School of Biological Sciences
University of California, Irvine

Faculty Recruitment Manual
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Acknowledgments

Prepared by: Susan V. Bryant, Ph.D. and Priscilla Kehoe, Ph.D.

Funded by: NSF Advance Program for Institutional Transformation
School of Biological Sciences
List of Best Practices
School of Biological Sciences Faculty Recruitment  
Best Practices for Achieving Diversity

Department Chair

- Selection and evaluation of Chairs/Directors should include commitment and effort to promote diversity among the faculty
- Select search committee with diverse membership, if necessary include underrepresented faculty from other appropriate departments
- It may be necessary to lighten the load of underrepresented faculty members in the areas of service and or teaching in order to insure they are not overly burdened
- Make committee members aware of labor-intensive, proactive role for a successful search
- Provide search committee with best practices recruitment packet
- Understand one's own biases and unconscious preferences
- Discuss the need for proactive recruiting and the desirability of achieving faculty diversity
- In making the decision as to the area in which to recruit be aware of areas in which women and minorities are well-represented
- When possible cluster hire, either within your department or in conjunction with other departments- several positions in broad area leads to larger pool
- Complete Form AP-82 form (search plan and advertisement) and forward to Dean for approval
- Following approval place advertisement in appropriate venues
- Keep Dean's office updated on progress of the search, particularly individual candidate's needs (partner position, childcare, housing, etc.)
- Provide the Dean with files and seminar times for all short-listed candidates and the Dean will attempt to meet with as many of these candidates as possible
- Dean meets with final candidate and determines individual candidate's needs, such as partner position, childcare, housing, etc.
- Complete Form AP-80 (search activities statement) and forward to Dean for approval before a tentative offer is made to the candidate
Search Committee/Department

- Review the Faculty Applicant Survey Tracking (FAST) document now required for all ladder-rank recruiting
- Each member read MIT report and Georgi article on "Unconscious Discrimination"
- Be aware of the School of Biological Science's recent recruitment history in the context of other biology schools as well as our official goals for achieving equity (see data in packet)
- Compose an advertisement with the position described as broadly as possible
- Identify professional societies, graduate programs, web sites and list servers for specified groups
- Encourage personal contact with colleagues by developing a mailing list
- Non-ladder rank academics (Lecturers, professional researchers and postdoctoral fellows) should be viewed as potential candidates (both campus-based and system wide)
- Meet with Dean to discuss goals
- Carry out search in a timely, professional manner, so as not to lose "excellent" candidates
- Evaluate candidate's performance, research and teaching goals, not reputation
- Short list of candidates made with consideration of appropriately diverse composition relative to the pool
- Conduct interview with emphasis on research and teaching performance and goals, less emphasis on former institution
- Be mindful of gender-biased perceptions (found in letters of recommendation, etc.)
- Focus on substance, not style, evaluating individual's creativity, intellectual curiosity, dedication, and perseverance, not assertiveness and single-mindedness
- When final candidate selected be aware of variable negotiations styles and the need to be flexible in the hiring process
Academic Personnel Faculty Applicant Survey Tracking (FAST)
Academic Personnel

University of California, Irvine

FACULTY APPLICANT SURVEY TRACKING (FAST)
OVERVIEW OF DEPARTMENT and SCHOOL RESPONSIBILITIES

Initiating the Search Process for a Professor

Department

- Department receives FTE from Dean for designated position
- Department selects search committee, writes advertisement, and decides which journals to advertise in
- Department completes transmittal form (UCI-AP-82, "Search Plan and Advertisement for Regular Ranks Faculty (FTE) Position", which provides information for the applicant tracking system, including PhD degree areas sought (National Research Council Fields of Study)
- Department routes form and ad to Dean's Office for approval

Dean's Office

- Dean reviews and approves ad and search plan
- Dean's Office routes form to AP for audit
- Dean's Office receives OK to proceed from AP. AP also sends brochure for Search Committee and availability data to Dean, which is forwarded to Department

Collecting Applications and Applicant Tracking Data

Department

- Department receives approved ad from Dean's Office and places ad in appropriate advertising venues
- Department pursues additional search methods as decided upon by Search Committee, in consultation with Dean and OEOE
- Department receives email notification from FAST indicating that recruitment has been set up in applicant tracking system and providing URL for responses
- Department receives applications and c.v.'s from applicants
- Department sends FAST URL to each applicant in email/letter acknowledging receipt of application (sample acknowledgement letter, preview of online Academic Applicant Data Request form that applicant will access on the web)
- Department collects and counts applications
- After closing date of ad has passed, Department receives email notification from FAST asking for the total number of applications received by the Department

Analyzing the Pool and Selecting the Candidate

Dean/Department

- Dean receives availability report generated by applicant data in FAST. Dean reviews report with the Search Committee, in consultation with OEOE
- When Search Committee has determined that applicant pool composition is appropriate, Department decides on short list of candidates, conducts interviews, and selects final candidate
- Department completes Search Activities Statement (Form UCI-AP-80) with information about pool, short list, and final candidate
- Dean reviews Search Statement and certifies search by signing the statement BEFORE a tentative offer is made to the candidate
Search Plan and Advertisement
for Regular Ranks Faculty (FTE) Position

Part I. Information about the position:
- Recruiting School/Department: ________________________________
- Proposed title(s)/level(s): _____________________________ Salary Control #: __________
- Appointment Begin Date: _______________ Closing Date of Advertisement: _______________
- Candidate PhD requirement/area(s) of expertise (from NRC listing):

Part II. Search Committee:
List chair and members of search committee:

Part III. Advertising plan:
A. Advertisement - Attach copy for approval.
B. Web sites - This advertisement will be placed on the following UCI web sites:
   - UCI Employment Opportunities - http://www.uci.edu (required)
   - ________________________________ (optional)
   - ________________________________ (optional)
C. Publications - If the advertisement will be published in professional journals or magazines,
please list the name of the publication and the month that the ad is expected to appear.
   - ________________________________ Month: ____________
   - ________________________________ Month: ____________
   - ________________________________ Month: ____________

Part IV. Selection criteria: Briefly describe criteria to be used to select the final candidate.

__________________________________________

Department Chair: ________________________________ Date: ____________
Dean's Approval: ________________________________ Date: ____________
Academic Affairs: ________________________________ Date: ____________
Department Contact: ____________________________ Phone: x Defense: Email: __________________
Dean's Office Contact: ____________________________ Phone: x Defense: Email: __________________

JOB NUMBER: __________________

7/01 Form UCI-AP-82
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<td>Fisheries Science &amp; Mgmt.</td>
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<td>Drama/Theatre Arts</td>
<td>Forest Biology</td>
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<td>Forest Engineering</td>
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<td>Forest Management</td>
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<td>Wood Science &amp; Pulp/Paper Technology</td>
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<td>Epidemiology</td>
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<td>Exercise Physiology/Science, Kinesiology</td>
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### NATIONAL RESEARCH COUNCIL

**Fields of Study**

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<td><strong>LETTERS</strong></td>
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<td>Banking/Finance. Support Services</td>
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### Fields of Study

**PHYSICS**
- Acoustics
- Chemical & Atomic/Molecular Physics
- Elementary Particle Physics
- Fluids
- Nuclear Physics
- Optics
- Plasma & High Temperature Physics
- Polymer Physics
- Solid State & Low Temperature Theoretical
- Physics, General
- Physics, Other

**OTHER PHYSICAL SCIENCES**
- Environmental Science
- Hydrology and Water Resources
- Oceanography
- Marine Sciences
- Misc Physical Sciences, Other

**MATH AND COMPUTER SCIENCE**
- MATH
  - Applied Mathematics
  - Algebra
  - Analysis and Functional Analysis
  - Geometry
  - Logic
  - Number Theory
  - Mathematical Statistics
  - Topology
- Computing Theory and Practice
- Operations Research
- Mathematics, General
- Mathematics, Other
- COMPUTER SCIENCE
  - Computer Science
  - Information Science and Systems

**SOCIAL SCIENCES**
- SOCIAL SCIENCE
  - Anthropology
  - Area Studies
  - Criminology
  - Demography/Population Studies
  - Economics
  - Econometrics
  - Geography
  - Human/Individual & Family Development

**EDUCATION**
- EDUCATION
  - Curriculum and Instruction
  - Educational Administration and Supervision
  - Educational Leadership
  - Educational/Instructional Media Design
  - Educational Statistics and Research Methodology
  - Educational Assess/Tests/Meas.
  - Educational Psychology
  - School Psychology
  - Social/Phil. Foundations of Education
  - Special Education
  - Counseling Education/Couns & Guidance
  - Higher Education/Evaluation & Research

**TEACHING FIELDS**
- Agricultural Education
- Art Education
- Business Education
- English Education
- Foreign Languages Education
- Health Education
- Home Economics Education
- Technical & Industrial Arts Education
Mathematics Education
Music Education
Nursing Education
Physical Education & Coaching
Reading Education
Science Education
Social Science Education
Technical Education
Trade and Industrial Education
Teacher Education, Specific acad & vo
Education, General
Education, Other
TEACHER EDUCATION
Pre-elementary/Early Childhood
Elementary Education
Secondary Education
Adult and Continuing Education
Sample Letter of Acknowledgement to Applicant for Faculty Position

Date

Name
Address

Dear Applicant:

Your application materials for the faculty position in the Department of ____________________ have been received and forwarded to the appropriate search committee for review. If you are selected for interview, you will be contacted. (by mid-October.)

The University of California is an Equal Opportunity Employer committed to excellence through diversity. In order for us to assess the effectiveness of our outreach efforts, we are asking applicants to complete a confidential online survey. The information regarding gender and ethnicity will help us to evaluate the recruitment methods that are currently utilized and to identify the primary sources for generating applications for advertised positions. Submission of this information is voluntary and will not be a consideration in any decision about your candidacy for this position. The survey form for this recruitment is available at the following URL: ____________________ Thank you for taking the time to respond.

Your interest in a faculty position in the School of ____________________ is appreciated.

Sincerely,

Name
Title – Chair/Director
**Academic Applicant Data Request**

The purpose for the requested information is to assure compliance with Federal and state Equal Opportunity and Affirmative Action requirements. Individually-identifiable information WILL NOT be provided to the department conducting the search nor to any member of the search committee for this position. See note below.

### Name

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<th>Last:</th>
<th>First:</th>
<th>M.I.:</th>
</tr>
</thead>
</table>

### Gender and Ethnicity

**Gender:**
- Male
- Female

**Ethnicity:**
- BLACK / AFRICAN-AMERICAN (not of Hispanic origin)
- ASIAN or PACIFIC ISLANDER
- AMERICAN INDIAN or ALASKAN NATIVE
- HISPANIC
- WHITE (not of Hispanic origin)

### How did you hear about the position?

- UCI Website
- Professional Organization
- Posted Announcement
- Chronicle of Higher Education
- Professional Journal / Bulletin
- Other

### Please read the following:

A. Privacy Notification: The state of California Information Practices Act requires the University to provide the following information to individuals who are asked to supply information about themselves:

1. The University of California, Irvine, is a Federal contractor and, therefore, must comply with Affirmative Action regulations issued pursuant to Executive Order 11246, Federal Revised Order No. 4, Section 503 of the Rehabilitation Act of 1973 and Section 402 of the Vietnam Era Veterans Readjustment Assistance Act.

2. Furnishing the information requested is voluntary. There is no penalty for not providing the information.

3. The local campus official responsible for maintaining the information you supply is the Director of the Office of Equal Opportunity and Diversity, who may be contacted at: 4500 Berkeley Place, UCI, Irvine, CA 92697-1130. Phone: (949) 824-5594.

B. Purpose: The primary purpose for the requested information is to report aggregate data to federal agencies (not for individual applicant identification.)

C. Policy: The University of California prohibits discrimination against or harassment of any person employed by or seeking employment with the University on the basis of race, color, national origin, religion, sex, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran (special disabled veteran, Vietnam Era veteran, or any other veteran who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.)

The University of California is an affirmative action/equal employment opportunity employer. The University undertakes affirmative action to assure equal employment opportunity for minorities and women, for persons with disabilities, and for special disabled veterans, Vietnam Era veterans, and any other veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. University policy is intended to be consistent with the provisions of applicable State and Federal laws. Inquiries regarding the University's equal employment opportunity policies may be directed to: Office of Equal Opportunity and Diversity, 4500 Berkeley Place, UCI, Irvine, CA 92697-1130. Phone: (949) 824-5594.

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Developed by the Office of Academic Affairs
Questions regarding this web page should be sent to eod@uci.edu
SEARCH ACTIVITIES STATEMENT
For Regular Ranks Recruitment

Part I. Information about the position and final candidate:

A. ____________________________________________________________________________
   ____________________________________________________________________________
   Applicant's Name                                                   School/Department
_________________________________________________________________________

 Proposed for: ___________________________________________________________________
   ____________________________________________________________________________
   Title                                                   Step                                                   Appointment Begin Date
_________________________________________________________________________
   ____________________________________________________________________________
   Annual Salary                                                   Percent of Full Time
_________________________________________________________________________

B. Personal information about the candidate:

1. Citizenship: ____________ ____________
   U.S. Citizen                                                    Non-U.S. Citizen
_________________________________________________________________________

2. Ethnicity: ___________________________________________________________________
   White                                                   Black/African American                                                   American Indian
   Hispanic (includes Mexican/Mexican-American, Latin
   American/Latino/Chicano/Spanish-American/Other Spanish)
   Asian/Pacific Islander (includes Chinese/Chinese-American, Japanese/Japanese
   -American, Pakistan/East Indian/Other Asian
   Filipino/Philippine                                                   Unknown
_________________________________________________________________________

3. Gender: ____________ ____________
   Male                                                    Female
_________________________________________________________________________

4. (If known): ___________________________________________________________________
   Handicapped                                                   Vietnam-Era Veteran                                                   Disabled Veteran
_________________________________________________________________________

Part II. Search plan (attach copies of all applicable items):

a. ____ Attach a copy of the approved Search Plan and Advertisement (Form UCI-AP-82)
   ____ Attach a copy of the position advertisement(s) posted on web site(s).
   ____ Attach a copy of all other advertisements, annotating the publication and month the
   advertisement appeared.

b. If you augmented the search process with alternative search methods, please attach the following (if
   applicable):
   ____ For letters to other institutions - sample letters and list of names and addresses used for the
   mailing.
   ____ For postings on bulletin boards or at meetings - attach a list of posting date(s) and location(s)
   where posted.
   ____ For telephone canvassing - list of questions asked and names of individuals called.

Certification: The signatures below certify that this appointment is in compliance with the provisions of the
   campus guidelines for academic recruitments.

Department Chair/ORU Director                      Date                      Dean                      Date

Reviewed by:                                      Office of Equal Opportunity and Diversity                      Date

Revised 7/01
Search Activities Statement
(Use additional pages as necessary)
Word Processing Guidelines: Each unit can word-process the following data. It is important that part III of the search statement be as much like the attached sample as possible. Please include the following in the column format as illustrated.

Part III. Applicant pool and final candidate ranking:

A. Attach Academic Recruitment Analysis Report from applicant tracking database.

B. Rank all seriously considered candidates from highest to lowest. (For the purpose of this question, "seriously considered" implies personal contact or interview with the candidate, obtaining letters of reference, seminar presentation, or the equivalent.) Indicate their gender and ethnicity, if known. (Attach a separate page if necessary.)

<table>
<thead>
<tr>
<th>Rank #</th>
<th>Candidate Name</th>
<th>Gender</th>
<th>Ethnicity</th>
<th>Criteria for Ranking</th>
</tr>
</thead>
</table>

C. Explain fully the reasons for your final selection. (Note: "Best qualified" is not a sufficient answer.) Indicate the specific reason why the other ranked finalists were not selected. Explanation should be based on the criteria used for ranking the candidates and it should address any tentative offers made to and declined by candidates who were ranked higher. Please indicate the reason for the refusal, if known.