

## Search Committee Checklist

### Before the Search

- | <input checked="" type="checkbox"/> Step | Description  |
|--|--|
| <input type="checkbox"/> 1               | Justification to Open Ladder Faculty Search is completed and routed for approval.  |
| <input type="checkbox"/> 1A              | ALTERNATE: Exception to policy (Waiver of Search) is requested from the Vice Provost, Faculty Diversity & Development, through APO. Following approval, appointment process begins. (If not approved, continue with regular search process.) |
| <input type="checkbox"/> 2*              | Chair of Search Committee is Selected by Chair of department.  |
| <input type="checkbox"/> 3*              | Search Committee is formed.  |
| <input type="checkbox"/> 4*              | Position announcement/Advertisement is drafted and approved by Chair and Dean.   |
| <input type="checkbox"/> 5*              | Form 1: Ladder Faculty Initiation of Search and Recruitment Plan is completed and routed for approval: Chair, Dean<br>(Review by Faculty Diversity & Development)<br>Following approval, search process begins                               |

### Search Process

- |                            |  |
|----------------------------|--|
| <input type="checkbox"/> 6 | Ads are placed and position is posted on websites. Personal contacts are made with departments, individuals, at conferences, etc.  |
| <input type="checkbox"/> 7 | Applications arrive.   |
| <input type="checkbox"/> 8 | Applicants are sent confirmation/thank you letters including the tracking number and the link to the applicant tracking website so that they can anonymously self-report their demographic data for compliance with Federal Affirmative Action requirements.   |
| <input type="checkbox"/> 9 | Form 2: Ladder Faculty Recruitment Compliance Form is completed. Applicant pool is reviewed. Chair and Dean certify that search is in compliance and that pool is broad and inclusive. If approved, search process moves on to selection process. If not, expanded search continues. (Copy of form sent to Faculty Diversity & Development.) |

### Selection Process

- |                             |   |
|-----------------------------|---|
| <input type="checkbox"/> 10 | Search committee begins selection process from approved applicant pool. Applicants are selected for campus visit, held or not selected.   |
| <input type="checkbox"/> 11 | Communication begins with applicants selected for campus visit. Travel, lodging, scheduling, etc. is arranged.  |
| <input type="checkbox"/> 12 | Candidates make campus visits.  |
| <input type="checkbox"/> 13 | Search Committee recommends candidate(s) for selection.   |
| <input type="checkbox"/> 14 | Dean/Chair reviews selection pool for compliance. If not in compliance, requests broader pool.  |
| <input type="checkbox"/> 15 | Faculty reviews and approves candidates.  |
| <input type="checkbox"/> 16 | Dean/Chair reviews and approves candidate selection.  |
| <input type="checkbox"/> 17 | Offer is made. Multiple offers may be made until an offer is accepted.  |
| <input type="checkbox"/> 18 | Data on applicants and selected candidate is entered on Form 3: Ladder Faculty Selection Compliance Form. Chair, Dean certify that selection process is in compliance.<br>(Copy of form sent to Academic Personnel Office with dossier and copy to office for Faculty Diversity & Development.) |

# UCLA Faculty Diversity & Development



# Search Committee Practices to Enable Equity

- ⇒ Search Committee Composition
- ⇒ Job Description/Announcement
- ⇒ Active Recruiting
- ⇒ The Interview
- ⇒ Evaluating Candidates

\* Steps may occur simultaneously.

## Search Committee Composition

- Include faculty who are committed to diversity and excellence.
- Ensure that women and minorities have equal opportunity to serve on search committees.

## Job Description/Position Announcement

- Include language that expresses an interest in candidates who will advance our commitment to diversity.
- Broaden the job description to attract the widest possible range of qualified candidates.
- Advertise in venues that reach women and underrepresented minorities, such as special subgroups of professional organizations or focused conferences.
- Note in the ad that UCLA has policies that address dual academic and non-academic career issues.

## Active Recruiting

- Go beyond the 'usual' range of institutions from which you recruit.
- When contacting colleagues, specifically ask for recommendations of candidates from groups that are underrepresented in your department, in addition to other recommendations.
- Consider candidates who may be currently under-placed and thriving at less well-ranked institutions.
- If multiple searches are taking place in your department, consider using a single search committee for all positions, to allow the consideration of a broader range of applicants.
- Consider hiring outstanding former students after they have had experience elsewhere.

## The Interview

- Avoid illegal and discriminatory questions.
- Give candidates the opportunity to talk with others – not the search committee and not even in the same department – about gender and climate issues.
- Provide information about family friendly policies and partner hiring to all candidates.
- Treat female and minority applicants as scholars and researchers, not as “female or minority” scholars and researchers.

## Evaluating Candidates

- Self-Correction – be aware of the possibility of your own unconscious bias.
- Agree upon ground rules for the search committee and stick to them.
  - ⇒ Agree on evaluation criteria.
  - ⇒ Agree on rules of discussion and how to handle disagreement.
  - ⇒ Agree on a method for determining who will be invited to campus.
- Develop evaluation and interview tools to enable consistency.
- Slow Down.
  - ⇒ Make time to review the entire application.
  - ⇒ Look for non-stereotypical evidence.
- Do not rank order immediately.
  - ⇒ Consider alternatives to rank ordering, such as summaries of each finalist.
- Insist on the evidence.
  - ⇒ Require faculty members to back up statements and opinions with facts and evidence.