Faculty Search Process

Academic Personnel Coordinator Training

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Equity, Diversity and Inclusion

BRUIN X

Perfect Search Plan

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Agenda

▶ Equity, Diversity and Inclusion's role

▶ Faculty Search Process

▶ Search Waivers

▶ Resources

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Equity, Diversity and Inclusion's Role

▶ Gatekeeper

▶ Federal Regulations via OFCCP

   ▶ Equitable and Inclusive Hiring Practices

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, uncareful 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 rank[2] 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

[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).

OVC-EDI POLICY MEMO #2016-01   VERSION: 2016.03.09

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Faculty Search Process

▶ Search Plan

▶ Applicant Pool Report

▶ Shortlist Report

| Search Plan | Applicant Pool | Shortlist |
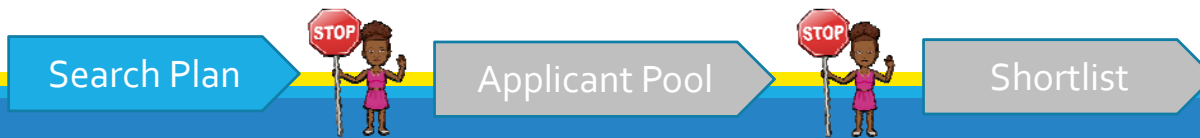
Search Plan

▶ 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

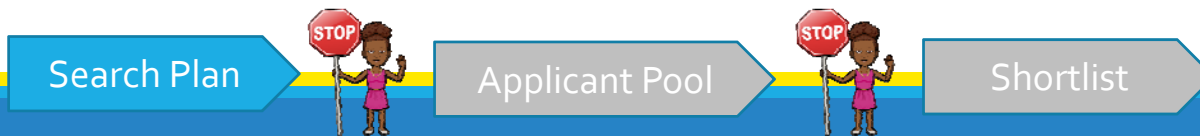|	
Job number	JPF02763
Department	CIVIL & ENVIRONMENTAL ENGINEERING / HENRY SAMUELI SCHOOL ENGR & APPL SCIENCE
Title codes	1143: PROF-AY-B/E/E
	1243: ASSOC PROF-AY-B/E/E
	1343: ASST PROF-AY-B/E/E
	Title codes are locked because the search plan has already been appro — to edit this field, contact an admin.
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

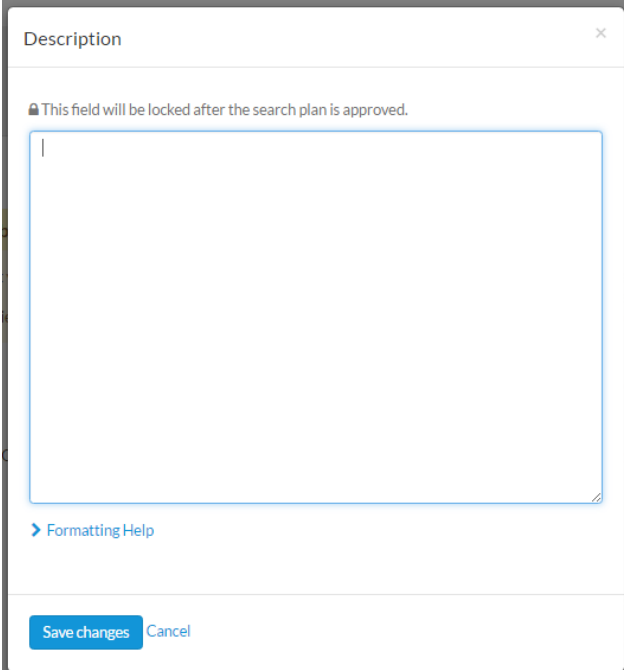|	
Type	Review Dates
Open date	Jan 10, 2017
Initial Review Date	Feb 10, 2017
Recruitment period	171 days
Final date	Jun 30, 2017

Requirements

Documents

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

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Search Plan   Applicant Pool   Shortlist

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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** *NEW*

    ▶ Required by all applicants

Approved Search Plan
JPF02763 • Faculty Search AY 16-17 • 2016 - 2017
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Search Plan   Applicant Pool   Shortlist

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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

Description ✕

🔒 This field will be locked after the search plan is approved.

❯ Formatting Help

Save changes   Cancel

Search Plan   Applicant Pool   Shortlist

BRUIN X

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:	74.3%	25.7%	3.0%	3.4%	21.6%	0.4%	28.4%	69.4%
Campus:	51.2%	48.8%	2.2%	4.7%	6.0%	1.0%	14.0%	84.7%
Campus:	46.1%	53.9%	1.2%	5.3%	4.3%	1.0%	11.9%	86.7%
Campus:	40.4%	59.6%	6.7%	7.1%	10.2%	0.8%	24.7%	73.9%
Campus:	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

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Search Plan: Advertisements

▶ **Job Posting/Advertisement**

　▶ Broad outreach

　▶ Targeted Populations

　　▶ At least one national journal

Search Plan　　Applicant Pool　　Shortlist

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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
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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 ▶ Applicant Pool ▶ Shortlist

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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

Missing

Selection Plan SEARCH PLAN   + Add

Missing

Specializations SEARCH PLAN   + Add

No specializations have been specified

Search Plan   Applicant Pool   Shortlist

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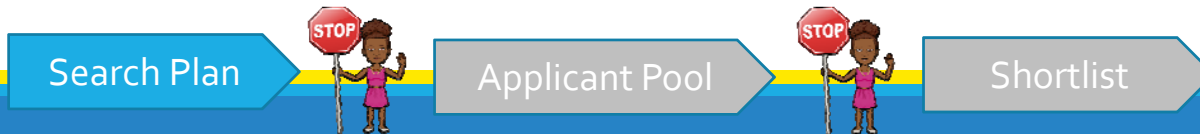
Search Plan: Search Committee

▶ Job Posting/Advertisement

▶ Search Committee Members

   ▶ <u>Faculty Search Briefing</u> every 4 years

      ▶ Search Plan will not be approved unless search committee members trained/they've signed up for a Briefing

      ▶ <u>Shall not</u> review applications until trained

▶ Department Chairs & Deans are <u>strongly</u> discouraged from serving on search committee

Search Plan Applicant Pool Shortlist

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Search Plan: Approval

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

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

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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%	46.0%	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

BRUIN X

Applicant Pool Report: Approval

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

DO NOT PASS GO!

Yes

- Review applications
- Skype, Phone & Conference Interviews

No

- Campus Visits
- Job offers

Search Plan   Applicant Pool   Shortlist

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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

BRUIN X

Shortlist: Approval

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

Waiver

Two forms of Waivers
- ◦ Waiver of Search
- ◦ Waiver for Internal Search

Waiver	Waiver of Search	Approval
	Internal Search	Approval

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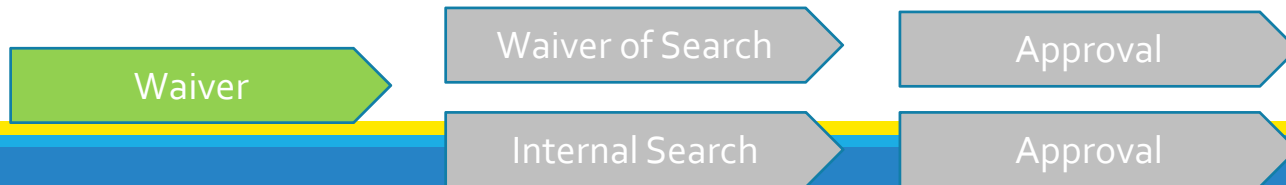
Waiver of Search

- 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 |

Waiver for Internal Search

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

Internal Search

Internal Search

Approval

BRUIN X
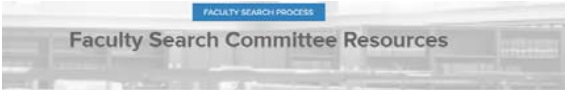
Resources

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

Questions

Contact Information

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