

Recruitment and Hiring for Faculty Diversity at UWF
Guidelines developed by the UWF ADVANCE team and STRIDE Taskforce
September, 2016

PART ONE

Pre-Search Activities

1. DO a little homework.
 - a. Review previous searches that have successfully recruited women and/or racial/ethnic minority candidates.
 - b. Review instances where women or racial/ethnic minorities left or turned down offers
 - c. Review specific needs of the department.
 - d. Then, develop broad hiring goals and create the position description with what is (1) desired/preferred and (2) needed/required.
2. DO recognize and acknowledge implicit bias (i.e., unconscious expectations or assumptions about people that influence an observer's judgments about suitability) as normative and avoid simple suppression (i.e., pretending implicit bias does not exist) efforts.
3. DO form a diverse search committee (composed of men, women, and racial/ethnic minorities, and/or includes an individual with expertise in the field of multicultural or diversity studies). If the department is not diverse, use an external committee member or a graduate student representative from an underrepresented group.
4. DO consider assigning a committee member to be a diversity advocate.
5. DO a priori define specific selection criteria.
 - a. Be sure that all criteria are well defined. This does not mean that criteria are necessarily narrow.
 - b. Balance defining criteria with the need to remain flexible. However, if changes are made during the process, apply changes equitably to all applicants.
 - c. Prioritize weighting of criteria before the review begins.
6. DO create a plan for representing the department's commitment to diversity.

Recruitment Activities

1. DO create an advertisement that:
 - a. Includes interest in diversity,
 - b. Includes UWF's policy on affirmative action and commitment to diversity,
 - c. Uses proactive language.
2. DO actively advertise in an effort to reach a diverse pool of applicants:
 - a. Ads in appropriate journals, websites,
 - b. Strong networking-contact colleagues and use existing faculty,
 - c. Encourage recruitment activities at conferences,
 - d. Hand out pamphlets and brochures at conferences ,
 - e. Contact women and racial/ethnic minorities from lists of graduates and Ph.D. candidates.
 - f. **Resource:** [UWF's Diversity Recruitment supplement](#)
3. DO develop an information packet for applicants.

PART TWO

Compliance with Florida Sunshine Laws

1. Faculty searches must comply with Florida Sunshine Laws. Searches for all faculty positions (except Visiting Faculty, Instructors, Lecturers, and Postdoctoral Associates) must be held in the Sunshine.
2. Searches held in the Sunshine permit search committees the authority to vote and make decisions but require full transparency, with all meetings and discussions noticed at least 7 days in advance and held open to the public. Meeting minutes must be taken and retained by the hiring official who oversees the integrity of the search process. No discussion of the search or applicants may occur outside of public meetings.
3. Human Resources must certify the applicant pool prior to review of applicants.

Review of Applicants

1. Do minimize bias AND distractions during the review and evaluation of applicants.
 - a. Engage in **counter stereotyping**. Before reviewing applicants, committee members should try to minimize their own implicit biases (i.e., unconscious expectations or assumptions about people that influence an observer's judgments about suitability). One technique is to imagine successful, well-respected members of underrepresented groups in the field.
 - b. Devote a sufficient amount of time to each applicant.
 - c. Set aside blocks of time for review and minimize distractions by turning off any electronic notifications (e.g., e-mail, cell phones, etc.).
 - d. Focus on each applicant as an individual and assess the application package as a whole.
 - e. Rely upon inclusion rather than exclusion criteria for qualified applicants.
 - f. Take a **time-out** periodically to evaluate selection criteria and the **equitable application of those criteria to each applicant**.
 - g. Be able to justify/provide an explanation for the decision made for each applicant.
2. DO utilize in a multi-stage review process.
 - a. Step 1: Identify candidates.
 - i. Goal: identify all competitive candidates.
 - ii. If the applicant pool is large, the search committee should briefly review each applicant and identify specific applicants for more thorough review based on methods identified by the hiring official. Search committee members may exclude candidates from further consideration.
 - iii. Consider whether phone or other technologically mediated interviews are needed at this stage. These are common. Keep in mind that cultural variations in communication style exist and may not fully represent the abilities of the candidate. The same interview method must be used for all candidates.
 - b. Step 2: Identify the finalists.
 - i. Review objectives, selection criteria, and guidelines for minimizing bias.
 - ii. All committee members should thoroughly review each candidate under consideration.
 - iii. Justifications should be provided when dropping any candidate from further consideration.

- iv. Avoid relying on information that is not included in the application package as the quality of the source may be questionable.
 - v. Keep detailed notes. Remember that all notes in any form that have been communicated with the hiring official, other search committee members, or with the clerical person assigned to the committee have to be kept on file for a period of four years and must be turned into the hiring official at the end of the search.
 - vi. Avoid ranking these finalists. Ranking the finalists who will be invited to an on-campus interview can inadvertently impact interactions with them.
3. DO consider international candidates in need of visa sponsorship.
- a. The customary fees incurred by the University range from \$825-\$2850. These fees are typically incurred by the college and not the department. **Although this may sound like a cost burden, it is not.** In fact, these fees represent less than 1% of a faculty member's five-year compensation. Thus, they are a worthwhile investment in the selection of highly qualified foreign candidates and should not be a deterrent.
 - b. Departments who wish to consider employment-based visa sponsorship for a finalist should contact Christine Dillard in Human Resources.

Interview and Selection

1. DO recognize and acknowledge implicit bias as a norm and avoid simple suppression efforts (i.e., pretending implicit bias does not exist) among committee members and others who may interact with the finalist.
2. DO conduct reference checks with named references before inviting finalists to campus whenever feasible.
3. DO review the finalists.
 - a. Promptly note strengths and weaknesses after each interview.
 - b. If other members of the department interview the finalists, they should quickly provide strengths and weaknesses to the hiring official to ensure that key information is not forgotten. Keep in mind that non-search committee members may not winnow, rank, or vote but may offer an assessment of strengths and weaknesses to the search committee and the hiring official.
 - c. Be sure to re-review objectives, selection criteria, and procedures for minimizing bias.
4. DO plan interviews consistently and promote a positive experience for the finalist
 - a. Schedule interviews with adequate time.
 - b. Allow finalists to interact with all faculty members. Offer opportunities for the finalist to meet faculty with a similar background and those they might be more comfortable asking sensitive questions.
 - c. Represent the department and university as a place the finalist will thrive.
 - d. Make available resources of particular interest to women and racial/ethnic minorities.
5. DO follow through consistently for all finalists.
6. DO disseminate important information to finalists.
 - a. Provide a list of possible negotiation items.
 - b. Provide information about partner and family resources.
 - c. Provide information about and tenure and promotion review criteria as well as information about any mentoring practices that may exist.
7. DON'T exclude the possibility of hiring exceptional women and racial/ethnic minority STEM faculty candidates into senior rather than junior faculty and leadership positions.

PART THREE

After the Search is Complete

1. DO forward all records of the search and interview process to the hiring official for retention.
2. DO find out why candidates, including members of underrepresented groups, decline an offer of hire. This information is often solicited by department heads.
3. DO analyze and evaluate the search procedure. Findings can be used to help future search committees.
4. DO help new faculty with immediate needs for settling into the area (See Settling In, below)

Settling In

As a department, be sure to:

1. DO help new hire locate professional services, such as realtors, physicians, etc.
2. DO ensure that at least 2 mentors have been assigned.
3. DO help new hire with paperwork processing.
4. DO make sure arrangements have been made to secure all promised start-up items in a timely manner.
5. DO re-introduce new hire to other faculty members; encourage initial social and professional networking opportunities.
6. DO ensure that settling-in responsibilities completely transition from the search committee to the mentors.

For more information, please e-mail: advance@uwf.edu

This material is based upon work supported by the National Science Foundation under Grant Number 1107214. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.