

UC Berkeley Faculty Recruitment Search Plan Examples

Search Plan #1, 2016 – 17 Search (redacted)

Equity Advisor role:

Our Equity Advisor for this search is Professor [], who is also a member of the Search Committee.

As Equity Advisor, Prof. [] will consult with the Department Chair to ensure that the search committee is diverse and will be proactive in seeking a diverse applicant pool.

At the commencement of the search, Prof. [] will meet with the search committee to discuss proactive search procedures, applicable affirmative action and labor laws, and discuss research on selection bias. In addition, Prof. [] will review the plan for posting the position advertisement and advise on any additional venues or strategies to attract a diverse pool of applicants and ensure that extensive personal outreach has occurred in order to encourage specific women and underrepresented minorities to apply.

Throughout the search process, as a member of the search committee and in her role as Equity Advisor, Prof. [] will provide advice to the chair and to the search committee to ensure that contributions to diversity are being considered and that proactive search practices are used for recruiting and selecting new faculty.

During the active search period (period between the "open" and "close/final" dates), Prof. [] will review the diversity of the availability pool and the applicant pool and suggest proactive measures to enhance the diversity of the applicant pool if the diversity of the applicant pool does not reasonably reflect the diversity of the availability pool. Following consultation between the Equity Advisor and the Chair, if necessary, the search can be extended. Following the "Final" date and close of the active search, the Equity Advisor will approve the applicant pool if the diversity is satisfactory.

Following deliberations with the Search Committee, Prof. [] will review the short list of candidates selected for interviews and assess the diversity of the candidates recommended. If this group is not diverse, Prof. [] will independently review the files of other applicants (particularly those under serious consideration) to determine if candidates of equivalent quality have been overlooked. Prof. [] will subsequently approve the short list, if appropriate.

At the conclusion of the search, Prof. [] will review and sign off on the Search Report, if she feels that a fair and equitable search was conducted.

Outreach activities:

Various steps will be taken to incorporate diversity both in the applicant pool and during the search itself. Extensive efforts will be made to achieve a broad and inclusive pool that exceeds the national availability for women and underrepresented minorities. The search committee will take the following actions:

- A specific request for recommendation for candidates from under-represented groups, including women and under-represented minorities, will be sent to the entire faculty and other colleagues;

- Members of the search committee will be asked to generate names of potentially strong candidates from underrepresented groups. Once this list is generated, as part of a targeted email campaign, these candidates will be sent an ad and cover letter from the chair's office calling their attention to our search. These cover letters encourage the person to apply and contain a note that the invitation to apply does not imply that such candidates will automatically be interviewed or hired.
- An email to the Chair/Dean/Director of the top [] programs in the world, as identified by the Academic Ranking of World Universities and US News & World Report, will be sent along with a .pdf copy of the job advertisement. We will ask that the job advertisement is posted and that they encourage women and underrepresented minorities, as well as other students, postdocs, and other members of their academic program, to apply. Additionally, we will solicit recommendations from this group and conduct a direct email campaign targeted towards these recommended individuals. These communications will encourage the individuals to apply and will contain a note that the invitation to apply does not imply that such candidates will automatically be interviewed or hired.
- An email to the groups representing women and minorities in [] at many of the top [] programs in the world, as identified by the Academic Ranking of World Universities and US News & World Report, will be sent along with a .pdf copy of the job advertisement. We will ask that the job advertisement is posted and that they encourage their peers to apply. Additionally, we will solicit recommendations from this group and conduct a direct email campaign targeted towards these recommended individuals. These communications will encourage the individuals to apply and will contain a note that the invitation to apply does not imply that such candidates will automatically be interviewed or hired.
- Previous correspondence with minority and women's professional [] organizations has established that [] is the most reliable medium for reaching minority and women [] seeking employment. The ad will also be placed on websites of various national organizations with a mission to increase the representation of underrepresented groups.

Selection Criteria:

The list below represents a set of criteria, where different candidates may have different balances of these criteria, much as with the merit and promotion system of the university.

- Research area fits with area specified in the advertisement
- Excellence and expected impact of proposed research
- Vision of research to be conducted in the next 5 years.
- Excellence and impact (citations and awards) of previous research
- Complementary to existing research in the [] Department
- Interest and ability to develop a new research area
- Excellence of teaching abilities and what classes would they be able to teach
- Collegiality and service contributions of candidate
- Experience working with diverse students.
- Ability to mentor/supervise PhD thesis and undergraduate research
- Likely interest in and strength of interactions with students and post-docs
- Commitment to and excellence of service activities such as to professional societies
- Quality of and commitment to outreach and diversity activities, including previous activities mentoring minorities, women, or members of other underrepresented groups

- Commitment to and excellence of public outreach, such as through public lectures, interactions with community science activities, development of high school or local science museum displays or projects
- Letters of reference

Selection Plan:

All qualified applicants' materials will be allocated among the committee members for initial screening and prioritized based on selection criteria. Each application will be reviewed by at least two committee members. When practical, committee members will review applicants whose research specializations are closest to their own. Committee members will be asked to fill out an "Applicant Evaluation Form - Initial Review" for each application within their allocation.

Based on the initial screening, the committee will arrive at a long list and all committee members will review each applicant within the long list in full and assess them based on the defined selection criteria. Committee members will be asked to fill out an "Applicant Evaluation Form - Secondary Review" for any applicants they have not previously reviewed. Using the defined selection criteria, applicants will be assessed based on overall excellence in each category with emphasis given to scholars who have demonstrated excellence, originality and productivity in research, have shown promise in teaching, and have demonstrated a commitment to excellence by providing leadership towards building an equitable and diverse scholarly environment. If necessary, other departmental faculty, and if appropriate, other members of the Berkeley faculty, whose expertise is deemed relevant, will be asked to offer comments to the search committee. If additional comment is solicited from additional department faculty or Berkeley faculty, they will be directed to complete the "Applicant Evaluation Form - Secondary Review" for all applicants in the long list that are within their relevant area of expertise. Graduate students involved with the search are provided with cv, publications list and research and teaching statements but not with letters of recommendation due to confidentiality issues. Graduate students will not actively participate in the search until the short list candidates are invited to campus.

The search committee will discuss the top candidates and the long list will be narrowed to a short list. It should be noted that the Search Committee possesses full autonomy in deciding the candidates for the short list. Upon approval of the short list by campus, the candidates will be contacted and invited to interview. The equity advisor will be involved with the assessment of the applicant pool and preparation of the short list as well as the interviews of short list candidates, to ensure all are treated equally including applicants who may come from disadvantaged backgrounds or populations that are historically underrepresented.

If available, the candidates are asked to spend up to two days at Berkeley, to meet with all search committee members, to give a research seminar to the department, and to give a "chalk talk" to the search committee on their proposed research. They also meet with many members of the department. The candidates will also be asked to meet with graduate students. Following their meetings with the candidates, the graduate students will provide a report to the committee summarizing their assessment and impression, focusing on various areas including: Potential to serve as a good advisor; Potential to serve as a good teacher; ability to make positive contributions to the department's climate, etc.

Following the candidate visits, comments from the rest of the department faculty will be solicited via the "General Candidate Evaluation Form" soliciting comments from the rest of the department. The search

committee discusses the candidates after their visit and prepares a final list. If one (or potentially more) candidates are deemed desirable to recruit, a case is put together and presented to the department (all active faculty) for discussion and vote.

We will ensure that the graduate students (as well as the other committee members) understand the importance of confidentiality throughout the search process, since unpublished work such as research and teaching statements, and preprints, will be shared. All committee members will be reminded that disclosure of confidential search information to candidates or to other individuals who are not participating in search and selection is against campus policy and may result in disciplinary action and that this prohibition on disclosure applies to emails and casual conversation as well as more formal communications.

Due to the size of the committee and the methods incorporated to review all applications, we believe we will be able to mitigate most conflicts of interest that may exist among committee members. In the event of a conflict of interest, real or perceived, between an applicant and a member of the search committee, the search committee member will disclose the relevant information and recuse themselves from committee deliberations about the individual. In the event that the conflict of interest exists with the Committee Chair, we will consult with the Deans' office and OFEW to determine if it is necessary to arrange for a replacement.

Search Plan #2, 2016 – 17 Search (redacted)

Equity Advisor role:

The Equity Advisor will consult with the Department Chair to ensure that the Search committee is diverse and/or has members who will be proactive in seeking a diverse applicant pool. The Equity Advisor will meet with the Search Chair and the Equity Liaison to formulate a Search Plan that i) facilitates the recruitment of a diverse applicant pool, and ii) defines fair and equitable evaluation processes to select finalists.

Prior to evaluation of applications, the Equity Advisor will meet with the full Committee to proactively facilitate fair and equitable evaluation processes through discussion of inherent bias, applicable affirmative action and labor laws, and selection bias.

It is critical that the Search Committee define clear selection criteria, provide evidence in support of that criteria for individual applicants, and decide how selection criteria will be evaluated and prioritized to result in rankings of finalists. A Diversity Statement is required by all applicants; therefore, an explicit consideration of how it is evaluated and contributes to final rankings must be included as part of the selection process. The Equity Advisor will meet either with the Equity Liaison and Search Chair or the full Search Committee to provide specific guidelines to facilitate and equitable and effective selection process.

Throughout the search, the Equity Advisor will, insofar as possible, provide independent monitoring to ensure that a broad and diverse set of candidates is obtained, being mindful of possible selection bias. The Equity Advisor will meet with the Equity Liaison and review the diversity of the availability pool, the applicant pool, the long list of candidates, and the short list of candidates selected for interviews. If any of these do not reasonably reflect the diversity of the available applicant pool despite proactive recruitment/outreach and evaluation, the Equity Advisor may suggest additional measures to facilitate diversity to the Equity Liaison. This may include additional review of applicants to determine if candidates of equivalent quality were overlooked and may include comparison of candidate rankings when individual selection criteria are weighted or evaluated differently. The Equity Advisor will approve the applicant pool, the long list, and short list of candidates to ensure diversity and/or attempts at achieving diversity are satisfactory.

Outreach activities:

Our faculty has a broad network of alumni and colleagues, many of them women or minority scholars in the field. We will distribute the job announcement to this network to seek a diverse and inclusive pool of applicants. Faculty will be given a template email, written by the Search Chair, modified from the Outreach Email Templates provided by the Office for Faculty Equity & Welfare.

Members of the Search Committee will make personal calls and email colleagues asking them to distribute the job announcement to qualified candidates, including women and underrepresented minorities. On these calls, we will specifically inquire about candidates who may be currently under-placed and excelling at less well-ranked institutions. We will also inquire about individuals with non-traditional career paths who may have taken time off for family reasons (e.g., to provide care to children, a disabled family member, or elderly parents), or who have achieved excellence in careers outside academe (e.g., in professional or industry service). We will then directly contact those potential candidates to make them aware of the announcement and to encourage them to apply.

In addition to advertising in the below locations/sources, the advertisement will also be sent to schools with strong [] Programs for wide and targeted distribution. Request for distribution will be coupled with personal phone calls to the Chairs or known colleagues in these Departments. In addition to advertising with the job/career listing resource of relevant professional societies including [], the Search Chair or Diversity Liaison will contact society members who spearhead diversity efforts within their professional society to identify additional colleagues and Ad Sources to contact regarding the position or for posting of the job descriptions. This will facilitate receipt of a highly qualified and diverse applicant pool.

Finally, the Diversity Liaison in consultation with the Equity Advisor, will explore all relevant directories of prestigious fellowship programs that support individuals from diverse backgrounds to identify those that may be suitable for the position and to ensure they are aware of the job opening. The lists of UC President's and Chancellor's Postdoctoral Scholars (<http://ppfp.ucop.edu/info/fellowship-recipients/fellows-2015/fellows-2015-name/index.html>) will be searched for the past 10 years to identify potential candidates. There are incentives for hiring these fellows including 85K salary support for 5 years and potential startup (up to 200K if available, with other conditions) that accompany these fellowships. In addition, UCLA has compiled an excellent resource page listing databases for search committees to utilize to identify talented diversity candidates (see <https://faculty.diversity.ucla.edu/resources-for/search-committees/resources-for-recruitment/directories-of-potential-candidates>).

Selection criteria:

Candidates must have a strong background in [] and the ability to contribute to instruction at the undergraduate and graduate level. Candidates should exhibit research excellence, with strong theoretical and empirical skills. Research interests that align and/or complement with the [] Department and larger Graduate Group in [] will be prioritized. Evidence of research excellence will include publications, presentations at Conferences and other universities/institutions, leadership roles in the research discipline, receipt of fellowships and awards, the quality and creativity of the Research Statement and Reference Letters. Teaching or mentorship experience at the undergraduate or graduate level is preferred, with the ability to present material in an organized, clear, and engaging manner. Evidence of potential teaching excellence will include the Teaching Statement, Teaching Awards, References who refer to teaching and/or mentorship ability, and the organization and clarity of the applicant's Research Statement. For candidates, the Research Seminar and Chalk Talk will provide additional evidence of teaching ability.

We also value contributions to Departmental demographic breadth and inclusivity. These will be assessed via the Diversity Statement and any other relevant submitted materials (e.g. CV, Teaching Statement, Reference Letters). Finally, we are looking for a conscientious community member who will contribute to the rebuilding of our Department as many senior faculty retire. Evidence for a conscientious community member may include demonstrated dedication to activities including teaching, mentoring, outreach, establishing collaborations, departmental and/or professional service.

Selection Plan:

The search committee was appointed by the Chair of the Department. The full time members of the committee will be three [] faculty, one graduate student, one postdoc, and one outside member (Professor in []). The graduate student and postdoc representatives will have full access to applicant materials and will participate in the evaluation of applicants, but will not be considered voting members of the committee. The Equity Advisor will not be a full time member of the search committee, but an Equity Liaison is on the Committee. The Search and Selection Plan has and will be developed in

conjunction with the Equity Advisor and Equity Liaison. The Search Committee will conduct proactive outreach to solicit applicants of the highest quality and that reflect the full diversity of the applicant pool.

The full Search Committee will meet with the Equity Advisor to discuss inherent bias, selection bias, and methods for evaluating criteria prior to review of applications.

After the closing date of the advertisement, the Search Committee will read all applications in detail. The full Search Committee will read the applications, with three members of the Committee (and at least two faculty members) reading each application. An evidence-based evaluation system with scores given for different categories (e.g. Research, Teaching, Diversity) will be devised before review of applications begins and the evaluation system will be reviewed by the Equity Advisor.

Following this first application review, the Equity Officer will examine the list and rankings that result in a “long list” of potential candidates. The Equity Advisor may also ask the Committee to reanalyze the rankings with categories or subcategories given different weights to see how it impacts the ranking and the diversity of top-ranking candidates.

Once the long list is approved by the Equity Advisor, all Committee Members will review and evaluate the long list applicant files using the existing or slightly modified (if necessary) evaluation system. The Committee will then examine and discuss the long list rankings to identify a short list of no more than 6 candidates to visit campus. If the committee has difficulty deciding between candidates to select for the short list, they may elect to conduct preliminary phone or video conference calls with candidates from the long list to better evaluate how they rank in regards to the evaluation criteria approved by the Equity Advisor. In this situation, the committee will devise, in consultation with the Equity Advisor, a specific set of questions to ask each candidate. The Equity Advisor will review the ranking and the final 6 candidates of the short list. The entire [] faculty cohort will then have the opportunity to review the short list candidate files and vote on the short list. The graduate student and postdoctoral fellow representatives on the search committee will present the short listed finalists to their [] graduate student and postdoc cohorts and report back to the committee regarding any input they received. The finalists will be reviewed by the Equity Advisor again if changed from the previously reviewed shortlist and approved for submission to OFEW for their approval. The finalists will then be invited to visit campus for department interviews.

We anticipate 4-6 on-campus interviews. Interviews consist of a Research Seminar given to the entire Department, a Research and Teaching Chalk Talk given to the Faculty and Search Committee, meetings and meals with the Chairs, members of the Selection Committee, other faculty, and graduate students and postdocs. Following the interviews, we will ask for specific evidence-based feedback on the selection criteria. The graduate student and postdoc on the selection committee will provide a summary of the graduate student and postdoc evaluations of the candidates to the Faculty. Finalists will be evaluated on their own merit and Committee votes taken will be based on individuals rather than relation to other candidates. There may be a need to hold several votes/final rankings if there are multiple strong finalists. Only faculty will participate in the voting process. The Equity Advisor may be called in for advice at this stage if appropriate/needed.

Voting procedures for final selection by the Department: The Search Committee will recommend a candidate, or candidates for vote by the [] faculty as a whole, for approval by [] and campus. A detailed evidence-based discussion will be provided by the Search Committee in support of their recommendation. All faculty may provide input at this meeting. Candidates will be evaluated on their

own merit and votes taken will be based on individuals rather than relation to other candidates. There may be a need to hold several if/then votes in cases where there are multiple strong finalists.