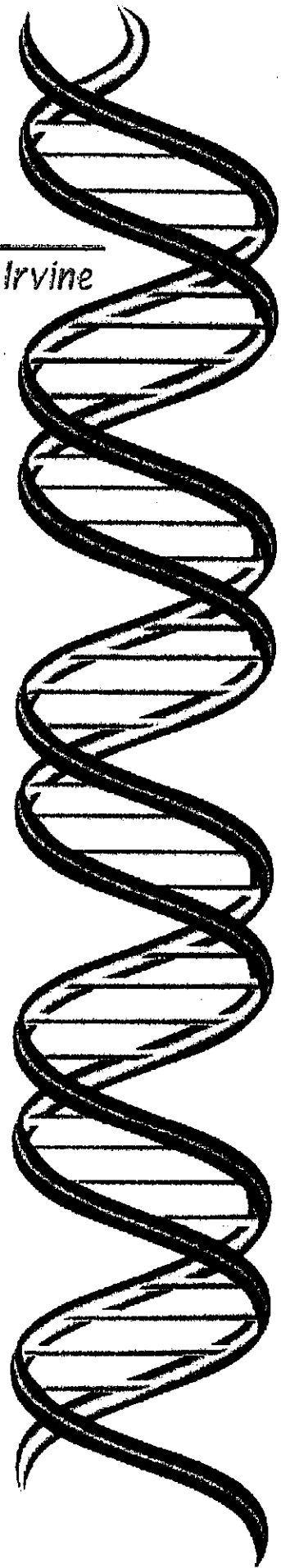


*School of Biological Sciences*

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*University of California, Irvine*

*Faculty  
Recruitment  
Manual*



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### Acknowledgments

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**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 OEOD
- 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 OEOD
- 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

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[UCI Home Page](#) |

[Academic Personnel Home Page](#)

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Please send comments to [Becky Baugh](#), UCI Office of Academic Personnel  
Last revised on August 3, 2001



**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 \_\_\_\_\_ **Email:** \_\_\_\_\_

**Dean's Office Contact:** \_\_\_\_\_ **Phone:** x \_\_\_\_\_ **Email:** \_\_\_\_\_

**JOB NUMBER:** \_\_\_\_\_

# NATIONAL RESEARCH COUNCIL

## Fields of Study

### ARTS

Art History/Criticism/Conservation  
Music  
Drama/Theatre Arts

### LIFE SCIENCES

#### BIOLOGICAL SCIENCE

Biochemistry  
Biomedical Sciences  
Biophysics  
Biotechnology Research  
Bacteriology  
Plant Genetics  
Plant Pathology  
Plant Physiology  
Botany, Other  
Anatomy  
Biometrics and Biostatistics  
Cell Biology  
Ecology  
Developmental Biology/Embryology  
Endocrinology  
Entomology  
Biological Immunology  
Molecular Biology  
Microbiology  
Neuroscience  
Nutritional Sciences  
Parasitology  
Toxicology  
Genetics, Human and Animal  
Pathology, Human and Animal  
Pharmacology, Human and Animal  
Physiology, Human and Animal  
Zoology, Other  
Biological Sciences, General  
Biological Sciences, Other

#### AGRICULTURAL SCIENCE

Agricultural Economics  
Agricultural Business & Mgmt  
Animal Breeding and Genetics  
Animal Nutrition  
Dairy Science  
Poultry Science  
Animal Sciences, Other  
Agronomy & Crop Science  
Plant Breeding and Genetics  
Plant Pathology  
Plant Sciences, Other  
Food Engineering  
Food Sciences, Other  
Soil Chemistry/Microbiology

Soil Sciences, Other  
Horticulture Science  
Fisheries Science & Mgmt.  
Forest Biology  
Forest Engineering  
Forest Management  
Wood Science & Pulp/Paper Technology  
Conservation/Renewable Natural  
Resource  
Forestry & Related Science, Other  
Wildlife/Range Management  
Agricultural Science, General  
Agricultural Science, Other

#### HEALTH SCIENCES

Speech-Language Pathology & Audiology  
Environmental Health  
Health Systems/Serv. Admin.  
Public Health  
Epidemiology  
Exercise Physiology/Science, Kinesiology  
Nursing  
Pharmacy  
Rehabilitation/Therapeutic Services  
Veterinary Medicine  
Health Sciences, General  
Health Sciences, Other

### ENGINEERING

Aerospace, Aeronaut & Astronaut  
Agricultural Engineering  
Bioengineering and Biomedical  
Ceramic Sciences  
Chemical Engineering  
Civil Engineering  
Communications Engineering  
Computer Engineering  
Electrical, Electronics Engineering  
Engineering Mechanics  
Engineering Physics  
Engineering Science  
Environmental Health Engineering  
Industrial & Manufacturing Engineering  
Materials Science  
Mechanical Engineering  
Metallurgical Engineering  
Mining and Mineral Engineering  
Nuclear Engineering  
Ocean Engineering  
Operations Research  
Petroleum Engineering  
Polymer & Plastics Engineering  
Systems Engineering

# NATIONAL RESEARCH COUNCIL

## Fields of Study

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Engineering, General  
Engineering, Other

### PROFESSIONAL FIELDS

#### BUSINESS & MANAGEMENT

Accounting  
Banking/Finance. Support Services  
Business Administration and  
Management  
Business/Managerial Economics  
International Business  
Mgmt. Inf. Sys./Bus. Data Proc.  
Marketing Management & Research  
Operations Research  
Organizational Behavior  
Bus. Mgmt./Admin. Serv., Gen.  
Bus. Mgmt./Admin. Serv., Other

#### COMMUNICATIONS

Communications Research  
Mass Communications  
Communication Theory  
Communications, General  
Communications, Other

#### OTHER PROFESSIONAL FIELDS

Architecture & Environmental Design  
Home Economics  
Law  
Library Science  
Parks/Rec./Leisure/Fitness  
Public Administration  
Social Work  
Theology/Religious Education  
Professional Fields, General  
Professional Fields, Other

### HUMANITIES

#### HISTORY

History, American  
History, Asian  
History, European  
History/Phil. Of Science & Technology  
History, General  
History, Other

#### FOREIGN LANGUAGES

French  
German  
Italian  
Spanish  
Russian  
Slavic  
Chinese  
Japanese

Hebrew  
Arabic  
Other Languages & Literature

#### LETTERS

Classics  
Comparative Literature  
Linguistics  
American Literature  
English Literature  
English Language  
Speech & Rhetorical Studies  
Letters, General  
Letters, Other

#### OTHER HUMANITIES

American Studies  
Archeology  
Art History/Criticism/Conservation  
Philosophy  
Religion  
Humanities, General  
Humanities, Other

### PHYSICAL SCIENCES

#### ASTRONOMY

Astronomy  
Astrophysics

#### ATMOS & METEOR SCIENCE

Atmospheric Physics and Chemistry  
Atmospheric Dynamics  
Meteorology  
Atmospheric Science/Meteorology,  
General  
Atmospheric Science/Meteorology,  
Other

#### CHEMISTRY

Analytical Chemistry  
Inorganic Chemistry  
Nuclear Chemistry  
Organic Chemistry  
Medicinal/Pharmaceutical Chemistry  
Physical Chemistry  
Polymer Chemistry  
Theoretical Chemistry  
Chemistry, General  
Chemistry, Other

#### GEOLOGICAL SCIENCE

Geology  
Geochemistry  
Geophysics and Seismology  
Paleontology  
Mineralogy & Petrology  
Stratigraphy & Sedimentation

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# NATIONAL RESEARCH COUNCIL

## Fields of Study

Geomorphology & Glacial Geology  
Geology & Related Science, General  
Geology & Related Science, Other

### 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

International Relations/Affairs  
Political Science and Government  
Public Policy Analysis  
Sociology  
Statistics  
Urban Affairs/Studies  
Social Sciences, General  
Social Sciences, Other

### PSYCHOLOGY

Clinical Psychology  
Cognitive & Psycholinguistics  
Comparative Psychology  
Counseling Psychology  
Developmental & Child Psychology  
Experimental Psychology  
Educational Psychology  
Family and Marriage Counseling  
Industrial and Organizational  
Personality Psychology  
Physiological/Psychobiology  
Psychometrics  
Quantitative Psychology  
School Psychology  
Social Psychology  
Psychology, General  
Psychology, Other

### EDUCATION

#### EDUCATION

Curriculum and Instruction  
Educational Administration and Supervision  
Educational Leadership  
Educational/Instructional Media Design  
Educational Statistics and Research  
Methodology  
Educational Asses/Test/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

# NATIONAL RESEARCH COUNCIL

## Fields of Study

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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



**Office of Equal Opportunity and Diversity**  
*University of California, Irvine*

**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**

Last:  First:  M.I.:

**Gender and Ethnicity**

**Gender:**

**Ethnicity:**

Click on group name for expanded Federal or state definition. If two or more ethnic categories are applicable, choose the one category with which you most closely identify.

- Male
- Female

- [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.





**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.)

<u>Rank #</u>	<u>Candidate Name</u>	<u>Gender</u>	<u>Ethnicity</u>	<u>Criteria for Ranking</u>
---------------	-----------------------	---------------	------------------	-----------------------------

- 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.