

PENNSSTATE



Affirmative Action Office

Search Committee Briefing

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Purpose (Slide 2)

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

Notes:

Legal Framework and Definitions (Slide 3)

- Title VII of the Civil Rights Act of 1964
- The Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973
- Executive Order 11246 of 1965

Key Concepts (Slide 4)

- 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 (Slide 5)

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

(Slide 6)

The Affirmative Action Office

- Implements the University’s legal duties as an aa/eo employer
- Establishes a framework that provides all candidates fair and consistent treatment throughout the hiring process

Dean or Department Head

- Notifies the Affirmative Action Office when a search is authorized
- Appoints committees that reflect the diversity of the department

Planning and Advertising (Slide 9)

Notes:

- 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** (Slide 10)

- **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 (Slide 11)

- 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 (Slide 12)

- 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

Review Diversity of “Short List” (Slide 13)

Notes:

- 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 (Slide 14)

- 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 (Slide 15)

- Be careful not to ask inappropriate questions regarding marital status, age, religion, race, ethnicity, disability, etc.
- Be prepared to respond to inquires 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” (Slide 16)

- 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 (Slide 17)

- 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

(Slide 18)

- 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 (Slide 19)

- 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.

COLLEGE _____ **Dean** _____ **Date** _____

1.

Title of Position	Location (if not University Park)		
Department/Division	Dept/Division Head/DAA (E-mail)		
Search Committee Chair (E-mail)	New Search <input type="checkbox"/>		Re-opened Search <input type="checkbox"/>
Dept. Contact (E-mail)			

2.

Title of Position	Location (if not University Park)		
Department/Division	Dept/Division Head/DAA (E-mail)		
Search Committee Chair (E-mail)	New Search <input type="checkbox"/>		Re-opened Search <input type="checkbox"/>
Dept. Contact (E-mail)			

3.

Title of Position	Location (if not University Park)		
Department/Division	Dept/Division Head/DAA (E-mail)		
Search Committee Chair (E-mail)	New Search <input type="checkbox"/>		Re-opened Search <input type="checkbox"/>
Dept. Contact (E-mail)			

4.

Title of Position	Location (if not University Park)		
Department/Division	Dept/Division Head/DAA (E-mail)		
Search Committee Chair (E-mail)	New Search <input type="checkbox"/>		Re-opened Search <input type="checkbox"/>
Dept. Contact (E-mail)			

5.

Title of Position	Location (if not University Park)		
Department/Division	Dept/Division Head/DAA (E-mail)		
Search Committee Chair (E-mail)	New Search <input type="checkbox"/>		Re-opened Search <input type="checkbox"/>
Dept. Contact (E-mail)			

6.

Title of Position	Location (if not University Park)		
Department/Division	Dept/Division Head/DAA(E-mail)		
Search Committee Chair (E-mail)	New Search <input type="checkbox"/>		Re-opened Search <input type="checkbox"/>
Dept. Contact (E-mail)			

Penn State University
Affirmative Action Recruitment Report
Tenure-Track Faculty Search Information Form B
Department Level

Section I

The information in Section 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 328 Boucke Building, University Park, or via email to searches@psu.edu.

Title of Position	College		
Department/Division	Dept/Division Head/DAA (E-mail)		
Search Committee Chair (E-mail)	New Search	<input type="checkbox"/>	Re-opened Search <input type="checkbox"/>
Department Contact	Dept. Contact E-mail		

Representation and Availability Estimates

Tenure/Tenure Track	Minority		Women	
	#	%	#	%
Representation in Department				
Availability in Discipline				

Total Tenured and Tenure Track in Dept./Div. _____

Section II

Composition of Search Committee, Total _____

Men	Women	Am Ind/Alaska Nat	Asian/Pac Isl	Black	Hispanic

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.)

Date 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 _____

**THE PENNSYLVANIA STATE UNIVERSITY
AFFIRMATIVE ACTION DATA SHEET**

The University's commitment to equal opportunity, nondiscrimination, and affirmative action is realized through its Affirmative Action Compliance Plan. The Plan and legal responsibilities to equal employment opportunity require periodic reports of job applicants by race / ethnic categories, sex, disability / handicap, and veteran status. This information is voluntary and will be kept confidential. A decision not to provide this information will not affect consideration of your application or subject you to adverse treatment. Please complete this form and click the "Submit Form" button.

Search Number*	<input type="text"/>
Full Name (First Last)	<input type="text"/>
Position Applied For*	<input type="text"/>
Department*	<input type="text"/>
Sex:	Male <input type="radio"/> Female <input type="radio"/> Unspecified <input checked="" type="radio"/>

* Required fields

PLEASE CHECK THE APPLICABLE CATEGORIES:
(Group definitions appear below.)

- American Indian or Alaska Native
- Asian or Pacific Islander
- Black (non-Hispanic)
- Hispanic
- White (non-Hispanic)
- Disabled
- Disabled Veteran
- Vietnam Era Veteran
- United States Citizen or Permanent Resident

The Pennsylvania State University is an equal opportunity employer and does not discriminate against any person because of age as defined by law, ancestry, color, disability or handicap, national origin, race, religious creed, sex, sexual orientation, gender identity, or veteran status. Direct all affirmative action inquiries to:

American Indian or Alaska Native

All persons having origins in any of the original peoples of North America and who maintain a cultural identification through tribal affiliation or community recognition.

Asian or Pacific Islander

All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands. The areas include, for example, China, Japan, Korea, India, the Philippine Islands, and Samoa.

Black (not of Hispanic origin)

All persons having origins in any of the black racial groups of Africa.

Hispanic

All persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

White (not of Hispanic origin)

All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
(Note: Members of groups who are not U.S. Citizens or permanent residents of this country, are not considered American minorities. They may, however, still be protected by laws prohibiting discrimination based on national origin.)

Disabled Individual

A person who (1) has a physical or mental impairment which substantially limits one or more of such person's major life activities, (2) has a record of such impairment, or (3) is regarded as having such an impairment.

Disabled or Vietnam Era Veteran

Persons qualify as (1) disabled veterans if they have a 30 percent or more disability or were discharged or released from active duty because of a service connected disability, or (2) any part of whose active military service was during the Vietnam era.

**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 Boucke Building, University Park, PA 16802) prior to proceeding with interviews:

Approved by AAO _____ Date _____

cc: Dean
Department Head

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, at 328 Boucke Building, UP, or via email to searches@psu.edu.

Title of Position	College
Department/Division	Dept/Division Head/DAA
Search Committee Chair	

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

COMPOSITION OF THE APPLICANT POOL (based on AA Data Cards returned)												
Total number of Cards returned			Total of Minority and Other Applicants									
Total Male & Female	Total Male	Total Female	Male				Female				Vietnam Era Veteran	Disabled
			Black	Asian Amer.	Amer.Ind/Al. Nat.	Hisp.	Black	Asian Amer.	Amer.Ind/Al. Nat.	Hisp.		

1. How many applications (vitae) 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

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

4. Review

Department Head _____	Date _____	Dean _____	Date _____
Prepared by _____	Date _____	AAO _____	Date _____

After the Search: Retention Strategies (Slide 24)

Notes:

- 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

(Slide 25)

- 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

(Slide 26)

- 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 (Slide 27)

- 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 (Slide 28)

Notes:

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

(Slide 29)

- 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 (Slide 30)

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.