

Search Committee Practices to Enable Equity

Search Committee Composition	The Interview
<ul style="list-style-type: none"> • Include faculty who are committed to diversity and excellence. • Ensure that women and minority faculty members have equal opportunity to serve on search committees. • Include faculty members from other fields to enhance equity and create a more explicit and open discussion. 	<ul style="list-style-type: none"> • Avoid illegal and discriminatory questions. • Use a standard protocol for each campus visit. • 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.
Job Description/Position Announcement	Evaluating Candidates
<ul style="list-style-type: none"> • 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 family friendly policies. 	<ul style="list-style-type: none"> • Self-Correction — be aware of the possibility of your own unconscious bias. • Agree upon evaluation criteria and ground rules for the search committee and stick to them. <ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> • Make time to review the entire application. • Look for non-stereotypical evidence. • Calibrate the committee. <ul style="list-style-type: none"> • Review and discuss one or two CV's before beginning the review process. • Do not rank immediately. <ul style="list-style-type: none"> • Consider alternatives to rank ordering, such as summaries of each finalist or creating multiple lists. • Insist on the evidence. <ul style="list-style-type: none"> • Require faculty members to back up statements and opinions with facts and evidence. • Avoid speculation or "crystal ball gazing."
Active Recruiting	
<ul style="list-style-type: none"> • 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. 	