

## **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. 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.

What you need to know:

- Academic departments should conduct a thorough search and advertise widely before hiring decisions are made.
- 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).
- Prior to commencing a search, 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.
- Prior to commencing a search, 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 minority candidates.
- Search committees should engage in targeted recruitment activities designed to ensure that qualified women and minorities are aware of the available position. These activities are expected for positions that have established affirmative action goals.
- Search committees should recognize that personal networks and contacts are often the most effective ways to expand applicant pools. Campus and professional organizations such as those focused on women and minority groups are good resources.

- 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. Contact the Office of Diversity and Outreach for assistance.
- Prior to the commencement of the search, Search Committees should review the process to ensure best efforts are undertaken to attract women and minority applicants. In addition, 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.
- Applications should be reviewed by more than one person to minimize the possibility of qualified candidates being overlooked. A candidate is considered 'Qualified' if they meet the minimum qualifications as stated in the advertisement.
- A Search Process Report must be submitted that includes the committee's considerations and documented efforts.

Some things you can do as a search committee member:

- Write letters/emails, make phone calls to colleagues, and make every effort to identify women and minority candidates. Personal contacts are effective means of identifying interested candidates.
- Consult with campus colleagues regarding their knowledge of potential candidates from underrepresented groups, and actively encourage them to refer candidates.
- Consider candidates with untraditional backgrounds, skills, and expertise. Consider a candidate's unique strengths and how they could benefit the department.

Before recommending a candidate, consider the following:

- 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.
- 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.

For questions contact the Office of Diversity and Outreach at (415) 476-7700.