

July 28, 2010

Dear Colleagues,

As you know, the process for faculty recruitment has changed significantly from past years. Among other things, there is an enhanced focus on the recruitment of faculty who contribute to diversity, equity, and inclusion, through their research, teaching, and service, and who will help shape and expand the campus diversity initiatives. We believe that this focus on diversity and equity will also lead to new opportunities for scholarly excellence and will broaden the academic offerings of the campus.

As you move forward with your searches, please be aware of the following procedures. Please also share this information with your faculty and especially with members of the Search Committee.

1. Advertisements

- a. Contributions to diversity can, under Prop. 209, be considered as a job skill. As such, diversity contributions are legitimately one of the criteria for evaluating job candidates. You are asked to include this job skill in your evaluation process.
- b. The job advertisements should similarly reflect the importance of diversity. Sample language for advertisements is included in one of the attachments to this email.
- c. Candidates should be asked to provide a description, in their personal statements, of their past experience and leadership in equity and diversity, or their potential to make contributions in the field.

You will also find useful information on two web pages: (1) A section titled 'Drafting a position announcement' at http://academicaffairs.ucsd.edu/aps/adeo/process_ladder_1.htm#13; and (2) "Guidelines to Evaluate Contributions to Diversity" at <http://academicaffairs.ucsd.edu/aps/adeo/recprocedures.htm> (see item #15 on the Web page).

2. Recruitment Plan (via *e-RP*, an new electronic format)

The Recruitment Plan is completed by the department and identifies:

- a. The position to be recruited and the discipline of the position;
- b. The proposed outreach/advertising effort to be implemented.

- c. The proposed members of the search committee;
- d. The proposed job notice that will be published to advertise the position.

The Recruitment Plan should be signed by the department chair and submitted to the Office of Academic Diversity and Equal Opportunity. The OADEO will review the plan, possibly recommend changes, and then will forward it to the Dean's office for review. The Dean may direct questions or suggestions to the department for modification of the plan and will then approve/disapprove the plan. *The department may not publicly post the proposed job announcement until the Dean has approved the recruitment plan.* Jon Welch (welchj@ucsd.edu) in OADEO is willing to review a draft of an ad text before a plan is formally processed through *e-RP*, the electronic system.

3. Outreach

Departments are asked to explore ways to broaden the applicant pool. These may include:

- a. Adopting advertising strategies that include announcements to a broad audience, as well as postings targeted to women and minority groups. The Office of Academic Diversity and Equal Opportunity has a list of job posting resources that will be helpful in this regard (see: <http://academicaffairs.ucsd.edu/aps/adeo/jobposting.htm>);

- b. Consulting with colleagues and making personal contact by email, telephone, or letter, asking them to identify potential candidates, including those from diverse backgrounds and/or those who have experience in enhancing diversity, equity, and inclusion in academe;

- c. Creating opportunities to recruit applicants, including women and minorities, at conferences that are attended by departmental faculty;

- d. Identifying individuals who have achieved excellence outside academe, and contacting them or sending them the position announcement;

- e. Identifying individuals who have excelled in less highly ranked academic settings than UCSD and who are outstanding scholars, and contacting them or sending them the position announcement.

We will organize a meeting of Search Committee chairs in the Fall in order to share information and past experience regarding approaches that have been found to be especially fruitful, as well as those that seem less productive.

4. Evaluation of applicant pool

- a. The Search Committee is expected to develop a short list of candidates that will include those who will be invited for interviews as well as those who have a good potential to be interviewed. The intent is to identify a slightly larger pool of seriously

considered applicants with the hope of including more candidates with diversity-type job skills. Each short-list candidate is to be ranked using a score of 1 to 5 (5 being a high rank) for job skills in diversity, and a very brief statement describing the candidate's diversity experience and skills is to be provided via the Recruitment Interim Report. No reference to a candidate's sex, race, color, ethnicity, or national origin is to be included in the report.

b. The Dean and Associate Deans will evaluate these lists to ensure that contributions to diversity are adequately represented. Departments may be asked to submit expanded/amended lists in cases where diversity opportunities are inadequately represented.

Departments may not proceed to interview candidates until the interview list (identified on the Recruitment Interim Report) is approved by the Dean.

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We are planning a meeting of all Search Committee chairs early this Fall (in cases where there is no separate Search Committee, we ask that the department Chair attend, or send a representative). We strongly believe that these new procedures have the potential to enhance the breadth, diversity, and quality of the applicant pool. But we also recognize that implementing the procedures means doing business in new and different ways, so we think it will be helpful for departments to share their experiences and brainstorm together about effective recruiting procedures.

Please let us know who the Search Committee Chair will be as soon as possible, or if the department chair will fill this role.

In the meantime, if you have any questions about the recruiting process, please contact one of us at any time.

Best,

Jeff Elman
Carol Padden
David Lake