Office of the Executive Vice President and Provost

PATH to DISTINCTION

Before the Search
- **Set the Tone**
  - Articulate importance of diversity, equity, and inclusion to the academic mission.
  - Engage in ongoing, active relationship-building and identification of excellent and diverse candidates.
  - Receive charge from Dean, including the importance of advancing diversity, equity, and inclusion throughout the process and any related expectations (e.g., diversity of applicant pool).

- **Review DEI Data and Resources**
  - Review unit and collegiate diversity data to understand trends and urgency.
  - Become familiar with UI diversity-related faculty recruitment resources (e.g., Dual Academic Career Fund, Distinction through Diversity Fund, HERC, Build a Career | Build a Life work/life resources).

Launch the Search
- **Form/Train Search Committee**
  - Form search committee with attention to demographic composition; include underrepresented members within or outside department & individuals committed to diversity, equity, and inclusion. Strive for more than one representative to avoid tokenism.
  - Require implicit bias training for committee members, including unit data profile, availability, and key strategies to advance equity.
  - Discuss intentional practices to engage all members of committee in process, including acknowledgement of power differences and impact on group dynamics.

- **Articulate Evaluation Criteria**
  - Establish objective criteria.
  - Include demonstrated commitment to diversity, equity, and inclusion as a criterion.
  - Define qualifications broadly, limiting the number of required qualifications.
  - Discuss the use and timing of reference letters.

Publicize the Position and Build the Pool
- **Write and Post Position Ad**
  - Emphasize UI’s commitment to diversity, equity, and inclusion in ad.
  - Include Build A Career | Build A Life statement to acknowledge importance of work/life issues in applicant decision-making.
  - Use bias-free terms; review ad for evidence of gender and/or racial bias.
  - Post ad in publications and online communities that specialize in reaching diverse populations.

- **Actively Recruit Candidates**
  - Develop an Active Recruitment Plan to identify efforts to maximize diversity of pool.
  - Use PTD Active Recruitment Scripts to seek out passive candidates by networking, calling, emailing, etc.
  - Compare availability data to demographics of applicant pool at multiple checkpoints to determine whether additional outreach is needed to reach availability threshold.

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**Evaluate Candidates**

- Review agreed upon evaluation criteria before reviewing applicant materials. Be prepared to reference criteria when discussing candidates.
- Have all committee members complete an **evaluation worksheet** for each candidate and submit evaluations to committee chair prior to meeting.
- **Allow time** for full discussion; do not rush. Be **mindful** of implicit bias and potential cognitive errors.
- Review reference letters after evaluation of CV/other materials. Critically review reference letters for language indicating bias (e.g., gender, race).
- Compare demographic data of shortlist to availability data and overall pool; evaluate and explain if shortlist is less diverse than available pool.

**Develop the Shortlist**

- Use **structured interview format** for all candidates in distance interviews; include question about commitment to diversity, equity, and inclusion.
- During campus interviews, offer **block of time for candidate to explore unique interests**; provide contact outside search committee (e.g., HR administrator) to make arrangements.
- Use **standard evaluation tool** for department faculty to provide feedback about candidates.
- Provide all candidates with a **positive campus interview experience**.

**Conduct Distance & On-Campus Interviews**

- Structure discussion to solicit consideration of both **strengths and deficits** for each candidate.
- **Challenge assumptions** and common cognitive errors during deliberations.
- Be mindful of **power dynamics among committee members** and foster an environment in which all committee members are heard.

**Select Final Candidate(s)**

- Inquire about start-up needs; tailor offer to accommodate needs.
- Provide initial offer via phone call, then send letter.
- Offer to provide any additional information candidate needs to make a decision.
- Be prepared to negotiate salary within budget parameters and respond to dual career needs.
- After offer is accepted, **reach out to candidate** to welcome to campus and inquire about any transitional needs.

**Secure Finalist**

- **Debrief process** as a search committee (i.e., what worked well and what did not).
- **Evaluate effectiveness** of job ad placement and other recruitment strategies.
- Have all committee members complete **post-search survey**.
- Integrate learning into future search processes and departmental diversity, equity, and inclusion efforts.

**After the Search**

- Debrief process as a search committee (i.e., what worked well and what did not).
- Evaluate effectiveness of job ad placement and other recruitment strategies.
- Have all committee members complete post-search survey.
- Integrate learning into future search processes and departmental diversity, equity, and inclusion efforts.