

**UCSF Academic Search Checklist**  
**For HR Service Centers and Departments**

**Before the Search**

- 1 Within Department consultation/discussion for need of new position.
- 2 [Academic Recruitment Plan](#) including [Academic Placement Goals](#) along with the job description and recommendation for search committee is completed and routed to the HR Service Center for review. HR Service Center routes to the Dean's office for approval and forwarding to the VPAA's office.  
  
Position announcement/advertisement is drafted and included with the Academic Recruitment Plan. The following statement must appear in all ads: "UCSF seeks candidates whose experience, teaching, research, or community service has prepared them to contribute to our commitment to diversity and excellence. UCSF is an Equal Opportunity/Affirmative Action Employer. The University undertakes affirmative action to assure equal employment opportunity for underutilized minorities and women, for persons with disabilities, and for covered veterans. All qualified applicants are encouraged to apply, including minorities and women."
- 3 Academic Recruitment Plan and search committee membership is approved and vacancy number assigned by VPAA's Office. Position is entered into the Academic Demographic System by VPAA's Office. [Your Responsibility as a Search Committee Member](#), [Affirmative Action Guidelines for Recruitment & Retention of Faculty](#) and [Guidelines for Evaluating Contributions to Diversity](#) are distributed to Committee members by the department
- 4 HR Service Center in partnership with Department, places ad in journals and/or on websites. VPAA's office posts the job description on [NC-HERC](#). Personal contacts are made with departments, individuals, conferences, etc. (for organizations that are likely to reach a diverse pool of candidates see [Recruitment Organizations](#)).
- 5 Applications arrive through AP-Recruit

## Search Process

- 6 Applicant status is determined by the search committee and entered into the system by designated and trained Department contact. Indicate applicant progress in the system throughout the recruitment process.
- 7 Applicants are sent confirmation/thank you letters by the Department. The applicant data form is sent to all applicants online via AP-Recruit so they can anonymously self-report their demographic data for compliance with Federal Affirmative Action requirements. Applicants should be sent rejection letters by the Department as soon as the search committee decides they are no longer being considered for the position. See [Sample Letters to Unsuccessful Applicants](#)
- 8 HR The search committee chair or designee is required to call the Office of Diversity and Outreach, Vice Chancellor (VC) Renee Navarro, at 476-7700 to discuss and review the demographic data for that particular search, **prior to the interview process**. The VC has up to 5 business days to respond to the department. If the department does not receive a response, they may proceed with interviews.

\* In limited circumstances, a short term search waiver may be requested. See [Search Waiver Form](#).

## Selection Process

- 9 Search Committee begins selection process from approved applicant pool. Applicants are selected for campus visit.
- 10 Campus visit is arranged (travel, lodging, scheduling, etc.) by the Department.

- 11 Candidates make campus visits (for interview guidelines see [Guidelines for Interview Questions](#)).
- 12 Search Committee recommends candidate(s) for selection to Department Chair.
- 13 Department Chair identifies candidate of choice.
- 14 HR service center drafts offer letter. Offer letter presented by the Department.
- 15 Once offer is accepted, data on selected candidate and search is entered on the [Search Process Report](#) (SPR) by the HR Service Center. For searches initiated prior to 7/1/13, use [this](#) version. Print the SPR.
- 16 HR Service Center checks with the Department to ensure applicant status is up to date in AP-Recruit. **(The position should not be closed until applicant status is updated).**
- 17 HR Service Center closes the position in AP-Recruit.
- 18 Route the Search Process Report the Search and Department Chairs for signature.
- 19 Route the Search Process Report, ad copies and CV to VPAA's Office for review and certification that selection process is in compliance. The VPAA approves SPR and notifies the HR Service Center.

## Important Guidelines for the Search Process

### Search Committee Composition

- Include faculty who are committed to diversity and excellence.
- Ensure that women and underrepresented minorities have equal opportunity to serve on search committees. *25% of the search committee must be women and/or underrepresented minorities.*
- Include one person from outside the department for senate faculty searches.
- Be sure that most members are at or above the same rank and some are in the same series as the position.
- Discuss impact of unconscious bias on the search process. Utilize the following links:  
[https://www.aamc.org/initiatives/leadership/recruitment/178420/unconscious\\_bias.html](https://www.aamc.org/initiatives/leadership/recruitment/178420/unconscious_bias.html)  
<https://implicit.harvard.edu/implicit/>

### Job Description/Position Announcement

- Include language that expresses an interest in candidates who will advance our commitment to diversity: "UCSF seeks candidates whose experience, teaching, research, or community service has prepared them to contribute to our commitment to diversity and excellence."
- Also include the UCSF AAEO statement: UCSF is an Equal Opportunity/Affirmative Action Employer. The University undertakes affirmative action to assure equal employment opportunity for underutilized minorities and women, for persons with disabilities, and for covered veterans. All qualified applicants are encouraged to apply, including minorities and women."
- Broaden the job description to attract the widest possible range of qualified candidates.

- Advertise in venues that are likely to reach a diverse pool of candidates, such as special subgroups of professional organizations or focused conferences.

### **Active Recruiting**

- Recruit from a broad range of institutions, including minority-serving institutions.
- When contacting colleagues, specifically ask for recommendations of candidates that reflect our commitment to diversity, equity and inclusion.
- Consider candidates who may be currently thriving at less well-ranked institutions.
- Consider hiring outstanding trainees (nurture our internal pipeline).

### **The Interview**

- Treat female and minority applicants as scholars and researchers, not as “female or minority” scholars and researchers.
- Avoid illegal and discriminatory questions (see [Guidelines for Interview Questions](#)).
- Give candidates the opportunity to talk with others – not the search committee and not in the same department – about gender and climate issues. Contact the Office of Diversity and Outreach at 476-7700 for suggestions. The candidate may also be schedule to meet with the Vice Chancellor, Diversity and Outreach.
- Provide information about family friendly policies (see [Family Benefits & Privileges](#)) and partner hiring (see [Job Opportunities](#)) to all candidates.

### **Evaluating Candidates**

- Self-Correction – be aware of the possibility of your own unconscious bias.  
[https://www.aamc.org/initiatives/leadership/recruitment/178420/unconscious\\_bias.html](https://www.aamc.org/initiatives/leadership/recruitment/178420/unconscious_bias.html)  
<https://implicit.harvard.edu/implicit/>

- 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 interview.
- 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.

**Please contact the Academic Affairs Office for search process questions.  
For recruitment and diversity best practices  
contact the Office of Diversity and Outreach (476-7700)**

**The faculty search toolkit may be found online at  
[http://tiny.ucsf.edu/academic\\_recruitment](http://tiny.ucsf.edu/academic_recruitment)**