



PRINCETON  
UNIVERSITY

Office of the Dean of the Faculty

## Best Practices for Faculty Search Officers and Search Committees



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## Overview

Princeton University is committed to recruiting and retaining outstanding faculty. The diversity of our faculty is critical for training future generations of scholars in every field who will go forward “in the nation’s service and the service of humanity.” In recruiting faculty, it is important to consider diversity as a part of excellence and central to the University’s mission.

There is no task more important for a department than a search for a new faculty member. Although faculty searches are time consuming, departments gladly give this time as the outcomes define the future of the department and the field. Each faculty search affects the quality of the department as well as its diversity.

The purpose of this search guide is to outline the expected protocols in faculty searches. These processes constitute a collection of best practices and are intended to integrate searches more closely with the Office of the Dean of the Faculty. Outlining the best practices in faculty searches provides committees and search officers with the strategic methods to conduct efficient, effective, fair and consistent searches that will yield an excellent pool of candidates.

## Questions or Comments

Please contact Oliver Avens, Associate Dean for Academic Affairs ([avens@princeton.edu](mailto:avens@princeton.edu)) with any questions, comments or concerns related to tenure-track faculty searches. For questions or concerns about senior and open rank faculty searches, the faculty search authorization process or resources for faculty diversity and development, please contact Toni Turano, Deputy Dean of the Faculty ([tturano@princeton.edu](mailto:tturano@princeton.edu)).

## Acknowledgements

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## I. The Search Committee

The hiring of faculty plays a central role in helping Princeton realize its aspirations, and shapes its vision for generations to come. Searches are complex, time-consuming tasks. The procedures described in this document support our collective efforts to ensure that Princeton attracts the best candidates, and the best candidates are attracted to Princeton, regardless of those candidates' backgrounds and/or personal experiences. In addition, these procedures assist us in complying with federal and state collection and reporting requirements.

*Princeton actively seeks “students, faculty, and staff of exceptional ability and promise who share in our commitment to excellence in teaching and scholarship, and who will bring a diversity of viewpoints and cultures. By incorporating a broad range of human experiences and a rich variety of human perspectives, we enlarge our capacity for learning, enrich the quality and texture of campus life, and better prepare for life and leadership in a pluralistic society.”*

- Princeton's Statement on Diversity and Community

After a search for a tenure-track or tenured faculty position has been authorized by the Dean of the Faculty, a search committee is formed.

### Committee Composition

- The search committee should include faculty from different backgrounds whenever possible, who will bring distinct perspectives to the committee's deliberations.
- A diverse search committee, with an array of backgrounds and experiences, is an important factor in identifying and attracting a large pool of talented candidates.
- Diverse committees are more likely to give full and fair consideration to candidates from underrepresented groups. (Fine and Handelsman, 2012).

### Search Officer Responsibilities and Duties

Each department is responsible for the appointment of a tenured faculty member as the department search officer. Ordinarily, the department chair does not serve as the departmental search officer, although exceptions to this guideline can be made, as appropriate. The main responsibility of the search officer is to monitor the recruitment and selection processes for tenure-track and tenured faculty positions. (They may also be responsible for monitoring the recruitment and selection of professional researchers and specialists.) The primary charges of the search officer are to encourage the search committee and the department to think broadly about the needs of the department, to propose



approaches that will yield a candidate pool that is both broad and deep, and to aid in ensuring compliance with the University's equal opportunity, affirmative action, and human resource policies and procedures. Given its important role in the search process, the search officer should be a senior member of the department, should be able to serve for a full academic year and, preferably, for a number of years so that there is familiarity with the factors that lead to successful recruitment and hiring. (See Appendix A for an excerpt from the Guidebook for Chairs, which describes the responsibilities of the search officer at Princeton.)

The specific duties of the search officer include, among others:

- To make sure that recruiting women, underrepresented minorities, persons with disabilities, and veterans is a salient part of strategic conversations and decision-making processes.
- To actively work with the search committee to identify and attract candidates in order to develop a diverse applicant pool.
- To review the resulting applicant pool and suggest additional approaches to increase its diversity whenever this seems warranted.
- To verify that each search follows University guidelines and includes good faith efforts to meet the University's diversity-related objectives.

## II. Faculty Advisory Committee on Diversity

Resources are available to support the efforts of academic departments to diversify the faculty and broaden the intellectual agenda of the University. These additional resources are administered through the Faculty Advisory Committee on Diversity (FACD). The FACD focuses on supporting excellent scholars who will increase diversity at Princeton. The committee is specifically interested in faculty candidates from groups that are underrepresented on campus and/or scholars who bring a diversity of intellectual viewpoints to campus.

The FACD has resources to help departments that have identified strong, eligible candidates, but do not have the resources to extend offers to them. This may be because the department simply lacks the FTE resources, or it may be because any additional FTEs the department has are committed to hiring in different areas. Normally, requests for .50 FTEs are considered, though departments may request additional FTE resources under special circumstances. Deputy Dean of the Faculty Toni Turano <[tturano@princeton.edu](mailto:tturano@princeton.edu)> can answer questions about the FACD process, assist departments in identifying whether they may have an eligible candidate to propose to the committee, and advise on FTE resources.

### III. Effective and Efficient Pre-Search Processes

#### Discuss the search strategy

Once a search has been authorized by the Dean of the Faculty, the search committee should take time to discuss the search strategy in order to find the top candidate for a position and recruit the most diverse applicant pool. Best practices include:

**Develop a broad position description** that meets the needs of the department. Use broad search definitions to produce more diverse applicant pools (Smith, 2004).

- For example, consider expressing subfield as a preference, not a requirement (e.g., “applicants from all areas are encouraged to apply, with special consideration given to applicants from [subfield]”). Consider whether a broader subfield would suit the department’s needs just as well.
- Women and underrepresented minorities may be less likely than others to apply if they meet *some* but *not all* of the listed qualifications (Kay and Shipman, 2014). Aim to limit the listed qualifications to those that are truly necessary.
- Keep in mind that the FACD committee may be able to help make an additional appointment outside the intended subfield.

**Signal a special interest in candidates** who contribute to the department’s diversity. Use language that highlights the University’s mission to foster a heterogeneous and inclusive campus community. Some examples of wording that can be included in job descriptions:

- “Princeton is especially interested in candidates who, through their research, teaching, and service, will contribute to the diversity and excellence of the academic community.”
- “We seek faculty members who will create a climate that embraces excellence and diversity, with a strong commitment to teaching and mentoring that will enhance the work of the department and attract and retain a diverse student body.”
- “The Department values diversity among its faculty, is committed to building a culturally diverse intellectual community, and strongly encourages applications from women and members of underrepresented groups.”

**Princeton University does not require personal diversity statements from applicants**, although individual departments may choose to offer candidates an opportunity to describe their potential contributions to diversity and inclusion in the campus community.

Recent job descriptions at Princeton, for example, have included the following:

- “The Department is committed to fostering a diverse and inclusive academic community. Applicants are welcome to include a brief description of how they would contribute to this goal in their cover letter.”
- “The Department is committed to fostering an academic environment that acknowledges and encourages diversity and differences. The successful candidate will show the potential to pursue academic excellence in diverse, multicultural, and inclusive settings.”

See Appendix H for some guidelines and considerations about the use of personal diversity statements in academic searches.

#### **Discuss the demographics of the national pool** of qualified candidates.

- Review the statistical information about the distribution of Ph.D.’s in the field, which is provided to the department as part of the search authorization process.
- For junior searches, identify institutions that have a demonstrated record of producing doctorates and post-doctoral fellows from underrepresented groups in relevant fields.
- Consult with a diverse array of colleagues outside of the search committee to develop lists of qualified candidates from underrepresented groups.
- Review steps that can be taken to ensure that the search process does not limit the review of candidates from diverse backgrounds.

**Review past departmental searches** in order to learn from previous successes and failures. In this respect, it is helpful to have a search officer who serves in the role for more than a year. Consider the following questions:

- What proportion of past applicant pools and short list candidates were women and underrepresented minorities?
- Have women and underrepresented minorities been offered positions recently?
- How were women and underrepresented minority faculty who were recently hired persuaded to accept their position?
- How will this data influence the way that the present search is conducted?

#### **Develop a search plan**

The search committee develops the Faculty Search Plan following the initial strategic discussions. This plan must include the following information:

- ✓ List of all committee members

- ✓ Rank proposed for the position, as specified in the authorization
- ✓ Position description, including specification of the desired scholarship, experience and disciplinary background, and identification of required and preferred qualifications that are essential to the position
- ✓ Proposed ad
- ✓ Process proposed for developing the applicant pool, including whatever advertising and outreach will be done. List specific venues where the ad will be posted and who will be contacted to help develop the pool of candidates.

A separate search plan must be submitted for each faculty position. If multiple searches are being conducted simultaneously by a department search committee, it is acceptable to submit an identical search plan for each position. This document (the Faculty Search Plan) should be submitted to the Associate Dean for Academic Affairs and must be approved before the committee can proceed.

## IV. Launching the search

Following approval from the Associate Dean for Academic Affairs, the search process can continue. Next steps and best practices include:

### Advertise the position widely

The process of advertising for a faculty position provides the department and the University with a public relations opportunity. Thoughtful consideration should be given to how the content of an advertisement raises awareness about Princeton in certain communities. Broadly advertising positions both ensures that notice of available positions reaches the largest number of candidates and signals that Princeton is truly interested in attracting a diverse faculty.

- Post the position early to allow for a broader application window and to encourage a larger, more inclusive pool of applicants.
- Avoid framing the search as a “replacement” for a retired or departing colleague.
- See Appendix F for a listing of recruiting resources and potential places to advertise.

### Develop a broad and deep applicant pool

- Ask colleagues at peer institutions for recommendations of highly-qualified women and members of underrepresented groups. Focus on expanding the applicant pool as much as possible.
- Consult individuals outside the search committee, including graduate students and post-doctoral fellows not involved in the search, who have diverse backgrounds or



experiences. Such contacts may help you reach highly-qualified underrepresented minority and women candidates, whom you may need to invite to apply.

- Make lists of professional meetings and professional societies that focus on groups typically underrepresented in your discipline, and enlist members of these societies to help you recruit candidates.
- Avoid assumptions that may limit your efforts to recruit actively and broadly, such as: "We shouldn't have to convince a person to apply to Princeton." Simply posting ads will not be sufficient to produce the applicant pool you want. (Fine and Handlesman, 2012).
- Contact potential candidates directly to encourage them to apply; this is easier if you build relationships with potential candidates before there is an actual vacancy. Studies show that personal outreach is the most effective way to achieve a deep and diverse applicant pool.
- Contact relevant professional organizations for any rosters of underrepresented individuals receiving Ph.D.'s in the field.
- Brainstorm other active recruiting strategies and discuss diversity issues with the committee and the department.
- Avoid hard and fast application deadlines to increase flexibility and allow for opportunities to develop a robust and diverse pool. One way to do this is to say: "For fullest consideration, apply by ..."
- Keep records of outreach efforts (calls, postings, conferences attended, etc.) for reporting purposes.

### Review the candidates

As applications are submitted, demographic information (gender, race, veteran status, disability status, citizenship status) about the pool is collected confidentially and stored in a separate file on the AHIRE site, per federal and state guidelines. The U.S. Department of Labor and the U.S. Equal Employment Opportunity Commission enforce the applicable laws and regulations that require the University to document the race/ethnicity, gender, veteran status and disability status as a part of the composition of the applicant pool, as well as that of the medium/short list and the candidate who is offered the position.

The search officer is the only individual who can see the confidential individual, self-identified demographic data, including data about gender, race, and ethnicity, stored on the application site. The AHIRE site also includes summaries of the applicant demographic data, which the search officer can use to see how they compare to the national availability pool.

Individual confidential data may not be shared with the search committee, but the search officer and the committee should review the summary of the applicant demographic data before taking next steps in the search process.

If the department search officer and the search committee are not satisfied with the makeup of the pool of candidates, particularly as it relates to women and underrepresented minority groups, they should discuss whether there are additional steps that can be taken to broaden the pool. The Associate Dean for Academic Affairs may be consulted about making the search more wide-ranging and thorough. It is always best to do this before developing a “medium list” or “short list.”

For search officers, to access demographic information on applicants:

- Login to AHIRE with your netID: <https://www.princeton.edu/acad-positions/priv/admin>. Find the position listing for your department’s search.
- Click “View Applications” and then click on applicant’s name. “EEO Information” shows applicant’s self-reported data.
- Alternatively, search officers can run various reports by clicking the Reports Tab in the listing.
  - “EEO Full Report” shows individual demographic information for all applicants and can be filtered by category.
  - “EEO Summary Report” shows number counts by category.
  - “Search Report” shows number counts by category and gender/URM percentages once applicants have been dispositioned.

## Moody’s 13 Cognitive Errors

Search committees should be aware of implicit biases that affect how they view candidates and how they may be making their decisions about faculty hiring. In her book, *Faculty Diversity*, author JoAnn Moody reminds us of 13 common “Cognitive Errors,” which she describes as shortcuts and biases that corrupt rational thinking, estimates of probabilities, and sound decision-making. (Adopted from the University of Chicago)

1. First Impressions: Unfairly drawing conclusions about a candidate in a matter of seconds, based on some aspect not truly related to a candidate’s ability to successfully assume the job responsibilities.

2. Elitism: Minimizing the candidacy of an applicant due to aspects you deem as inferior in some regard (e.g., academic pedigree, current institution, social class, ethnic background, etc.).

3. Raising the Bar: Elevating requirements for the job during the evaluation process to eliminate a candidate from being considered further.

4. Premature Ranking/Digging In: The rush to rank candidates leads evaluators to state their positions early in the process, close their minds to new evidence, and defend their stated position.

5. The Longing to Clone: Seeking candidates who resemble yourself or colleagues you perceive favorably; often leads to undervaluing or not considering those who are qualified, but not similar enough to you or the current faculty in the department.
6. Good Fit/Bad Fit: Fit is a subjective term and should be determined very carefully with the presence of abundant evidence and details, rather than opinions and personal leanings.
7. Provincialism: Undervaluing aspects that are outside of your own areas of interest, circles, or affiliations.
8. Extraneous Myths and Assumptions: Personal opinions and assertions about a candidate's potential for success in the position, sincere interest in joining the department/institution, possible geographical location preferences, etc.
9. Wishful Thinking; Rhetoric not Evidence: Holding to a notion in spite of overwhelming evidence to the contrary and allowing this notion to cloud one's cognitive processes.
10. Self-Fulfilling Prophecy: Structuring interactions so we can receive information congruent with our assumptions and avoid information incongruent with our assumptions.
11. Seizing a Pretext: Setting up superficial/false reasons to ultimately eliminate a candidate.
12. Assuming Character over Content: Overlooking the possibility that the circumstances of a given situation might well explain certain behaviors and, instead, attributing the behaviors to the individual's personal characteristics.
13. Momentum of the Group: The tendency to fall into group-think and simply go along with the group consensus.

## V. Towards a Short List of Candidates

Prior to reviewing the candidates, members of the search committee are encouraged to review the relevant resources on implicit bias in searches (see Appendix C). Recognizing that everyone has these biases is an important step in attempting to eliminate them in search processes. For example, symphony orchestras started requiring blind auditions in the 1970s. Since then, the number of women hired has increased fivefold and the probability that a woman will advance from the preliminary auditions has increased by 50% (Goldin and Rouse, 2000). The following are steps that you can take as you develop the medium/short list:

- Discuss what criteria will be used to choose candidates for the medium/short list and use a checklist or form to guide the evaluation process. (See Appendix B for a sample checklist used by Harvard University.) Research indicates that rater accountability increases the accuracy and objectivity of ratings (Mero & Motowidlo, 1995).
- Apply these criteria consistently to all applicants (Uhlmann and Cohen, 2005).

- Use multiple criteria and consider ways to include criteria that are pertinent to the goals of enhancing University and departmental diversity. In addition to scholarly impact and research productivity, consider the ability to attract, work with, and teach diverse students (Georgi, 2000).
- Decide what role, if any, internet searches are to play in the selection process and determine how equity and privacy concerns should be addressed if they are used or considered.
- Generate a “medium” list from which to develop your short list. Are there women and members of underrepresented groups on the “medium” list? If not, check whether any qualified women or underrepresented minority candidates were inadvertently overlooked before moving on to a short list. Studies show that women and minority candidates are judged more fairly when they make up at least 30% of the applicant pool (Sacket et al., 1991; van Ommeren et al., 2005).
- Remind the committee to be conscious of the possible assumptions and biases that shape how we (and recommenders) judge other people. Psychological research has documented that individuals generally have the potential for unconscious evaluation bias. Therefore, it is important to guard against assumptions about candidates that are based on stereotypes about their gender or race. These assumptions and biases can occur at every step of the process.

The list of people to be considered in depth (i.e., the short list) must be submitted to and approved by the Associate Dean for Academic Affairs before invitations for campus visits can be extended or before offers can be made. Packets should include:

- ✓ List of finalists, including all candidates still under consideration
- ✓ Copies of the C.V. of each candidate under consideration
- ✓ Letters of recommendation for these candidates, if not available in AHIRE.

Before the short list is sent to the Associate Dean for Academic Affairs, the search officer must review it for gender and racial/ethnic representation. If there are fewer than two women and/or two underrepresented minority candidates on this list, the search officer should be prepared to discuss with the Associate Dean for Academic Affairs whether there are additional women and/or underrepresented minority candidates in the applicant pool who were under consideration, but not included on the forwarded list.

The candidates on the list of finalists, once approved by the Associate Dean for Academic Affairs, should be properly “disposed” on the AHIRE website, under the designation “Short List.”

## VI. Planning interviews and campus visits

In some disciplines, a larger number of candidates are interviewed at a professional meeting, followed by campus visits for a subset of those who have been interviewed. In other disciplines, the entire short list is invited for a campus interview. The usual campus visit includes a talk by the candidate, one-on-one meetings with relevant members of the department (sometimes with other departments as well), one or more social events, and possibly a teaching demonstration.

The following are examples of best practices for the interview and/or campus visit process.

- Determine what core set of questions or themes will be taken up with every candidate (e.g., potential research program, possible teaching initiatives, mentoring of a diverse student body). See Appendix D for a sample of evaluative interview questions.
- Remind interviewers that there are illegal and improper topics and questions that should be avoided. See Appendix E for a representative list of unacceptable questions.
- Create opportunities for the candidates to interact with faculty in more than one venue in order to get a sense of the candidates in a variety of circumstances.
- Convey to all candidates the University's interest in exposing students to widely diverse people, cultures, ideas and viewpoints. Although true, it's generally not useful to tell female or underrepresented minority candidates that the department is eager to attract candidates from their demographic group. It is important, however, to make clear the aspects of the department's (and University's) organizational structure and culture that make it possible for women and underrepresented minority faculty to thrive.
- Distribute information about family-friendly policies to all candidates regardless of gender, race, ethnicity, and parent or familial status. Make sure that everyone on the search committee is aware that senior staff in the Office of the Dean of the Faculty are available to address dual career issues and the various non-salary benefits available to faculty (e.g., childcare programs).
- Refer questions about specific circumstances related to a relationship or family status to the Associate Deans for Academic Affairs, Oliver Avens ([avens@princeton.edu](mailto:avens@princeton.edu)) for childcare assistance and issues, and Karen Haskin ([khaskin@princeton.edu](mailto:khaskin@princeton.edu)) for dual career issues.
- Assume that every candidate is willing to relocate and will be able to "fit" in the department or community and that every candidate can perform the essential duties of the position, without regard to the candidate's race, gender, religion, age, disability, sexual orientation or veteran's status.
- Summarize the feedback from the core questions and themes that were taken up with each candidate so that the search committee can more easily compare candidates



according to the evaluation criteria. A summary of the committee's notes should be kept in the search records.

## VII. Recommending a Candidate

The final official task of the search committee is to recommend a candidate to the department for appointment. Some matters that the search committee and search officer might want to bring to the attention of the department faculty and the department chair include:

- Identify the items and circumstances that might be most needed or wanted to ensure the candidate's success at Princeton.
- Confirm that the resources a candidate is offered are determined by the candidate's needs and not by their negotiation skills. Early career women and underrepresented minority candidates often have less mentoring about how to negotiate offers and, therefore, may be at a disadvantage in this process (Babcock and Laschever, 2007; Fine and Handelsman, 2012).
- Consider creative options for making non-traditional offers (e.g., offering a one-year post-doc before the beginning of an assistant professor appointment), if a candidate has not had the opportunity to meet a preferred requirement, but seems nonetheless an attractive opportunity for an appointment (Smith et al., 2004). Possibilities for non-traditional offers can be discussed with the Associate Dean for Academic Affairs.

## VIII. Completing the Search Process

For an appointment to be processed, several steps are needed. The Department Chair is responsible for most of the necessary paperwork and forms, including the Search Committee Report. The search officer must complete a separate Search Report Form (in future, this information will be incorporated into the AHIRE listing).

The Search Report Form includes, as attachments, the description of the job position, the ad that was circulated, and the search plan, which was previously submitted to the Associate Dean for Academic Affairs. Any additional efforts to ensure the development of a diverse pool of candidates should be noted. The form also has, as an attachment, the Search Report (available in the AHIRE listing), which indicates the composition of the pool of candidates produced by the search, as well as the composition of the candidates who were on the short list and who were interviewed. The creation of this report requires that all of the candidates in the pool be properly "dispositioned" according to their status (e.g. reviewed, interviewed, hired) after the search process has concluded. Finally, the Search Report Form asks that the search officer identify by name, gender, and ethnicity/race each candidate who was interviewed on the short list.

After review, the search officer and chair should sign the Search Report Form, affirming that “The search and selection process complied with all University policies for faculty and staff appointments, including affirmative action and equal opportunity policies.”

## IX. Summary

This guide is intended to help departments create faculty search processes that will increase the diversity of the applicants under consideration at every step in the process. Through this process, our goal is to bring the most talented and accomplished faculty members to Princeton. The steps described should be part of every search. At every step, the Office of the Dean of the Faculty and, in particular, the Associate Dean for Academic Affairs, is available for consultation and advice.

Search officers may also want to consider using a future department faculty meeting to review with members of the search committee and the entire department the success (or opportunities for improvement) of the search processes and outcomes for the year. Identifying the following could be useful for future reference:

- Were there particular practices that had a significant impact on increasing the number of women and underrepresented minority applicants (e.g., job description, advertising, other outreach efforts, etc.)?
- Were there criteria that seemed not to be met by women or underrepresented minority candidates? Are these criteria essential in their current form? Could they be revised or eliminated altogether?
- Were offers made but not accepted by candidates from underrepresented groups? What reasons did they give for turning down the offer? Are there things the department and University could do to make themselves more attractive?
- Were there lessons learned that could inform an ongoing outreach effort?
- Are there insights that should be shared with the Office of the Dean of the Faculty about the challenges, opportunities, limitations or best practices for use in broader discussions and decision-making?

## **Appendix A: Princeton University Guidebook for Department Chairs (excerpt)**

1. In keeping with a sense of the Faculty resolution from June 1981, each department is required to have a search officer who is charged with the responsibility for stressing and safeguarding the University's commitment to affirmative action. The chair should appoint a senior faculty member to this post and submit the name to the Dean of the Faculty at the beginning of each academic year. The rank requirement exists to ensure the search officer's effectiveness, since only a senior faculty member can have full access to appointment and promotion material, be present at tenured faculty meetings when appointments and promotions are being considered, and operate securely in a potentially adversarial position with the tenured faculty of his/her department.

2. The role of the search officer is to stress and safeguard the University's commitment to affirmative action in various respects. He/she should keep informed about availability data concerning women and minorities in fields in which appointments are to be made. If the proportion of applicants from these groups is significantly less than the data would lead one to expect, the possible reasons should be explored with colleagues, chairs, and the Dean of the Faculty with an eye to improving recruitment procedures. He/she should review files of women and minority applicants rejected at the various stages of the appointment procedure to determine whether any might merit further consideration. His or her signature on the [Search Report Form](#) for each appointment certifies the completeness and accuracy of the information contained therein.

**Appendix B: Sample Candidate Evaluation Sheet** (adapted from Harvard University and the University of Michigan)

The following offers a method for department faculty to provide evaluations of job candidates. It is meant to be a template for departments that they can modify as necessary for their own uses. The proposed questions are designed for junior faculty candidates; however, alternate language is suggested in parenthesis for senior faculty candidates.

Candidate's Name:

Please indicate which of the following are true for you (check all that apply):

- |   |   |
|---|---|
| <input type="checkbox"/> Read candidate's C.V.        | <input type="checkbox"/> Read candidate's letters of recommendation |
| <input type="checkbox"/> Met with candidate           | <input type="checkbox"/> Attended candidate's job talk              |
| <input type="checkbox"/> Read candidate's scholarship | <input type="checkbox"/> Other (please explain)                     |
| <input type="checkbox"/> Attended meal with candidate |   |

Please comment on the candidate's scholarship (noting the basis of your assessment):

Please comment on the candidate's teaching ability (noting the basis of your assessment):

Please rate the candidate on each of the following:	excellent	good	neutral	fair	poor	unable to judge
Potential for (Evidence of) scholarly impact						
Potential for (Evidence of) research productivity						
Potential for (Evidence of) research funding						
Potential for (Evidence of) collaboration						
Relationship to the department's priorities						
Ability to make positive contribution to department's climate						
Potential (Demonstrated ability) to attract and supervise graduate students						
Potential (Demonstrated ability) to teach and supervise undergraduates						
Potential (Demonstrated ability) to attract, work with and teach diverse students						
Potential (Demonstrated ability) to be a conscientious university community member						

## Appendix C: List of References on Bias and Stereotyping in Search Processes

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- See also Video of Implicit Bias Workshop: An Introduction to Interrupting Bias in the Academic Search Process. Available at: <https://inclusive.princeton.edu/initiatives/key-initiatives/academic-climate-and-inclusion> .



## **Appendix D: Sample Academic Interview Questions**

### **About their research**

- What research influences have you been exposed to? Who has influenced you the most?
- What do you consider to be your best paper/work and why? What did it change about the way people approach the field?

### **General research questions**

- What are your professional goals in the next five, and ten years and how does this job fit with them?
- What would you do on the first day of the job?
- What are the big issues in your research area?
- How would you bridge the gap from your research to research users?
- The university is keen to serve the wider community and economy. Does your planned research have any potential in these areas?

### **About them and their capabilities**

- How do you balance your time? If several challenges came up at the same time (grant deadline, pastoral care for a student, teaching commitments), how would you prioritize?
- If you were starting your project again today, what would you do differently?
- Describe a research problem you have faced. What did you learn?
- What has been the most productive period in your research career and why?

### **About your ability to gain funding**

- Where will you apply for grants? If your funding applications are unsuccessful, what alternatives do you have in mind? (looking for knowledge of the funding infrastructure)
- How would you convince a funding body that they should fund your research rather than one of the other hundreds of proposals they receive?

### **About their proposed research**

- What will you focus on and what gives you a competitive edge in this area?
- What is the overall importance of this project? How do you see this work impacting the field?
- What will you do if your hypothesis is proved wrong? Can you see any of your research proposal failing?
- If we gave you unlimited resources, what would you do with them?
- What resources will you need?

### **About their role as supervisor/ teacher**

- Describe your teaching experience. How do you feel about teaching? What is your teaching philosophy?
- What advice would you give to a new researcher about supervising undergraduate or masters students?
- How would you go about motivating a researcher who is going through a low point?
- How would you deal with any conflict/disagreement within the research group? Do you have an example of when you have had to deal with a disagreement?

### **About 'fit' with the department**

- What will you bring to the institution?
- We are keen to develop collaborations between departments. What opportunities for multi-disciplinary work does your research offer?
- What committee work have you done and what challenges has it presented?
- In what ways, other than research and teaching could you contribute to this department?

## Appendix E: Guide to Acceptable Interview Questions

It is essential for all members of a search committee to be aware of these guidelines and follow them in both spirit and letter. Avoid any direct or indirect questions that touch on material that may not be asked. This information about an applicant should never be discussed with regard to his or her candidacy for a position.

Sources: University of Pennsylvania, Harvard University, MIT

Subject	What May Be Asked	What May NOT Be Asked
<b>Name</b>	Whether the applicant has worked for the University under another name. Whether any other information, such as a nickname or initials, is needed to check the candidate's work and educational record.	Maiden name of a married woman. Inquiries about the name that would seek to elicit information about the candidate's ancestry or descent.
<b>Age</b>	Discussion should be kept to questions about the applicant's career stage.	Inquiry into the date of birth or age of an applicant.
<b>Gender</b>	No questions.	Inquiry into an applicant's maiden name or any question that pertains to only one sex.
<b>Sexual Orientation</b>	No questions.	Inquiry into applicant's sexuality.
<b>Religion</b>	No questions.	Inquiry into an applicant's religious denomination, affiliation, church, parish, pastor, or religious holidays observed.  Avoid any questions regarding organizations and/or affiliations that would identify religion.
<b>Birthplace</b>	No questions.	Birthplace of applicant. Birthplace of applicant's parents, spouse, or other close relatives.
<b>Relatives</b>	Names of applicant's relatives already employed by Princeton.	Names, addresses, ages, number, or other information concerning applicant's children or other relatives not employed by Princeton.

<b>Subject</b>	<b>What May Be Asked</b>	<b>What May NOT Be Asked</b>
<b>National Origin</b>	An employer may require an employee to produce documentation that evidences his or her identity and employment eligibility under federal immigration laws.	Inquiry into the applicant's lineage, ancestry, national origin, descent, parentage, or nationality; nationality of parents or spouse; applicant's native language.
<b>Citizenship</b>	"Are you legally authorized to work in the United States?"	Any inquiries about citizenship or whether the applicant intends to become a U.S. citizen.
<b>Language</b>	What languages do you read fluently? Write fluently? Speak fluently?	Inquiries into how applicant acquired the ability to read, write, or speak a foreign language.
<b>Disability</b>	You can ask an applicant about his or her ability to perform job-related functions, as long as the questions are not phrased in terms which would elicit whether the applicant has a disability.	<p>Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/handicap.</p> <p>Inquiry into whether an applicant has ever been addicted to illegal drugs or treated for drug abuse/alcoholism</p> <p>Inquiry into whether an applicant has AIDS.</p> <p>Inquiry into whether an applicant has ever received workers' compensation.</p> <p>Inquiry into whether an applicant has ever been hospitalized/treated for medical or mental health conditions.</p> <p>Inquiry into whether an applicant has ever been absent from work due to illness.</p> <p>An employer may not inquire as to the nature, severity, treatment, or prognosis of an obvious handicap or disability or of a hidden disability or handicap voluntarily disclosed by the applicant.</p>
<b>Marital Status</b>	No questions.	Are you married? Where does your spouse work? What are the ages of your children, if any? What was your maiden name?

<b>Subject</b>	<b>What May Be Asked</b>	<b>What May NOT Be Asked</b>
<b>Address</b>	Applicant's place of residence.	Do you rent or own your home? How long at each particular address?
<b>Notice of Case of Emergency</b>	Name and address of person to be noticed in case of an accident or emergency.	n/a
<b>Height, Weight, Strength</b>	Questions regarding height, weight, or strength may be asked only if the employer can prove these requirements are necessary to do the job.	n/a
<b>Photograph</b>	No questions.	An employer cannot ask for a photograph to accompany an application.
<b>Military</b>	Applicant's work experience, including names, addresses of previous employers, dates of employment, reasons for leaving.	Inquiry into an applicant's general military experience or type of discharge.
<b>Criminal Record</b>	Inquiry into actual convictions (not arrests) that relate reasonably to fitness to perform a particular job.	Inquiry relating to arrests. Any inquiry or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the prospective employment.
<b>Education</b>	Inquiry into the academic, vocational, or professional education of an applicant for employment.	Questions about education designed to determine how old the applicant is.
<b>Experience</b>	Inquiry into work experience. Inquiry into countries the applicant has visited. Inquiry into references.	Inquiry into the organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.
<b>Organizations</b>	Are you a member of any professional societies or organizations? (Exclude organizations the name or character of which indicates the race, creed, color, or national origin of its members)	Inquiry into applicant's membership in nonprofessional organizations (e.g., clubs, lodges, etc.)

## Appendix F: Advertising and Recruiting Resources\*

### **General:**

#### **Academic Keys**

<http://www.academickeys.com/>

#### **American Association for Access, Equity and Diversity**

<https://www.aaed.org/aaed/default.asp>

#### **American Education Research Association (AERA)**

<http://www.aera.net/>

#### **American Physical Society**

<http://www.aps.org/programs/roster/index.cfm>

#### **The Doctoral Directory (Big Ten Academic Alliance)**

<http://www.btaa.org/resources-for/students/doctoral-directory/the-doctoral-directory>

#### **Diverse: Issues in Higher Education**

<http://diverseeducation.com/>

#### **Diversity.com**

<http://www.diversity.com/>

#### **Equal Opportunity Employment Journal**

<http://eoejournal.com/>

#### **Higher Ed Jobs.com**

<http://www.higheredjobs.com/default.cfm>

#### **Higher Education Recruitment Consortium**

<http://www.hercjobs.org>

#### **Humanities and Social Sciences H-Net Job Guide**

<https://www.h-net.org/jobs/home.php>

#### **IMDiversity.com**

<http://www.IMDiversity.com>

#### **INSIGHT Into Diversity**

<http://www.insightintodiversity.com>

#### **LGBTinHigherEd.com**

<http://lgbtinhighered.com>

#### **Minority PostDoc**

<http://www.MinorityPostdoc.org/view/jobs.html>

#### **National Organization of Gay and Lesbian Scientists and Technical Professionals Inc.**

<http://www.noglstp.org>

#### **National Science Foundation Survey of Earned Doctorates**

[www.nsf.gov/statistics/srvydoctorates/](http://www.nsf.gov/statistics/srvydoctorates/)

#### **The Registry: National Registry of Diverse and Strategic Faculty**

<http://www.theregistry.ttu.edu>



## **Disciplines:**

**American Anthropological Association (AAA)**

<http://www.aaanet.org/>

**American Chemical Society**

<http://www.acs.org/content/acs/en/careers.html>

**American Comparative Literature Association**

<http://www.acla.org/>

**American Economics Association (AEA)**

<http://www.aeaweb.org/committees/csweb/>

**American Historical Association (AHA)**

<http://www.historians.org/>

**AHA (African American History)**

<http://www.asalh.org/>

**AHA (Latin American History)**

<http://clah.h-net.org/>

**AHA (Women)**

<http://www.theccwh.org/>

**American Institute of Biological Sciences**

<http://www.aibs.org/classifieds/>

**American Physics Society**

<http://www.aps.org>

**American Political Science Association**

<http://www.apsanet.org>

**American Psychological Association (APA)**

<http://www.apa.org/index.aspx>

**APA (Office of Ethnic Minority Affairs)**

<http://www.apa.org/pi/oema>

**APA (Office of Women's Programs)**

<http://www.apa.org/pi/women/index.aspx>

**APA (Society for Psychological Study of Culture, Ethnicity, and Race)**

<http://www.division45.org/>

**American Society for Biochemistry and Molecular Biology**

<http://www.asbmb.org/>

**American Society for Cell Biology (ASCB)**

<http://www.ascb.org/>

**American Sociological Association (ASA)**

<http://www.asanet.org/>

**Computer Research Association**

<http://www.cra-w.org/>

**Mathematics Association of America**

[http://www.maa.org/summa/archive/summa\\_wl.htm](http://www.maa.org/summa/archive/summa_wl.htm)

**Modern Languages Association (MLA)**

<http://www.mla.org/>

**MLA: Committee on Literatures of People of Color**

<http://clpc.commonsonline.org/>

**MLA: Committee on the Status of Women in the Profession**

<https://www.mla.org/About-Us/Governance/Committees/Committee-Listings/Professional-Issues/Committee-on-the-Status-of-Women-in-the-Profession>

### **Ethnicity/Racial Affinity Groups:**

**American Indian Graduate Center**

<http://www.aigcs.org>

**American Indian Higher Education**

<http://www.tribalcollegejournal.org/>

**American Indian Science and Engineering Society**

<http://www.aises.org/>

**Asian Diversity Inc.**

<http://www.asianlife.com/main/>

**The Black Collegian Online**

<http://blackcollegian.com>

**Commission on the Advancement of Women and Minorities in Science, Engineering, and Technology (CAWMSET)**

<http://www.nsf.gov/od/cawmset/>

**The Faculty for the Future Project**

<http://www.engr.psu.edu/fff/>

**HBCU Connect.com Career Center**

<http://jobs.hbcuconnect.com>

**The Hispanic Outlook in Higher Education**

[www.hispanicoutlook.com](http://www.hispanicoutlook.com)

**The Journal of Blacks in Higher Education**

[www.jbhe.com](http://www.jbhe.com)

**National Consortium for Graduate Degrees for Minorities in Science and Engineering**

<http://www.gemfellowship.org/>

**National Organization for the Advancement of Black Chemists and Chemical Engineers**

<http://www.nobcche.org/>

**National Society for Black Engineers**

<http://www.nsbe.org/>

**National Society for Black Physicists**

<http://www.nsbpb.org/>

**Nemnet**

<http://www.nemnet.com>

**Society for the Advancement of Chicanos and Native Americans in Science**

<http://sacnas.org/>

**Society of Hispanic Professional Engineers**

<http://www.shpe.org/>

**Society of Mexican American Engineers and Scientists (MAES)**

<http://www.maes-natl.org/>

### **Affinity Groups for Women:**

**Association for Women in Science**

<http://www.awis.org/>

**Commission on the Advancement of Women and Minorities in Science, Engineering, and Technology (CAWMSET)**

<http://www.nsf.gov/od/cawmset/>

**National Academies: Committee on Women in Science, Engineering, and Medicine**

<http://sites.nationalacademies.org/pga/cwsem/>

**National Institutes of Health Office of Research on Women's Health (ORWH)**

<http://orwh.od.nih.gov/>

**Society for Women Engineers**

<http://societyofwomenengineers.swe.org>

**Women in Higher Education**

<http://www.wihe.com>

### **Fellowships and Awards:**

**Accenture American Indian Graduate Scholarship**

<http://www.aigcs.org/02scholarships/scholarships>

**Alliance for Graduate Education and the Professoriate (AGEP)**

<http://www.pathwaystoscience.org/agep.aspx>

**The Ford Foundation Fellowship Program**

<http://nrc58.nas.edu/FordFellowDirect/Main/Main.aspx>

**Integrative Graduate Education and Research Traineeship (IGERT)**

<http://www.igert.org/>

**Mellon Minority Undergraduate Fellowship Program**

<http://www.mmuf.org/>

**The Meyerhoff Fellows Program at the University of Maryland, Baltimore County (UMBC)**

<http://www.umbc.edu/meyerhoff/Graduate/>

**The Presidential Awards for Excellence in Science, Mathematics, and Engineering Mentoring (PAESMEM)**

[http://www.nsf.gov/funding/pgm\\_summ.jsp?pims\\_id=5473](http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5473)

*\*Sources:* Columbia University Guide to Best Practices in Faculty Search and Hiring; University of Chicago Promising Practices for Recruiting & Retaining Diverse Faculty; Dartmouth College Faculty Recruitment and Selection; University of Michigan Handbook for Faculty Searches and Hiring.

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## **Appendix H: Personal Diversity Statements in the Academic Recruitment Context**

Office of the Provost: Institutional Equity & Diversity  
Princeton University  
February 2019

### **Purpose and Prevalence**

In the last decade, some universities have begun to request a required or optional personal diversity statement as part of the academic job application. This White Paper is intended serve as a guide to considerations and best practices surrounding requesting and evaluating diversity statements.

Personal diversity statements are intended to allow an applicant to demonstrate commitments and capacities that could contribute to the institution's efforts around diversity, inclusion and equity through research, teaching, service, mentoring, and/or advising.<sup>1</sup> Requiring a personal diversity statement can signal the institution or department's support of diversity and inclusion goals in terms of campus climate, hiring, and scholarship. It can also signal that creating a welcome academic environment is a shared responsibility and each potential member of the campus community is expected to contribute in some way.<sup>2</sup>

Princeton University does not require personal diversity statements, although individual departments are welcome to consider including one as part of a comprehensive and transparent evaluation of candidate qualifications. Preliminary research shows that diversity statements are most useful when the purpose for the statement and method of evaluation have been discussed and agreed upon by all members of the search committee.<sup>3</sup>

Critics of diversity statements express concern that evaluation of the statement will serve as a political litmus test, potentially restricting academic freedom.<sup>4</sup> Critics also note that the preferred executions of diversity and inclusion goals are still under debate, e.g. color-blind vs. multicultural methods, general vs. race/gender-specific methods, etc. Though the peer-reviewed research on the content of most diversity statements is limited, one working paper suggests that personal diversity statements do tend to reflect many ways of defining and supporting diversity.<sup>5</sup>

Supporters of diversity statements consider them a logical extension of the policies and procedures that have increased diversity and inclusion in the workplace and academia thus far.<sup>3</sup> For supporters, diversity statements are intended to ensure that scholars with minority identities receive credit for invisible labor such as mentoring and service, and that all scholars engage with diversity and inclusion goals and consider ways to contribute.<sup>6</sup>

Personal diversity statements are still relatively rare. In a 2014 survey of assistant professor job ads, only about 17% of the 110 ads requested a diversity statement but the numbers are likely growing. Thus far, only a few (including Cornell and UCLA) have made such a statement a requirement for all faculty applications (including tenure and promotion portfolios).<sup>6</sup>

### **Considerations**

Before deciding whether to require a personal diversity statement as part of a search committee's application, the department and/or search committee should discuss potential advantages and disadvantages, and make a commitment to evaluating it in a standard way. Diversity statements processes can produce unintended consequences and even deter applicants if poorly designed.

- The search committee should be aware that the degree of involvement and awareness of diversity and inclusion will vary greatly across position levels and fields.<sup>6</sup>

- Applicants who have developed their careers in non-U.S. countries may have difficulty understanding the context of diversity statements, and the content of their statements may differ from those of U.S.-based applicants.
- Committees should be prepared to be receptive of different ways of supporting inclusivity, and/or interaction with a variety of identities.
- Diversity statements may raise expectations on the part of applicants about the level of departmental support. Departments should consider their ability to support the contributions suggested in applicant statements.
- Diversity statements can result in applicant concern about what aspects of their personal identity to disclose, as well as opportunities for evaluators to misunderstand or misuse what is disclosed.<sup>6</sup>a few Statements should not be used in order to identify the personal characteristics of the applicants themselves, but should focus on relevant professional experiences.

## Best Practices

### Sample Prompts

Departments may choose to require or suggest that applicants address diversity, equity, and inclusion values within existing application materials or in a separate statement. The following are prompts currently in use in higher education.

*“This department is committed to fostering a diverse and inclusive academic community. We encourage applications from individuals whose backgrounds or interests align with this commitment. Candidates are welcome to include a brief, separate statement in this regard in their application.”*

*"A description of how the applicant would contribute to the development of a diverse and inclusive [learning/working] community through their [teaching, research, and/or service] should be included in the personal statement."*

*"This department strives to create and strengthen an inclusive, respectful, and intellectually challenging environment that embraces difference in the pursuit of knowledge. The diversity statement should describe how your background and experiences demonstrate your commitment and ability to engage with issues of diversity and inclusion, and should also discuss how those values might be reflected should you join our community."*

See [Cornell University’s explanatory material](#) regarding the goals of their required statement and the type of content that could be included.

### Potential Evaluation Criteria

If Departments choose to use diversity statements, it is important to have a clear rubric for how the information will be evaluated, including in relation to other aspects of the application. Rubrics may include such elements as:

- Knowledge of and interest in dimensions of diversity that result from different identities, such as ethnic, socioeconomic, racial, gender, sexual orientation, disability, and cultural differences - particularly in relation to Princeton University or higher education in general
- Prior research contributions to the advancement of knowledge of topics related to diversity and equity in any field
- Effectiveness in creating an academic environment (in the classroom or through mentoring) that is open and encouraging to all students, including development of particularly effective strategies for the educational advancement of students in various under-represented groups

- Involvement or leadership in organizations/programs/activities dedicated to furthering diversity and equal opportunity within or external to a university
- If applicant has not previously engaged in any relevant activities, statement should demonstrate knowledge of the value of equity, diversity, and inclusion, and outline clear and detailed plans for committing to those principles in this position

See UC Berkeley's [Rubric to Assess Candidate Contributions to Diversity, Equity, and Inclusion](#) for further guidance.

**For more information:**

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