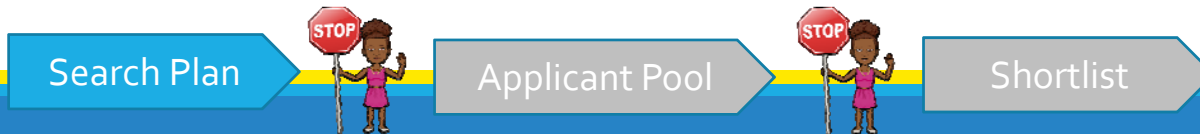
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Selection Plan [SEARCH PLAN](#) [+ Add](#)

Missing

Specializations [SEARCH PLAN](#) [+ Add](#)

No specializations have been specified



Search Plan: Search Committee

- ▶ Job Posting/Advertisement
- ▶ Search Committee Members
 - ▶ Faculty Search Briefing every 4 years
 - ▶ Search Plan will not be approved unless search committee members trained/they've signed up for a Briefing
 - ▶ Shall not review applications until trained
- ▶ Department Chairs & Deans are strongly discouraged from serving on search committee





Search Plan: Approval











Department Chair, Equity Advisor, Dean and VC-EDI Approval

Approval Request

Approved Plan:

 Download plan

Approvers -- 5/5 required have approved  Notify approvers

Step		Person
 Department Chair Remove	Required	SEARS, KAREN ELIZABETH <ksears@ucla.edu>  Proxy
 Dean's Analyst Remove	Required	BARRIOS, EUFEMIA <pbarrios@college.ucla.edu>  Proxy
 Equity Advisor Remove	Required	BARBER, PAUL HENRY <paulbarber@ucla.edu>  Proxy
 Dean Remove	Required	SORK, VICTORIA <vsork@college.ucla.edu>  Proxy
 Diversity Office Remove	Required	KIRKPATRICK, BRANDIE YAINIA <bkirkpatrick@conet.ucla.edu>  Proxy

Search Plan



Applicant Pool



Shortlist

DO NOT PASS GO!

Yes

- Post job ads
- Committee review applications



No

- Campus Visits
- Conduct phone, skype, or conference interviews

Search Plan



Applicant Pool



Shortlist

Applicant Pool Report

Vice Chancellor Review

- Applicant Pool vs. Availability Data

Be Proactive

- Preview Applicant Pool Report
- Expand your outreach efforts
- Explain the imbalance

Availability data

Field of study	Male	Female	African American	Hispanic	Asian	Native American	Minority Total*	White
Campus:	69.4%	30.6%	5.3%	6.7%	13.5%	0.4%	25.8%	72.9%

*The availability percentage for Minority Total includes multiple-race/ethnicity responses. The overall total may also contain additional small groups that do not have their own categories.

Pool composition

Total applicant pool by gender

Male	Female	Decline to state	No response	Total
170	43	4	20	237
79.8%	20.2%	n/a	n/a	% of respondents (213)
71.7%	18.1%	1.7%	8.4%	% of total pool

Total applicant pool by race / ethnicity

African American	Hispanic	Asian	Native American	Minority Total*	White	Decline to state	No response	Total
3	6	109	0	118	85	14	20	237
1.5%	3.0%	53.7%	0.0%	58.1%	41.9%	n/a	n/a	% of respondents (203)
1.3%	2.5%	48.0%	0.0%	49.8%	35.9%	5.9%	8.4%	% of total pool

*The availability percentage for Minority Total includes multiple-race/ethnicity responses.

Search Plan







Applicant Pool



Shortlist

Applicant Pool Report: Approval

Department Chair, Equity Advisor, Dean and VC-EDI Approval

Approval Request		
Approved Applicant Pool for Tenure Track Assistant / Associate Professor		
Download report		
Approvers – 4/4 required have approved Notify approvers		
Step		Person
 Department Chair Remove	Required	CANNON, STEPHEN CALDWELL <scannon@mednet.ucla.edu> Proxy
 Equity Advisor Remove	Required	GORDON, LYNN KATHRYN <lgordon@ucla.edu> Proxy
 Dean Remove	Required	HIATT, JONATHAN R <jhiatt@mednet.ucla.edu> Proxy
 Diversity Office Remove	Required	KANG, JERRY <jkang@equity.ucla.edu> Proxy

Search Plan



Applicant Pool



Shortlist

BRUIN 

DO NOT PASS GO!

Yes

- Review applications
- Skype, Phone & Conference Interviews



No

- Campus Visits
- Job offers

Search Plan



Applicant Pool



Shortlist

Shortlist

Reviewed by Vice Chancellor

- 10+ might raise red flags

Rolling shortlist

- Limit of 3 new candidates or 1 submission per month
- Must contact EDI office

Availability data

Field of study	Male	Female	African American	Hispanic	Asian	Native American	Minority Total*	White
Campus	69.4%	30.6%	5.3%	6.7%	13.5%	0.4%	25.8%	72.9%

Short list composition

Short list by gender

Male	Female	Decline to state	No response	Total
4	1	0	0	5
80.0%	20.0%	n/a	n/a	% of respondents (5)
80.0%	20.0%	0.0%	0.0%	% of total seriously considered

Short list by race/ethnicity

African American	Hispanic	Asian	Native American	Minority Total*	White	Decline to state	No response	Total
0	0	0	0	0	4	1	0	5
0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	n/a	n/a	% of respondents (4)
0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	20.0%	0.0%	% of total seriously considered

*The availability percentage for Minority Total includes multiple-race/ethnicity responses.

Search Plan



Applicant Pool




Shortlist


Shortlist: Approval









Department Chair, Equity Advisor, Dean and VC-EDI Approval

Approval Request

Approved Shortlist for Tenure Track Assistant / Associate Professor

 Download report

Approvers -- 4/4 required have approved  Notify approvers

Step		Person
 Department Chair Remove	Required	CANNON, STEPHEN CALDWELL <scannon@mednet.ucla.edu>  Proxy
 Equity Advisor Remove	Required	GORDON, LYNN KATHRYN <lgordon@ucla.edu>  Proxy
 Dean Remove	Required	HIATT, JONATHAN R <jhiatt@mednet.ucla.edu>  Proxy
 Diversity Office Remove	Required	KANG, JERRY <jkang@equity.ucla.edu>  Proxy

Search Plan



Applicant Pool

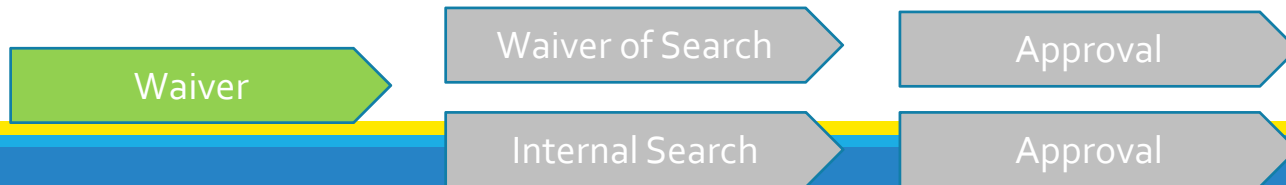


Shortlist

Waiver

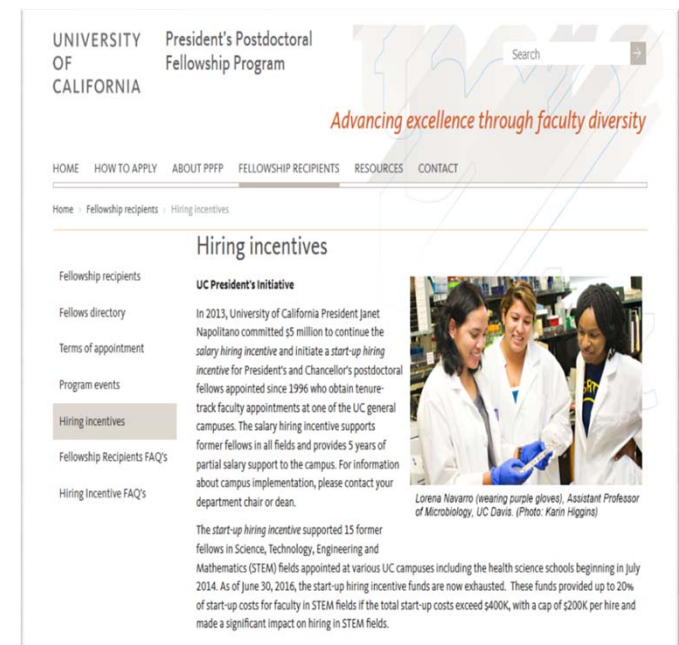
Two forms of Waivers

- Waiver of Search
- Waiver for Internal Search



Waiver of Search

- Appointments - New Hires & Endowed Chairs
 - New Hire/Change in Series => UC Recruit
 - UC President's or Chancellor's Postdoctoral Fellowship
 - Target of Excellence
 - Spousal Hire
 - Endowed Chair – appointed person => Sent Directly to EDI office
 - Approved by VC-EDI & VC-APO



Waiver

Waiver of Search

Approval

BRUIN X

Waiver for Internal Search

- Internal pool of candidates
 - Sent Directly to EDI Office
 - Approved by VC-EDI



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Internal Search

Internal Search

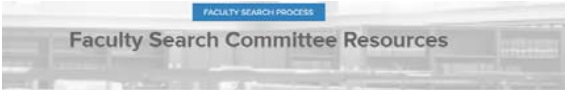
Approval

Resources

Faculty Search Resource webpage

- Faculty Search Process Policy Memorandum **UPDATED**
- Searching for Excellence – Hiring Guide
- Faculty Search Briefing **AVAILABLE NOW**
- Equity, Diversity, and Inclusion Statement FAQs **UPDATED**
- HERC Postings Request form
- Faculty Search Certification List

Job Elephant



Faculty Search Committee Resources

So you're on a search committee, which means you have to go through training (every four years). Are you *due* for a training? Wondering what that entails? Just curious about hiring resources? Since 2016, faculty search briefings have had two primary components.

- (1) a **seven-part animated video series on implicit bias** (roughly 30 minutes total, to be viewed on your own time **before** the briefing).
- (2) an **in-class training that explores evidence-based tools and techniques** to promote equitable and inclusive hiring.

We get that you're busy; that you feel like there's too much training of various sorts. So we've redesigned the materials to be engaging, to the point, and perhaps even entertaining. Because it's extremely important that we get things right, please send us any feedback you have on the video series or any other aspect of our training.

For any questions regarding the Faculty Search Briefings and resources, please contact us at (310) 825-2895.

➤ Before the Briefing

Implicit Bias Video Series

1. Preface: Biases and heuristics (5:14)
2. Lesson 1: Schemas (2:12)
3. Lesson 2: Attitudes and stereotypes (4:13)
4. Lesson 3: Real World Consequences (2:45)
5. Lesson 4: Explicit v. implicit bias (2:48)
6. Lesson 5: The IAT (5:14)
7. Lesson 6: Countermeasures (5:23)

All faculty members **must** view the full Implicit Bias Video Series before the Faculty Search Briefing. After watching the videos, please let us know by self-certifying on this [online form](#).

UCLA Faculty Hiring Guide

We created the video series because evidence regarding implicit biases and their impact is too strong to ignore. But implicit bias isn't the only hurdle we must overcome.

Our hiring guide, [Searching For Excellence: Evidence-based Strategies for Equitable and Inclusive Faculty Hiring](#), identifies areas—ranging from structural barriers and narrow conceptions of merit, to ingroup favoritism and related biases and heuristics—and offers suggestions for how to address them.

➤ Additional Resources

Questions



Contact Information

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