Search Committee Briefing

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Vice Provost for Affirmative Action
Purpose

- Understand Penn State’s commitment and obligations to aa/eeo

- Understand role of search committees in meeting this commitment and obligation

- Discuss consistent and equitable practices to ensure a diverse pool of applicants in every search
Legal Framework and Definitions

- Title VII of the Civil Rights Act of 1964
- Executive Order 11246 of 1965
Key Concepts

- **Equal Employment Opportunity**: The legally protected right of all people to be evaluated on ability and potential to perform a job.

- **Affirmative Action**: Good faith efforts to eliminate barriers in recruiting, hiring, promoting and retaining minorities, women, people with disabilities, and Vietnam-era veterans.
Roles and Responsibilities

- The Affirmative Action Office
- Dean/Department Head
- Search Committee Chair
- Search Committee Members
The Affirmative Action Office

- Implements the University’s legal duties as an aa/eeo employer
- Establishes a framework that provides all candidates fair and consistent treatment throughout the hiring process
- Offers advice on best practices for promoting diversity in the search process

Dean/Department Head

- Notifies the Affirmative Action Office when a search is authorized
- Appoints committees that reflect the diversity of the department
- Provides the search charge
- Emphasizes the value of diversity
- Defines the extent of the committee’s authority and duties
Search Committee Chair

- Ensures that all applicants are considered fairly throughout the process
- Understands and communicates departmental affirmative action goals
- Establishes consistent protocols and procedures
- Emphasizes the importance of confidentiality

Search Committee Members

- Understand and keep in mind the department’s affirmative action goals
- Identify and **actively** recruit highly qualified candidates from diverse populations
- Make personal contacts, and encourage candidates to apply
- Refer all external inquiries to the chair of the committee
The Search Process

- Planning
- Advertising
- Recruiting
- Receipt of Application Materials & Initial Screening
- Reviewing Diversity of “Short List”
- Preparing for Campus Visits
- Interviewing Finalists
- Considerations for Determining “Best Qualified”
- Recommending the Top Candidate
Planning and Advertising

- Discuss position in light of future direction of the department
- Develop consensus on screening criteria, including intellectual and cultural diversity
- Use flexible terms like “should” rather than “must”
- Use rolling rather than fixed deadlines
- Send copy of proposed announcement and recruitment strategy to AAO prior to posting
Recruiting Aggressively

- NETWORK: internally and externally
- Make personal contacts at professional conferences
- Maintain ongoing list of recipients of post-docs, awards, fellowships
- Solicit nominees from departments at institutions that serve high proportions of traditionally underrepresented groups
Receipt of Application Materials

- As a matter of professional courtesy and sound legal practice, acknowledge receipt of each application

- Include Search Number and link to Electronic Affirmative Action Data card in letters of acknowledgement

- Also include relevant information demonstrating department, college and university commitment to diversity
Initial Screening

- Evaluate diversity in pool by consulting “Applicant Pools” on AAO home page at: http://www.affirmativeaction.psu.edu

- Reaffirm consensus on selection criteria

- Be sensitive to biases in evaluation that can inadvertently screen out otherwise competitive candidates:
  - non-traditional career paths
  - research journal/graduate school elitism
  - breaks in research record
Reviewing Diversity of “Short List”

- If department is underrepresented for minorities and/or women, complete the Short List Approval Form and return to AAO prior to inviting candidates for interviews.

- Short List (with affirmative action data) will be returned to chair with copies to department head and dean.

- When department is underrepresented, affirmative action data may be used to break a tie between candidates that are ostensibly equally well qualified.
Preparing for Campus Visits

- When arranging interviews, explore the candidate’s possible need for reasonable accommodation for a disability. Ask (only): “Will you need any special accommodations for your interview?”

- Whether or not the candidate requests an accommodation, ensure that interviews, presentations, lodging and dining arrangements are mobility accessible.

- Maintain a physical environment that demonstrates that Penn State values diversity and inclusiveness.
Interviewing Finalists

- Be careful not to ask inappropriate questions regarding marital status, age, religion, race, ethnicity, disability, *etc.*

- Be prepared to respond to inquiries regarding delicate issues. For example:
  - Do not ask questions regarding a disability, but be willing to respond to accommodation inquiries by informing candidates that Penn State is committed to compliance with the ADA.

- Afford underrepresented candidates the opportunity to meet privately with others who can provide relevant information and personal experience.
Determining “Best Qualified”

- Federal regulations governing equal opportunity and affirmative action stipulate that an employer should hire the “best qualified” candidate.
- Legally, the “best qualified” candidate must:
  - Meet minimum qualifications
  - Fit the substantive parameters of the position announcement, including rank, area of teaching and research concentration.
  - Beyond minimum requirements, “best qualified” is an open textured concept affording professionals significant latitude.
- Excellence in teaching, research and service are the University’s top priorities: “excellence” must be understood in the context of an array of core values that define Penn State.
Documenting the Search

- Keep a record of the various iterations of the position advertisement and the rationale behind the final version
- Maintain files for all individuals who indicated an interest (even candidates with incomplete files are legally considered “applicants”)
- Document the criteria used to screen applicants beyond minimum qualifications
- Document any additional criteria used to select the short list and the list of finalists
Documenting the Search

- Maintain the list of core questions utilized during the interview

- Provide a brief explanation for elimination of individual candidates selected for the short list but not offered interviews

- Offer specific reasons for selection of the successful candidate and others interviewed but not selected

- Maintain records for at least three years
The Administrative Process

- Notify the Affirmative Action Office – Form A
- AAO provides availability estimates – Form B
- Chair provides recruitment plan and proposed advertisement – Form B
- Receipt of application materials
- Refer applicants to website to submit AA Data Card
- Review the composition of the Short List
- Document the search – Form C
Penn State University
Affirmative Action Office
Tenure-Track Faculty Search Information Form A
Dean's Level

*To be completed by the Dean's office when initiating a search for tenure track positions and forwarded to the Affirmative Action Office, at 328 Boucke Building, University Park, or via email to searches@psu.edu.

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<tr>
<th>COLLEGE ___________________________</th>
<th>Dean ___________________________</th>
<th>Date ____________</th>
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<th>1.</th>
<th>Title of Position</th>
<th>Location (if not University Park)</th>
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<td>Department/Division</td>
<td>Dept/Division Head/DAA (E-mail)</td>
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<tr>
<td></td>
<td>Search Committee Chair (E-mail)</td>
<td>New Search Re-opened Search</td>
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<td>Dept. Contact (E-mail)</td>
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Penn State University
Affirmative Action Recruitment Report
Tenure-Track Faculty Search Information Form B
Department Level

Section I
The information in Sections I is provided by the Affirmative Action Office for review by the department conducting a search. Sections II and III must be completed by the department and returned to the Affirmative Action Office prior to posting the position announcement.

Please return to the Affirmative Action Office at 334 Behrman Building, University Park, PA 16802, or via email to searches@psu.edu.

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Representation and Availability Estimates:

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<tr>
<th>Tenure Track</th>
<th>Minority</th>
<th>Women</th>
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<tr>
<td>Total in Department</td>
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<td>Availability in Discipline</td>
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Total Tenured and Tenure Track in Dept./Div. __________

Section II
Composition of Search Committee, Total

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<tr>
<th>Men</th>
<th>Women</th>
<th>Am Ind/Ak/As/A Nat</th>
<th>Asian/Pac Isl</th>
<th>Black</th>
<th>Hispanic</th>
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Department/Search Committee Chair: Please indicate the search and recruitment strategies to ensure a diverse and competitive pool.

Search Recruitment Plan: (Please list specific publication organizations of national distribution in which announcement appears.)

Data Review of Applications to Commence:

Section III
Please provide the proposed position announcement as you intend it to appear in print. (Note: All ads must include "Penn State is committed to affirmative action, equal opportunity and the diversity of its workforce.")

Proposed Posting (Advertisement):

Date Returned to AAO __________

AAC 05/30
Penn State University
Affirmative Action Office

SHORT LIST APPROVAL FORM

College: ________________________________
Department: ____________________________
Title of Position: ________________________
Search Committee Chair: ________________ Phone #: ____________

Please indicate the names of the individuals on the short list and return this form to the
Affirmative Action Office (searches@psu.edu or 328 Bosche Building, University Park,
PA 16802) prior to proceeding with interviews:

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

Approved by AAO ________ Date ________

cc: Dean
Department Head

AAO 98/97
Penn State University
Affirmative Action Recruitment Report
Tenure-Track Faculty Search Information Form C
Department Level

*To be completed by the department and returned to Affirmative Action Office, 441 Business Building, UP, or via email to searches@psu.edu

Title of Position: College
Department/Division: Dept Division: Host/ID (A)
Committee Chair:

This information can be found on the Affirmative Action Office website: http://www.affirmativeaction.psu.edu/pdf/app_pack.pdf

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<tr>
<th>COMPOSITION OF THE APPLICANT POOL (based on AA Data Cards: returned)</th>
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<tr>
<td>Total number of Cards returned</td>
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<tr>
<td>Total Male &amp; Female</td>
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1. How many applications (total) were received?

2. Provide the following information about the candidate(s) selected for the position:

   Name of Applicant(s) Selected | Gender | PSU ID | Appointment Date | Race/Ethnic Category

3. Provide the following information for each candidate interviewed but not selected:

   Name of Applicant(s) Interviewed | Gender | Race/Ethnic Category | Rejection Criteria Code

Code | Criteria Code List | Code | Criteria Code List
--- | --- | --- | ---
01 | Insufficient teaching experience | 07 | No clear commitment to University values/goals
02 | Weak research and publication record or potential including enhancing climate for diversity | 08 | Withdraw following interview
03 | Insufficient administrative experience | 09 | Other - please specify in comments field
04 | Did not meet the programmatic needs of the position | 10 | Petition offered and declined. *Please indicate reason in the “Comments” box below.
05 | Not a broad enough background in required area | 06 | Less relevant qualifications than candidate hired
06 | 

Comments:

4. Review

Department Head: _______________________ Date: ____________
Prepared by: _______________________ Date: ____________ AA/ID: _______________________ Date: ____________

AAC 707
After the Search: Retention Strategies

- Provide assistance to secure a smooth transition in the new position
  - Campus Tour
  - Community Resources

- Promote collegiality by developing activities which facilitate interaction
  - Between group collaboration/networking
  - “Within” group collaboration/networking
After the Search: Retention Strategies

- Plan for change in the department’s culture and practices:
  - Recognize different styles of working and interacting
  - Address collegial issues when they arise:
    - Clear strategies/guidelines for dealing with conflict
  - Address the “color” or “gender” blind notion
After the Search: Retention Strategies

- Recognize issues that are unique to minority faculty members:
  - Representing the “group”
  - “Shelving” themselves
  - Balancing internal/external community service
    - Guarding against excessive community service
Mentoring: A Key Strategy

- A Reciprocal Process: Impacts Recruitment and Retention

- Reduces the isolation and alienation of being “the first” or “one of a few” within a department

- Sends a strong message of departmental commitment to promoting diversity and inclusion
Effective Mentoring

- Mutual Respect & Trust
- Commitment to overall goals
- Willingness to learn about self and others:
  - Strengths
  - Challenges
- Willingness to share power and privilege
Effective Mentoring

- Do not assume that mentoring is more beneficial when mentor and protégé are of the same gender, race/ethnicity, discipline, or share similar professional interests:
  - Acknowledge the differences/similarities
  - Become comfortable asking questions
  - Create safe spaces for learning to occur
A Final Word

The process of recruiting and retaining a diverse faculty population requires that we be open to and prepared for the challenges that come with accomplishing our goals.