

Steps Toward Greater Inclusive Excellence in Hiring Practices
IANR Faculty Searches – 2019-2020
June 14, 2019

Intentionality, reflective practice, and accountability are the key elements of inclusive excellence.

Lead: Unit leader intentionally appoints members of the search committee who will actively carry out the search, and, in doing so, will engage in practices associated with inclusive excellence. Unit leader issues a charge to the search committee that includes a statement about their commitment to diversity, and inclusive excellence throughout the search.

Ask: What attributes or characteristics are not currently represented or are currently underrepresented among the faculty, and in the field? While these attributes and characteristics include disciplinary expertise, they also include other attributes (e.g., gender, race, ethnicity) that if found among the faculty would enrich the scholarly environment and develop the field?

Explore: What is happening in the unit that would appeal to an underrepresented candidate? Ensure that those things are evident in the web presence.

Check: Evaluate the position announcement and position description for implicit bias. Ask someone outside the discipline and not invested in the hire to read the position announcement looking for evidence of implicit bias. Use a gender decoder to check the position announcement for excessive use of gendered language.

Reflect: Each committee member should reflect on and acknowledge their own biases, to include their revealed and non-revealed preferences? These include the required and preferred qualifications that are included in the position announcement, and other things that may influence their evaluation of a candidate (e.g., timeliness, can work a room, who they know, where they graduated from). Completing two or more Project Implicit tests can sensitize committee members to their own implicit biases.

Complete: A Qualifications Matrix (see attached for example) that identifies the required and preferred qualifications, how search committee members will know that a candidate has demonstrated these qualifications, and when and where they are expected to be demonstrated.

Develop: Before the search begins, develop a written plan of how you will reach qualified individuals who are underrepresented, and how you will intentionally work toward a deep and diverse candidate pool.

Assess: Conduct a) a mid-search review of search practices that reflect inclusive excellence and that are expanding the diversity in the candidate pool; and b) conduct an after-action review of the degree to which inclusive excellence was demonstrated.

Consult: Rich Bischoff is available to meet with unit leaders, search committee chairs, and search committees prior to launching the search, and at any point in the search process, to talk about diversity and inclusive excellence, and best practices in conducting search and hiring decisions.

Qualification Matrix Template*

Qualification	Required? Is this required or preferred? What is the relative importance?	Relationship to the Job What aspects of the job might they not be able to do/do well without this?	Evaluation Criteria What are you looking for to know if they have met this criterion? Is it possible for someone to qualify on this criterion in a nontraditional way? If so, what are the different ways someone might demonstrate it?	When to Assess When and where we can reasonably expect to be able to assess this criterion?
				Application <ul style="list-style-type: none"> • CV • Letter • Other Preliminary Interview Site Interview Reference Checks

*Adapted from Oregon State University

To achieve maximum benefit, the matrix should be completed in conversation with the committee as a whole prior to examining any applications and knowing the identity of the applicants.

When talking through the qualifications, ask: Are there any other criteria (or preferences) not explicitly stated that you, as committee members, are looking for? (e.g., while a Ph.D. meets the minimum requirement, a Ph.D. from a non-R1 university is not as desirable as a Ph.D. from an R1 university). The Qualification Matrix is designed to help get at the nuances of what committee members are looking for in assessing stated and unstated qualifications.