

Conducting Inclusive Faculty Searches

A Concise Guide



Office of Faculty Affairs
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Table of Contents

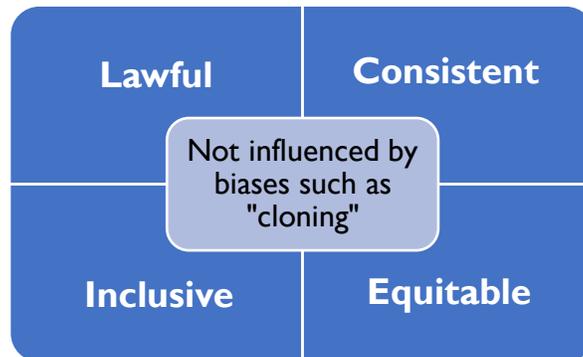
I. Legal and Policy Context.....	4
Inclusive Searches	4
Faculty Hiring Policy	4
Equal Opportunity Statement.....	4
Affirmative Action in Faculty Searches	4
II. The Search Committee	6
Appointment of the Search Committee.....	6
Charging the Search Committee	7
III. Developing Position Announcements.....	8
Compelling Opening Paragraph.....	8
Describing GSU	8
Responsibilities.....	8
Qualifications	8
Application Materials	9
Required and Recommended Closing Language	9
International Applicants.....	10
IV. Developing the Candidate Pool.....	11
Examples of Ongoing Recruitment Strategies.....	11
Involve All Department Members	12
Registries and Key Institutions	12
Advertising Requirements for Hiring Non-U.S. Citizens	12
V. Reviewing Applications.....	13
Using a Criteria-Based Approach	13
When and How to Develop Criteria	13
Developing Inclusive Criteria	14
VI. Conducting First-Round Interviews	16
Questions.....	16
Documentation	16

Reference Calls and Checks	17
VII. Bias during the Screening Process.....	18
Recognizing Bias.....	18
Interrupting Bias.....	19
Create an Inclusive and Welcoming Experience.....	22
Ensure a Lawful Process and a Positive Visit.....	22
Appropriate and Inappropriate Interview Questions	23
Evaluation of Finalists.....	24
VIII. Additional Resources	25

I. Legal and Policy Context

Inclusive Searches

An inclusive search results in the hiring of a well-qualified faculty member through processes that are:



Faculty Hiring Policy

The guiding principles for faculty hiring at Georgia State University as outlined in the [Faculty Hiring Policy](#) are:

1. To recruit and appoint faculty to advance the university’s strategic goals;
2. To ensure that faculty recruitment, selection, and appointment are conducted in accordance with all relevant federal and state laws, and BOR and Georgia State University policies;
3. To support the university’s goals of inclusive excellence through intentional efforts to attract diverse applicant pools; and
4. To permit review and authorization of academic position requests with respect to budget and program priorities.

Equal Opportunity Statement

“Georgia State University is an equal opportunity employer. It continues to be the policy of the University to implement affirmative action and equal opportunity for all employees, students, contractors, consultants and applicants for employment or admission without regard to race, color, religion, creed, national origin, sex, age, gender, transgender status, pregnancy, sexual orientation, genetic information, protected veteran status, or disability.” (GSU Employee Handbook Section 101.1)

Affirmative Action in Faculty Searches

At Georgia State, affirmative action “requires that special efforts be made to employ and advance in employment qualified women and minorities in areas where they are employed in fewer number than is consistent with their availability in the relevant labor market. Affirmative action also extends to persons with disabilities and disabled or Vietnam era veterans. The University seeks to employ and promote qualified candidates. Consistent with this practice, affirmative action requires that where the best

candidates for a position are otherwise equally well qualified, the individual(s) selected should be the one(s) who will contribute to the achievement of affirmative action goals” (see [AA/EEO Definitions](#)). The legal basis of affirmative action in employment is summarized at [ODDEP Federal and State Laws](#).

The areas where women, minorities, persons with disabilities, and disabled or Vietnam era veterans are employed in fewer numbers than is consistent with their availability in the relevant labor market are highlighted in [Georgia State University’s Affirmative Action Plan](#). Efforts to remove barriers to the employment of women, minorities, persons with disabilities, and disabled or Vietnam era veterans commonly include expanded efforts in outreach and recruitment to increase the pool of qualified individuals from these groups.

II. The Search Committee

Appointment of the Search Committee

The search committee plays several important roles:

- It has a powerful role in determining which applicants are given further consideration.
- It represents the department, the college, and Georgia State as a whole.
- Each committee member can be an important resource for the selected candidate when acclimating to Georgia State.

For all these reasons, departments should form their committees by considering factors in addition to disciplinary expertise. The [Faculty Hiring Policy](#) stresses that “departments are strongly encouraged to establish committees with diverse membership.” Effective committees include:

- A diversity of perspectives
- A diversity of expertise
- Demographic diversity
- Members who have demonstrated a commitment to diversity and inclusion through their teaching, research, and/or service

In particular, the Faculty Hiring Policy encourages departments to include women and underrepresented minorities on faculty search committees. Diverse search committee membership helps ensure that a balance of perspectives is used when evaluating applicants. It also sends an important message to applicants about the department’s—and Georgia State’s—commitment to creating and supporting a diverse and inclusive community.

Possible Members beyond Department Faculty	Benefits of Inclusion
Faculty from other department(s) or college(s)	<ul style="list-style-type: none"> • Furthers interdisciplinary conversations and relationships (e.g., interdisciplinary research) • Can increase demographic diversity of search committees
Student	<ul style="list-style-type: none"> • Ensures that student perspectives are included • Enhances graduate student development and marketability • Can increase demographic diversity of search committees
Staff	<ul style="list-style-type: none"> • Incorporates important staff perspectives that may not be represented by faculty members • Promotes staff inclusion in the department • Can increase demographic diversity of search committees
Member of the larger community	<ul style="list-style-type: none"> • Supports the department’s development of community partnerships and initiatives • Can increase demographic diversity of search committees

Charging the Search Committee

Charging a search committee helps develop, articulate, and reinforce shared understandings of important concepts early on.

In the written charge, the hiring authority should clarify:

1. Strategic nature of the position.
2. Type of recommendation the committee should provide the hiring authority. Examples:
 - a. a recommended candidate,
 - b. a ranked list of acceptable finalists,
 - c. an unranked list of acceptable (or all) finalists with analysis of strengths and weaknesses.
3. Deadline for that recommendation
4. Importance of conducting the selection process in accordance with federal and state laws
5. Expectations for confidentiality, attendance, fairness, and the use of appropriate mechanisms to mitigate bias
6. The importance of inclusive excellence for this search

The committee should determine at the first meeting:

1. Timelines for the steps. Tips:
 - a. Plan a calendar backwards from the deadline for the recommendation
 - b. Block off committee members' calendars in weeks of screening and campus interviews
2. Role that the department and its other members will play in the search at various steps
3. How the committee will handle documentation of the selection process
4. Shared understanding of the qualifications and how they will be applied

Committee members will benefit from watching this 7-minute [video about conducting inclusive searches](#) made by Ohio State University in the early stages of the search.

Resource for search committee chairs

More guidance on preparing and running search committee meetings is available in the first chapter of [Searching for Excellence and Diversity: A Guide for Search Committees at the University of Wisconsin-Madison](#)

III. Developing Position Announcements

The guidance below synthesizes required language and recommendations based on best practices used at GSU and other universities. Use this along with other guidance specific to your academic unit and discipline to prepare an effective announcement.

Compelling Opening Paragraph

Your opening paragraph should generate enthusiasm about the position by describing in a compelling and distinctive way the new hire's contributions to the department/college/university's strategic initiative(s) and vision and conveying a supportive environment for the new hire. (see Questions 1, 5, 6)

- Revise statements about what the new hire is "expected to" do into statements about how s/he will "contribute to" something - often a specific, forward-looking strategic initiative
- Convey how the new hire will be part of a team, cohort, or other supportive community
- Consider starting sentences with verbs/commands, such as "Join," "Be part of"
- Say what will support the new hire (facilities, a center, groups of people, time/financial support)
- Reference to a new hire's "commitment to" something here must be supported by one or more specific qualifications related to that commitment in the separate Qualifications section
- Position title can be incorporated in this section

Describing GSU

This second paragraph will ideally reinforce themes in the opening paragraph. Here is an example:

[Georgia State University](#), an enterprising R-1 university located in Atlanta, is a national leader in using innovation to drive student success and research growth. Enrolling and graduating one of the most diverse student bodies in the nation, Georgia State provides its world-class faculty and more than 50,000 students unsurpassed research, teaching, and learning opportunities in one of the 21st century's great global cities.

Responsibilities

Include a clear and concise paragraph stating the job responsibilities. Consider how the language you use here sustains or breaks the welcoming and supportive tone established in the first paragraph. "The selected candidate can anticipate teaching X, Y, and Z courses and participating in service at the program, department. . . . level." or "Teaching responsibilities include. . . . Service responsibilities include. . ."

Qualifications

The search committee's work will be clarified, and implicit bias can be interrupted more effectively if the announcement includes 2 bulleted lists of qualifications: essential and preferred.

1. Applicants must have all essential qualifications to be considered for Skype interviews. This list should address education and key skills and experiences that are truly essential to perform the

job successfully at GSU. Because this list of essential qualifications will be used for the first screening stage, it should not be excessively long or restrictive.

2. The preferred qualifications should outline key skills and experiences that will help an applicant perform the job at GSU at a higher level. Well-written preferred qualifications provide ways for applicants from diverse backgrounds to demonstrate their ability to perform the job at this higher level. The preferred qualifications may be used to develop multiple lists for first round interviews, enabling the search committees to consider applicants with varied strengths. It is not necessarily expected that the finalists invited to campus interviews will possess all the preferred qualifications.

Qualifications should support the themes in the opening paragraph and the paragraph about GSU. Criteria used in all stages of the selection process will be developed from these lists of qualifications.

Application Materials

Consider these questions when choosing what application materials to request:

- What kind of barrier or burden does producing a particular piece of evidence place, on whom? How might that exclude or disadvantage certain applicants?
- How may a particular piece of evidence reveal more about an individual applicant's interest in, and suitability for, your position at GSU?
- How much time will it take someone to assemble all these materials up front? Will that turn qualified individuals away from applying?
- A simple way of obtaining evidence specifically related to the qualifications at the outset of the selection process without excessively burdening or turning away applicants is by asking them to submit: a letter of application addressing the essential and preferred qualifications;
- A letter of application addressing the essential and preferred qualifications;
- A curriculum vitae;
- Names, email addresses, telephone numbers, and titles of at least three professional references.

Required and Recommended Closing Language

Required language is underlined; other language illustrates a recommended way of handling other matters:

Review of applications will begin immediately and continue until the position is filled. To ensure consideration, submit all materials by DATE. Please be advised that should you be recommended for a position; an offer of employment will be conditional on background verification. [a statement about the background verification must be included] *Wording may also address start date, budgetary approval, etc.*

Georgia State University is an Equal Opportunity Employer and does not discriminate against applicants due to race, ethnicity, gender, veteran status, or on the basis of disability or any other federal, state or

local protected class. As a campus with a diverse student body, we encourage applications from women, minorities, and individuals with a history of mentoring under-represented minorities in DISCIPLINE.

International Applicants

Language in the position announcement can have a great impact on GSU's ability to hire and sponsor the permanent residency of international applicants. Before finalizing your position announcement, please consult [the guidance provide by the International Student and Scholar Services](#).

IV. Developing the Candidate Pool

Use ongoing recruitment strategies long before the start of the search!

Ongoing recruitment efforts

Build and maintain personal and institutional relationships in advance of any specific search to help enlarge, strengthen, and diversify the pool later

Examples of Ongoing Recruitment Strategies

1. Hold symposia that bring 3-5 young promising scholars to your department to give a presentation and enjoy a dinner or reception with your faculty and graduate students as an informal networking opportunity. Graduate students can play a key role in organizing the symposia, and they can mentor their younger colleagues in taking on this responsibility.
2. At conferences, identify and talk with graduate students and faculty at other institutions, including women and underrepresented scholars. Maintain a list of these scholars and invite some to speak at Georgia State. Even if they're not currently seeking a faculty position, these scholars, their students, or their colleagues may become applicants, or they may nominate their students for a faculty position after learning about our research profile, diverse students, and advantageous location. Therefore, it's crucial to address scholars working in any subfield, including those for which you have no immediate hiring need.
3. Identify an academic department at a possible feeder institution and have your faculty visit the department, talk to their undergraduate majors about graduate study at Georgia State, and talk to graduate students and faculty informally. Explore the possibility of organizing a co-sponsored symposium, collaborative research experiences, or similar partner activities, which will deepen and sustain these relationships with students and faculty over time. Departments seeking to diversify their faculty should identify and partner with institutions that attract and support women and historically underrepresented students.
4. Partner with related departments at Georgia State to host a short conference to expose nearby doctoral students and faculty to our campus and community. Consider a conference theme with cross-disciplinary appeal, appeal for underrepresented students, and/or appeal for those committed to advancing diversity and inclusion in higher education. Include ample time in the

schedule for networking and informal exchanges of ideas and experiences. Develop strategies for fostering over time the relationships initiated at the conference. Funding opportunities are listed below.

5. Hold Professional Development Workshops open and advertised to graduate students from nearby institutions who will be on the job market in 1-2 years. Departments seeking to diversify their faculty should attract, engage, and support graduate students who are committed to promoting diversity and inclusion in higher education. Include meals and modest support for their travel expenses.

Involve All Department Members

Ongoing recruitment requires time. It becomes feasible when it is a responsibility shared by department members. These steps can build a department culture of shared responsibility for active recruitment:

- Develop an expectation that faculty use every professional trip as an opportunity for recruitment. Ask faculty to report or share their efforts and contacts with the department.
- Encourage all faculty members to contact colleagues or use social media for recruitment purposes.
- Pool resources with other Georgia State departments. Consider hosting interdisciplinary events with related departments in your college or another college.

Registries and Key Institutions

There are numerous registries or databases of doctoral and postdoctoral scholars from underrepresented groups that may help in ongoing recruitment efforts. Examples include:

- [The National Registry of Diverse and Strategic Faculty](#) (subscription required)
- [Hispanic Association of Colleges and Universities ProTalent Professional Résumé Database](#) (access résumés for a modest per-month fee)
- [The Black Doctoral Network](#) (Clearinghouse for African Americans holding or pursuing doctoral degrees)

Check out [Recruitment as an Ongoing Process](#) for the most updated information. You should also consult with your disciplinary societies for similar registries and advertising venues in your area.

Advertising Requirements for Hiring Non-U.S. Citizens

International applicants can receive work authorization only if the job announcement and advertising plan meet U.S. Department of Labor requirements. Please consult the [Faculty Advertisements and Recruitment Practices](#) guidance provided by the International Student and Scholar Services.

V. Reviewing Applications

Using a Criteria-Based Approach

A systematic, criteria-based approach to evaluating applicants in the faculty selection process has several benefits over an approach that involves a rapid and possibly intuitive identification and separation of a top group of candidates. The latter approach may lead committees to overlook strong candidates who come from backgrounds different from those reflected in the department or have strengths that may not be immediately recognized. It can leave the committee without clear direction if some candidates can no longer be considered for any reason immediately before or after on-campus interviews, or if the committee decides to expand the pool at a later point by reviewing applications received after the priority deadline.

The type of methodical, consistent, and rigorous evaluation approach outlined here has additional strengths. Articulating criteria helps ensure that all committee members have a shared understanding of the qualifications and are prepared to evaluate applicants consistently. Criteria help ensure that applicants are measured against a consistent standard, rather than a shifting standard, or in relation to a “top” candidate. This, in turn, ensures that all members of the search committee have an equal voice and guards against forceful and opinionated committee members from disproportionately influencing the outcome. Clear criteria also help establish continuity in the evaluation process as other faculty and students join the process during on-campus interviews.

When and How to Develop Criteria

Committee members need to reach consensus on and establish clear criteria *before* reviewing applicants’ materials. These criteria are the foundation of the consistent and equitable selection process that follows. Criteria can also be developed earlier in the process when the job announcement is drafted. This will ensure that the application materials requested in the announcement will give the committee sufficient information to evaluate all applicants using the criteria. It can also help create an announcement that communicates committee and department expectations more clearly to applicants, improving the quality of the applicant pool.

Committees develop selection criteria from the qualifications listed in the job announcement. Committees can reach consensus on selection criteria by posing questions for discussion.

Examples of questions to help produce criteria used in the initial screening stages:

- If a PhD in “a related field” was included as an option in the essential qualifications, what are examples of those related fields?
- If an “ability” to do something was specified in one of the essential or preferred qualifications, what would demonstrating this ability look like in the initial application materials? To develop inclusive criteria, include multiple answers to this question based on committee members’ previous experiences with faculty searches.
- If “experience” doing something was specified in one of the essential or preferred qualifications, what would this experience look like in the initial application materials? To develop inclusive criteria, include

multiple answers to this question based on committee members' previous experiences with faculty searches.

Criteria also support later stages in the evaluation process. For example, criteria developed from teaching qualifications for use during on-campus interviews might focus on finalists' ability to engage GSU students in learning. It is recommended that search committees get broader departmental input when developing the criteria used in the selection process.

Developing Inclusive Criteria

Criteria used in evaluating applicants must be job-related. The race or gender of candidates may not be factors considered in employment decision. However, it is important to consider in advance how the criteria developed for use in the selection process can have significant impacts on the diversity and range of skills represented by the short-listed candidates and finalists. Think carefully about what inclusive excellence means for your department and how certain criteria may include or exclude applicants from further consideration.

- In the absence of clear criteria, some committees may be inclined to exclude from further consideration candidates without a degree from a Tier 1 doctoral program, even those who have impressive publication and grants records. How would a closer and graduated evaluation of the quality of the applicants' research have a different impact? And could these candidates who would have been otherwise excluded be able to bring additional strengths in teaching and mentoring students from diverse backgrounds?
- Consider the possible impact of criteria on those who have not followed traditional career patterns but may nevertheless be able to help your department reach its goals (e.g., someone whose academic career was interrupted but along the way gained significant practical experience or community experience)? These strengths could be instrumental in pursuing particular lines of research, in applying for certain types of grants and for supporting students from diverse backgrounds.

Questions when reviewing possible criteria:

- Is the criterion that you plan to use really essential for someone to succeed in this particular position?
- What strong performers might get excluded by this criterion? How could the criterion be reworded more inclusively?

Criteria restricted to or heavily privileging previous experience may significantly reduce the diversity of candidates who are interviewed. Instead, consider how criteria could be developed to enable a full consideration of the varied strengths of all candidates. The search committee should discuss and determine the relative importance of the criteria drawn from the essential or preferred qualifications before beginning to review applications. It is unlikely that individual applicants will be rated highly on all criteria. Therefore, having a prioritization of criteria in place at the outset will help the committee determine how to evaluate applicants who have different strengths and combinations of strengths.

The criteria developed above are key to the various stages of the review and selection process and we recommend that their use be documented in some form. A sample template for this is shown on the next page.

SAMPLE - Applicant Evaluation Tool

The following offers a method for department faculty to provide evaluations of job applicants. It is meant to be a template for departments that they can modify as necessary for their own uses. The proposed questions are designed for junior faculty candidates; however, alternate language is suggested in parenthesis for senior faculty candidates.

Applicant's name:

Please indicate which of the following are true for you (check all that apply):

- Read applicant's CV
- Read applicant's statements (re research, teaching, etc.)
- Read applicant's letters of recommendation
- Read applicant's scholarship (indicate what): _____

Please rate the applicant on each of the following:

	excellent	good	neutral	fair	poor	unable to judge
Evidence of research productivity						
Potential for scholarly impact / tenurability						
Evidence of strong background in [relevant fields]						
Evidence of [particular] perspective on [particular area]						
Evidence of teaching experience and interest (including grad mentorship)						
Potential to teach courses in core curriculum						
Potential to teach the core curriculum on [particular area] (including creation of new courses)						

Other comments?

SOURCE: University of Michigan ADVANCE program.
advanceprogram@umich.edu, <http://sitemaker.umich.edu/advance>.

VI. Conducting First-Round Interviews

Videoconferencing is now commonly used for screening interviews in academia. Both [WebEx](#) and [Skype for Business](#) provide strong alternatives to convention interviews (common in some disciplines). Consider holding these interviews in a location that illustrates Georgia's State contemporary facilities.

Questions

Develop a list of questions for the first-round interview and ask all of them, in the same order, of all those you interview at this stage. This structured interview format helps ensure an equitable process. Internal or known candidates should be treated in the same way and asked the same questions as other candidates. Committee members may also ask follow-up questions, such as those designed to elicit clarification or elaboration of individual candidate's response.

Questions are best developed from the qualifications and job duties listed in the publicly circulated job announcement. Include as part of your question list a question prompting each candidate to add any other comments or information that they would like to share at this time and a prompt for them to ask one or more questions of the search committee.

Begin each interview by letting the candidate know the structure of the interview and then prompting committee members to introduce themselves to the candidate. Conclude by letting each candidate know the next step(s) and thanking them for their interest in the position.

All committee members should review this guide to appropriate and inappropriate inquiries during the selection process. This guide pertains to both the list of questions planned for the interview, follow-up questions, and less formal exchanges that may occur, especially during on-campus interviews.

Documentation

When deliberating over the short-list interviews and how they have provided additional evidence of candidates' qualifications, refer once again to the committee's agreed-upon criteria and document the committee's decisions clearly. Record in writing the committee's rationale for no longer considering each candidate who has been disqualified. This evaluation and rationale can be added to a cumulative committee evaluation sheet. Note specific job-related reasons that are rooted in the job announcement cannot be construed as discriminatory. An employer may not base hiring decisions on stereotypes and assumptions about a person's race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), disability or genetic information.

Committee members' notes and selection documentation may be scrutinized following the completion of the selection process in the event of litigation, an audit, or a public records request. An unintended impression of bias can be created by comments that are not related to the job and the qualifications and skills required to perform it. Retain records per the USG records retention schedule.

Reference Calls and Checks

Can be used after Skype interviews, to help determine who to invite to an on-campus interview.

- Conduct the reference checks in the same way (e.g., by phone) if you will be conducting reference checks for more than one finalist (or semi-finalist).
- Have at least 2 search committee members present for each call.
- Ask the same questions of all those you call (“structured interview”).
- Ask follow-up questions as appropriate.
- Follow the guidelines regarding [appropriate and inappropriate inquiries](#).
- Document answers clearly so information gained through reference calls can be treated consistently as evidence in the selection process.
- All these steps help ensure an equitable process.

VII. Bias during the Screening Process

Recognizing Bias

Bias is a common factor in selection processes. For example, in a randomized double-blind study on gender bias, both male and female science faculty were equally likely to exhibit bias by rating male applicants more highly than identical applicants assigned female names. Academic psychologists reviewing CVs rated a male applicant higher in teaching, research, and service experience and were more likely to hire him than the equally qualified female applicant. And when names were randomly assigned to résumés, applicants with “white-sounding names” were more likely to be invited for a job interview than equally qualified applicants with “African-American sounding names” (Moss-Racusin, et al., 2012; R. Steinpreis, et al., 1999; Bertrand and Mullainathan 2004).

Both explicit and implicit biases—the beliefs that we consciously endorse and the biases that operate below our conscious awareness—can have major impacts on the outcomes of individual selection processes. Cumulatively, they can have even greater impacts on the faculty that make up a department and a university. Biases in perception and attention can fuel quick, inaccurate, and poorly substantiated determinations about applicants. They can unconsciously influence how much attention is paid or not paid to particular types of evidence among all the materials submitted, which strengths and weaknesses of individual applicants receive the most consideration, and how particular qualifications are perceived. As a result, these biases often lead to the elimination of qualified women, underrepresented minority applicants, and applicants with non-traditional career paths at various stages of the selection process.

Here are some specific types of biases and related cognitive errors and shortcuts that lead to poor quality decision-making during the selection process:

Bias, Cognitive Error, or Shortcut	Explanation
Similarity Bias or Cloning	Preference for those we perceive to be like us, have similar experiences, or be similar to a person we are replacing. Cloning reduces a department’s approaches and perspectives in research and teaching.
Provincialism	Undervaluing something outside one’s own circle or group.
Positive Stereotypes	Based on stereotypes, individual members of dominant groups are presumed competent or receive the benefit of the doubt when questions arise. Often applicants from dominant groups are evaluated with emphasis on their potential while those from non-dominant groups are only evaluated on their accomplishments and experience to date.
Negative Stereotypes	Based on stereotypes, individual women and members of underrepresented minority groups receive more scrutiny. They may be tacitly held to a higher standard of work, their qualifications may be questioned more, their work may be attributed more to their mentors and co-authors, and they may receive harsher evaluations based on their demeanor, accent, or appearance.

Euphemized Bias	Applicants from dominant groups and non-dominant groups are held to different standards disguised through vague language such as “star,” “visionary,” and “fit.” Such language may reflect an evaluation of applicants from dominant groups with an emphasis on their potential that is not afforded applicants from non-dominant groups. “Fit” is often about reviewers’ personal comfort with an applicant, rather than a full, fair, and objective evaluation of applicants’ abilities to perform the job.
Contrast Effect	Evaluating one applicant in relation to another one, rather than in relation to the qualifications and criteria.
Groupthink	The emergence of consensus influences an individual member’s view.
Group Momentum	A rush to reach consensus prevents other views from being heard.
Snap Judgments	Rapid assessment and emphasis on certain pieces of evidence often resulting in devaluing an applicant for insignificant reasons or ignoring their strengths.
Halo Effect	One highly rated aspect of an applicant’s qualifications generates an overall strong evaluation, regardless of other evidence.
Horn Effect	One poorly rated aspect of an applicant’s qualifications generates an overall weak evaluation, regardless of other evidence.
Recency Effect	Judgment is excessively influenced by recently received information.
Primacy Effect	Judgment is excessively influenced by initially received information.
Confirmation Bias	Tendency to seek or interpret information in a way that confirms one's preconceptions, while ignoring or undervaluing the relevance of information that contradicts one's preconceptions.

To be better prepared to recognize bias in the selection process, committee members should watch this 5-minute, research-based [video summarizing bias in faculty searches](#), created by The Ohio State University.

Interrupting Bias

We can interrupt and mitigate bias throughout the selection process by taking steps to address the conditions that often encourage it. We can:

- Reduce ambiguity by clarifying the structures being used for decision-making
- Reduce cognitive overload on committee members
- Reduce time constraints commonly placed on the decision-making process

Several of the recommendations discussed elsewhere in this online guidance are in fact designed to help interrupt and mitigate bias.

Create a Structure That Supports Clear Decision-Making

Such a structure can be created when criteria are established and prioritized prior to the review of applications, and when evaluation templates are well-designed, ideally reflecting the prioritization of criteria and including prompts to consider a broad range of evidence.

Search committee members can assist by holding one another to high standards when applying these criteria with available evidence. For example, are committee members introducing a threshold of a Tier 1 graduate program as a short-cut to evaluating applicants' research qualifications?

Ask Questions to Clarify Decision-Making

During deliberations, search committee members can prompt one another to explain themselves in relation to the agreed-upon criteria when vague descriptors such as "bad fit," "great fit," "star," or "visionary" surface. If the committee is discussing the importance of finding a "good colleague," committee members can stop and ask what that means, and how, if at all, it relates to the qualifications included in the job announcement. This questioning can mitigate euphemized bias. Specifying key qualities will assist in maintaining a fair and consistent decision-making process.

In the course of decision-making, search committee members can periodically stop and genuinely ask, "What is the evidence for the opposite conclusion?" This question can interrupt and mitigate confirmation bias.

At various points in the selection process, search committee members can pause and reflect:

- Have women and minority applicants have been held to a different standard?
- Have applicants from outside prestigious research universities have been undervalued in the selection process?
- Have assumptions or inferences about an applicant's family responsibilities negatively impacted the evaluation of their qualifications and abilities?

Allow Sufficient Time and Attention for Thoughtful Review

An emphasis on making offers before competing institutions do can result in poor quality evaluations of applicants. So can competing demands on reviewers' attention. Here are several proactive ways to shape the use of time in a thoughtful evaluation process:

- Gain time for thoughtful review by using technology to simplify the mechanics of review processes; examples include uniform evaluation sheets or automating an anonymous pooling of comments and ratings from department members on finalists.
- Create intermediate deadlines to reduce reviewers' tendency to postpone and rush their evaluations; prompt them to allow sufficient time (15-20 minutes) to review each file (Martell 1991).
- Slow down the pace of conversations during deliberations to mitigate biases and cognitive errors.

Pause Before You Decide Who to Interview

Search committees often move too quickly from the list of applicants who meet the advertised essential qualifications to those that are invited for first round interviews or from the list of candidates interviewed in the first round to the finalists that are invited to the campus interview. At these important junctures in the search process, take additional time to make sure that you have given full consideration to applicants from less traditional backgrounds.

There are two recommended alternatives that can help ensure a fairer review and prevent or slow the creation of a homogeneous interview list from a diverse applicant pool:

1. Make a medium list first. Review it and ask if bias may have played a role, for example, in eliminating women and underrepresented minority applicants, before proceeding to the next step in the selection process.
2. Make multiple short lists, each created from those applicants who were rated highly on a different criterion. Then select applicants from all those short lists for further consideration. This approach can help mitigate the halo effect.

Create Checkpoints

The committee can introduce checkpoints in the selection process to stop and assess whether bias or different standards may have impacted the extent to which women and underrepresented minorities remain under consideration. Doing so can have significant ramifications on the outcome of the search process: when women or minorities comprise less than one quarter of the applicant pool (or group of finalists) they are more likely to be negatively influenced by reviewers' gender (or racial) assumptions and much less likely to be offered a job (Heilman 2005; Van Ommeren 2005; Johnson, Hekman, and Chan 2016). One such checkpoint can be before conducting screening interviews.

If necessary, the recruitment phase of the search can be extended and/or the interview list can be expanded. However, such delays can be avoided or minimized by wording, advertising, and sharing the position from the outset in ways that will generate a diverse pool.

Create an Inclusive and Welcoming Experience

- Share with finalists Georgia State resources pertaining to family, work-life balance, benefits, and dual-career resources created by the Office of Faculty Affairs: [Why Georgia State?](#), [Getting to Know Atlanta](#), [Dual-Career Resources](#), and [Faculty Benefits](#).
- Set aside a portion of the finalists' campus visits that can be tailored to their individual interests and needs. Before finalizing the interview schedules, ask all finalists to indicate anyone specific they would like to meet with during their visit. Be responsive to their requests.
- Incorporate opportunities for finalists to meet other groups and individuals with whom they may be interested in working or connecting.
- Involve other department members in the campus visit (other faculty, undergraduate and/or graduate students, and staff).
- Make sure finalists have opportunities to meet an ample representation of our diverse student body and employees as you invite and encourage campus members to attend the campus visit.
- Include ample breaks for the finalists.
- In the invitation to visit campus, include a prompt for finalists with disabilities to request accommodation: "Georgia State University is committed to providing access, and reasonable accommodation in its services, programs, activities, education and employment for individuals with disabilities. To request an accommodation during the application or selection process, please contact [insert name of HRAC] at [Phone #]."

Ensure a Lawful Process and a Positive Visit

- Develop a standard evaluation form or electronic survey to receive feedback from department members on specific aspects of finalists' qualifications that are directly related to the responsibilities of the position
- Remind department members that each finalist's visit is a two-way process with larger ramifications. Courteous interaction and positive comments about Georgia State will make each visit a fruitful one.
- Remind department members that meals, hallway conversations, and other portions of the campus visit are parts of the interview process and the guidelines regarding [appropriate and inappropriate inquiries](#) apply. To help with this, have one or more committee members present at any segment of the visit.
- Make sure staff members have visit details so they are ready to greet and assist finalists.
- Double-check room, meal, and lodging reservations.
- Provide finalists in advance accurate details about the time, location, attendees, and format of each segment of their visit.
- Designate someone to escort finalists between segments of their visit.
- Maintain a structured interview format if the search committee will interview finalists again during a portion of the campus visit. Make sure that you provide an equitable visit for all candidates, including any internal ones.

Appropriate and Inappropriate Interview Questions

<u>SUBJECT</u>	<u>APPROPRIATE INQUIRIES</u>	<u>INAPPROPRIATE INQUIRIES</u>
AGE	None.	Questions about age, date of birth, requests for birth certificate.
ARRESTS/CONVICTIONS	May ask if any record of criminal convictions and/or offenses exist, if all applicants are asked.	Inquiries regarding arrest record.
HEIGHT AND WEIGHT	None.	Inquiries about the applicant's height or weight.
CITIZENSHIP	May ask questions about legal authorization to work in the specific position if all applicants are asked.	May not ask if person is a U.S. citizen or what citizenship the person holds.
EDUCATION	Inquiries about degree or equivalent experience.	None.
DISABILITY	May ask about applicant's ability to perform job-related functions.	Question (or series of questions) that is likely to solicit information about a disability.
MARITAL OR PARENTAL STATUS	Whether applicant can meet work schedule or job requirements. Should be asked of all genders.	Any inquiry about marital status, children, pregnancy, or child care plans.
NATIONAL ORIGIN	May ask if legally authorized to work in this specific position if all applicants are asked.	May not ask a person's birthplace; if the person is a U.S. citizen; questions about the person's lineage, ancestry, descent or parentage; how the person acquired the ability to speak/read/learn a foreign language.
PERSONAL FINANCES	None.	Inquiries regarding credit record, owning a home, or garnishment record.
PHOTOGRAPH	None.	Any inquiry for a photograph prior to hire.
POLITICAL AFFILIATION	None.	Inquiries about membership in a political party.
ORGANIZATIONS	Inquiries about professional organizations related to the position.	Inquiries about personal or professional organizations suggesting race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, gender identity, gender expression, height, weight, disability, or veteran status
RACE OR COLOR	None.	Comments about complexion or color of skin.
RELIGION	Describe the work schedule and ask whether applicant can work that schedule. Should be asked of all applicants.	Inquiries about religious preferences, affiliation, denominations, church, and religious holidays observed.

SEX	None.	Inquiries regarding gender, gender expression or gender identity.
SEXUAL ORIENTATION	None.	Comments or questions about the applicant's sexual orientation.

Comments regarding the above prohibited subjects also should not appear in interview notes or otherwise be considered by the hiring manager or search committee members.

It is permissible to ask if a candidate has the necessary skills, training, experience and education to perform the job, provided this question is asked of all candidates. It is not permissible to eliminate an applicant from consideration if the applicant indicates a need for a reasonable accommodation for a disability.

It is also permissible to ask whether the candidate is available to work the schedule demanded by the job, provided this question is asked of all candidates. It is not permissible to eliminate an applicant from consideration because the applicant indicates a need for a scheduling accommodation either due to a disability or for religious purposes.

The guide above is available at <https://hr.umich.edu/sites/default/files/legal-questions2015-10-15.pdf>.

Evaluation of Finalists

Committee deliberations following the campus interviews should remain focused on job-related criteria and include careful consideration of the full range of evidence gathered about the finalists' qualifications. Committee members should review and continue to use the techniques listed in [Recognizing and Interrupting Bias](#). The committee should provide clear written documentation of their evaluation of all finalists, continuing to follow the guidelines on documentation in [Developing and Using Selection Criteria](#). This evaluation can be added in summary form to a [cumulative committee evaluation sheet](#) and supplemented with a more detailed report of the committee's determinations.

The exact nature of the written recommendation provided by the search committee should conform to what was set out in the committee's charge.

VIII. Additional Resources

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