# Search Committee Practices to Enable Equity

## Search Committee Composition
- Include faculty who are committed to diversity and excellence.
- Ensure that women and minority faculty members have equal opportunity to serve on search committees.
- Include faculty members from other fields to enhance equity and create a more explicit and open discussion.

## The Interview
- Avoid illegal and discriminatory questions.
- Use a standard protocol for each campus visit.
- Give candidates the opportunity to talk with others — not the search committee and not even in the same department — about gender and climate issues.
- Provide information about family friendly policies and partner hiring to all candidates.

## Job Description/Position Announcement
- Include language that expresses an interest in candidates who will advance our commitment to diversity.
- Broaden the job description to attract the widest possible range of qualified candidates.
- Advertise in venues that reach women and underrepresented minorities, such as special subgroups of professional organizations or focused conferences.
- Note in the ad that UCLA has family friendly policies.

## Evaluating Candidates
- Self-Correction — be aware of the possibility of your own unconscious bias.
- Agree upon evaluation criteria and ground rules for the search committee and stick to them.
  - Agree on rules of discussion and how to handle disagreement.
  - Agree on a method for determining who will be invited to campus.
- Develop evaluation and interview tools to enable consistency.
- Slow down.
  - Make time to review the entire application.
  - Look for non-stereotypical evidence.
- Calibrate the committee.
  - Review and discuss one or two CVs before beginning the review process.
- Do not rank immediately.
  - Consider alternatives to rank ordering, such as summaries of each finalist or creating multiple lists.
- Insist on the evidence.
  - Require faculty members to back up statements and opinions with facts and evidence.
  - Avoid speculation or “crystal ball gazing.”

## Active Recruiting
- Go beyond the ‘usual’ range of institutions from which you recruit.
- When contacting colleagues, specifically ask for recommendations of candidates from groups that are underrepresented in your department, in addition to other recommendations.
- Consider candidates who may be currently under-placed and thriving at less well-ranked institutions.
- If multiple searches are taking place in your department, consider using a single search committee for all positions, to allow the consideration of a broader range of applicants.
- Consider hiring outstanding former students after they have had experience elsewhere.