



# A Guide for Successful Searches

For Faculty and Academic Staff

Prepared by  
The Office of Equal Opportunity

Wayne State University is an Affirmative Action/Equal Opportunity employer.

# **A Message from the Provost**

---

Wayne State University's highest priority is excellence in our missions of teaching, research and outreach.

The University's ability to be successful in our missions is dependent on our ability to identify, recruit and retain outstanding faculty and academic staff, including women and minorities. In keeping with our goals, Wayne State University is committed to an effective program of affirmative action and equal opportunity.

This commitment reflects the values that sustain the Wayne community as an urban center of opportunity for metropolitan Detroit, Michigan and the world. Our ability to promote understanding is greatly enhanced by faculty and academic staff who not only teach about diversity, but who are representatives of the diverse U.S. population.

Careful searches, following the guidelines in this booklet, are essential to fostering diversity in the Wayne State University community. I encourage you to review this publication and make it available to members of search committees, employment service representatives, business managers and personnel officers, and others who have responsibilities for recruitment and selection of new faculty and academic staff.

Nancy S. Barrett  
Provost & Senior Vice President for Academic Affairs

# **A Message from the Director**

---

Wayne State University is committed to diversity and equal opportunity in all of its operations, employment opportunities and educational programs. The University commitment to diversity is noted by President Irvin D. Reid in the 2006-2011 Strategic Plan “as a significant strength of the educational experience we provide. Diversity in our faculty, students and staff is a major source of the University’s intellectual vitality.”

The vision and experience of those historically excluded from higher education, women and minorities, expands the boundaries of our teaching, research and outreach missions. A broad spectrum of informed perspectives will better prepare Wayne State students for success in the global marketplace. Success in hiring depends on having a rich pool of qualified and diverse applicants. To achieve different results, we must look to new and innovative ways of conducting searches. Well-placed advertisements may generate large numbers of responses, but not necessarily the strongest and most diverse group of applicants. The most desirable candidates may not be actively seeking a new job, or may not have considered Wayne State University or Detroit.

This booklet provides guidelines that will assist search committees in working to actively increase the representation of minorities and women in our faculty and academic staff. I encourage you to review this Guide before commencing your search, and keep it as a reference as you conduct your search.

Christopher Jones  
Director  
Office of Equal Opportunity

# Introduction

---

Wayne State University's commitment to affirmative action, equal opportunity and the diversity of its workforce is reflected in the University's Mission Statement, Non-Discrimination/Affirmative Action Policy and Strategic Plan. University policy prohibits discrimination against any individual for reasons of race, color, sex, national origin, religion, age, sexual orientation, marital status, veteran status or disability. Federal and state laws likewise prohibit discrimination in the workplace, but none of these automatically ensures equality in employment. The full and enthusiastic understanding and support of the ideals and goals of affirmative action and equal opportunity programs can only be achieved if all members of the Wayne State University community participate in this process. We all share in the responsibility of creating a diverse and equitable workplace.

The following guidelines will assist search committees in conducting a search that is consistent with the University's commitment to diversity and its responsibility to comply with applicable laws and regulations.

## The Search Committee

---

The Search Committee should:

- Be comprised of individuals who have a variety of perspectives and a commitment to diversity;
- Include people of color, women, and individuals with disabilities, whenever possible;
- Ensure that all candidates are considered equitably throughout the process; and
- Maintain confidentiality throughout the process and refer all inquiries to the chair of the Search Committee or his/her designee.

# Plan the Search

---

- Review representation of minorities and women in your Department as described in the Equal Opportunity Hiring Plan or the current Wayne State University Affirmative Action Status Report to the Board of Governors. See the Hiring Plan and forms at: <http://www.oeo.wayne.edu/forms.php> Review your minority and female representation to determine what needs should be addressed.
- Develop a search strategy for identifying racial and ethnic minorities and women applicants. Use the Hiring Plan to record your search committee's strategy.
- Develop the position description, making sure that it is not so restrictive as to needlessly limit the pool of applicants. The position description can be a tool that can widen the pool of candidates by eliminating unnecessary qualifications.
- Establish selection criteria and procedures for screening, interviewing candidates and keeping records before advertising the position and before material from applicants begin to arrive. Also develop a way of collecting and maintaining the materials sent in by the applicants.
- Ensure that criteria are carefully defined, directly related to the requirements of the position, clearly understood and accepted by members of the committee. Discuss areas of ambiguity or disagreements to the extent possible before reviewing specific applications so that there is a consistency in the application of the criteria.
- Consider, among selection criteria, the ability of the candidate to add intellectual diversity and cultural richness to the department and the demonstrated ability to work with diverse students and colleagues. Consider all needs of the unit and not solely (although this is important) the likelihood that the successful faculty candidate will be a productive scholar, including teaching areas, the ability to mentor and provide a role model to racial/ethnic minorities and female students.

- Determine the process by which references will be checked and letters of recommendation requested.
- Ensure that all portions of the application and interview process are accessible to persons with disabilities.

## Advertise and Search Aggressively

---

**National advertisement is required for all standing appointments for executives, administrators and tenured/tenure-track faculty.**

- Determine where advertisements will be placed to produce the widest applicant pool as possible. Advertise broadly and go beyond the traditional methods of identifying applicants. Advertise the position at least 30 days before the application deadline. Visit our website for a listing of diverse resources/publications: [www.oeo.wayne.edu/](http://www.oeo.wayne.edu/).
- Use Internet resources.
- Use electronic job-posting services targeted at diverse groups such as minority caucuses of specific disciplines. Many professions have parallel minority professional organizations that maintain directories of minority professionals.
- Make personal contacts with racial/ethnic minorities and women, individuals with disabilities at professional conferences and invite them to apply.
- Contact colleagues at other institutions to seek nomination of students nearing graduation or others interested in moving laterally, making sure to request inclusion of minorities and women. Telephone calls and personalized letters to nominees and applicants can send a strong message that is open and welcoming.

- Place announcements in newspapers, journals and publications aimed specifically at minorities, women and people with disabilities in your field. See the list of Diversity Publications at: <http://oeo.wayne.edu/pdfs/>.
- Send announcements and request nominations from relevant departments in Historically Black Colleges and Universities and predominantly Hispanic and other minority-serving institutions.
- Consult with minorities and women already on campus and ask for their views and perspectives on effective outreach strategies.
- Identify suitable junior or mid- level faculty at other institutions who may be interested in the position and send job announcements.

## Evaluate the Applicant Pool

---

- Screen applications submitted via the Wayne State University Online Hiring System only for candidates who minimum and preferred qualifications.
- Recognize that diverse paths and experiences can make positive contributions to a candidate's qualifications. Acknowledge the value of candidates who are "less like us" and consider their potential contribution to our students who are increasingly more diverse.
- Think carefully about your definition of "merit". Take care to evaluate the achievements and promise of each applicant, rather than relying on stereotypical judgments. Again, for faculty, promise of scholarly activity is important, but can be combined with other experiences or viewpoints for an even more promising candidate.
- Make sure the process allows each member of the group to contribute to the evaluation of all applicants.
- Review the short list of applications by applying established criteria and procedures consistently and ensuring the fair and equitable consideration of all candidates who meet your minimum qualifications.

- Make sure the final pool of candidates includes racial/ethnic minorities and women who meet the minimum qualifications. These efforts are especially important for job categories or titles with historical under-representation. Consider re-opening or intensifying the search if the pool does not reflect the availability estimates for your Department or unit.

## Interview the Finalist(s)

---

- Schedule interview schedules and events with consistency, allowing equal time for each candidate to interview and meet with the same University personnel whenever possible. Make sure the internal candidates are treated with the same consistency.
- Review each candidate's curriculum vitae and the position description before the interview.
- Develop a group of core questions based on the position-related criteria by which all of the candidates are to be evaluated.
- Use core questions with all candidates to allow comparative judgment and insure that crucial position-related information is obtained.
- All questions should be job related and legal (see Interview Questions/Inquiry Guide, pp. 13-15.)
- Begin the interviews by welcoming candidates and making them feel comfortable, but do not to ask "personal" questions. All inquiries should be limited to the candidate's qualifications for the position and their experience. Introduce the search committee members and tell the candidates a little bit about their various roles and responsibilities as well as the most important responsibilities of the position.
- Explore the candidate's demonstrated ability to work with diverse students and colleagues and ability to add intellectual diversity and cultural richness to the department.

- Focus on the candidate's ability to perform the essential functions of the job and avoid making assumptions based on his or her race, ethnicity, religion, marital or familial status, age, disability, sexual orientation or veteran status.
- Create opportunities for candidates to meet with other Wayne State faculty, staff or community members who can provide relevant information and insights to candidates who are members of various under-represented groups. The Community Affairs Office or Office of Equal Opportunity can assist with these efforts.

## Select the Candidate

---

- Identify the best qualified candidate based on the position requirements, other candidates' qualifications, and diversity objectives.
- Check references and review letters of recommendation.
- Remember that all questions asked and issues raised from references must be job-related and similar for all candidates. Discussing them ahead of time and/or using pairs of search committee members to phone references will help insure this clarity and consistency.
- You may not ask questions of a reference which you are not permitted to ask of the candidate in an interview (i.e., as it pertains to personal characteristics not related to the requirements of the position. See interview/selection inquiry guide on pages 13 through 15).
- Select the candidate who will contribute to the diversity of the department or unit, where two or more candidates possess equivalent qualifications, especially if you are "underutilized" for those groups.
- Ensure that the proposed pay level, rank and academic/administrative support for a woman or minority candidate are no less than they would be for a comparable male employee.

- Notify unsuccessful candidates prior to public announcements of appointment using the OHS, and by personal correspondence or phone calls if you prefer. Official, timely notification to internal candidates is especially important.

## After the Search - Retention Strategies

---

- Be deliberate in welcoming new hires, providing assistance to secure a smooth transition and enhance the probability of success in the new position.
- Provide an opportunity for the new hire to discuss any special requirements or circumstances such as the need to find a position for a partner or the need for an accommodation for a disability.
- Be willing to serve as a mentor and participate in other professional development activities. Let the new person know about campus activities which foster professional development.
- Value and support networking along sex and ethnic lines as a particularly effective way to deal with problems of isolation.

## Administrative Tasks

---

- Document the reasons other candidates were not hired in the OHS, such as “did not meet minimum qualifications” or “declined offer”.
- Document all recruiting efforts and maintain a list of applicants and finalist support documentation of all applicants for three (3) full years after the conclusion of the search. See Part II of the OEO Hiring Plan.

- Send a copy of Part I of the OEO Hiring Plan to Equal Opportunity, prior to beginning search activities. Send Parts II and III of the OEO Hiring Plan, with copies of vitae and support documentation for all finalists, to Equal Opportunity within ten days of the hire.
- Include copies of Parts I, II and III of the OEO Hiring Plan that have been signed and approved by Equal Opportunity, in the “Appointment Summary” package.

## Further Assistance

---

- The Office of Equal Opportunity staff is available to assist you at any point in the search process. Contact OEO at 577-2280, or visit our website at <http://www.oeo.wayne.edu>.

## Racial and Ethnic Categories

---

Compliance reporting to federal and state agencies requires the identification of employees by race/ethnic categories. The categories, as currently defined in federal regulations, are:

### **American Indian/Alaskan Native**

A person with origins in any of the original peoples of North America who maintains cultural identification through tribal affiliation or has community recognition as an American Indian or Alaskan Native.

### **Asian/Pacific Islander**

A person with origins in any of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Republic and Samoa; and on the Indian Subcontinent, includes India, Pakistan, Bangladesh, Sri Lanka, Nepal, Sikkim and Bhutan.

**African American/Black**

An individual, not of Hispanic origin, with origins in any of the black racial groups of Africa.

**Hispanic**

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

**White/Caucasian**

An individual, not of Hispanic origin, with origins in any of the original peoples of Europe, North Africa, or the Middle East.

---

Note: Individuals who are not U.S. citizens or permanent residents of this country are not considered American minorities. They are still protected by the University policy prohibiting discrimination based on national origin.

## Interview Question & Inquiry Guide

---

The best way to guard against disparate treatment, ensure sound selection procedures and avoid unlawful discrimination is to be fair, objective, and consistent in the hiring process. Inquiries concerning a candidate's personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities must be excluded from the hiring process. This includes not only direct questions, but also attempts to draw conclusions on prohibited matters from letters of application, CV's or resumes, and letters of recommendation.

The following are examples you should review to enable you to conduct interviews and reference inquiries in a non-discriminatory manner. The same questions should generally be asked of all candidates.

	<b>PROHIBITED</b>	<b>ACCEPTABLE</b>
<b>AGE</b>	Questions about age, birthdate, or request for birth certificate.	Are you at least 18 years of age?
<b>ARREST RECORD</b>	Any inquiry related to arrest.	NONE
<b>CONVICTION RECORD</b>	Inquiries regarding convictions that do not relate to performing the particular job under consideration	Inquiries about actual convictions. Information obtained must be used only if it relates to the applicant's fitness to perform the job.
<b>DISABILITY</b>	<p>Do you have a disability or any health problems, which may affect your performance in this position?</p> <p>What is the prognosis or expectation regarding the condition or disability?</p>	<p>Are you able to perform the essential functions of this job with or without an accommodation? (Provide a description of the essential functions.)</p> <p>Will you need to be absent for special treatment because of the disability?</p> <p>If an applicants' known disability may interfere with</p>

<b>DISABILITY CONT.</b>	<b>PROHIBITED</b>	<b>ACCEPTABLE</b>
		<p>or prevent the performance of a job-related function, whether or not the employer routinely makes such a request of all applicants, it is permissible to ask: Please demonstrate how, with or without reasonable accommodation, you will be able to perform the job related functions.</p> <p>Are you able to meet the required schedule?</p> <p>Questions should focus on the ability of the applicant to perform the job, not on the disability.</p>
<b>GENDER</b>	<p>Gender of applicant, where sex is not a bona fide occupational qualification (BFOQ).</p> <p>How would you feel about working for a woman/man?</p>	NONE
<b>MARITAL &amp; FAMILY STATUS</b>	<p>Are you married? What does your spouse do?</p> <p>Do you have child care arrangements?</p> <p>Do you have plans for having children/family?</p>	<p>Are you able to meet the work schedule and responsibilities of the position, i.e., traveling needs, if required? (Must be asked of candidates of both sexes.)</p>
<b>MILITARY RECORD</b>	Discharge status.	Type of experience and education in service as it relates to the particular job.
<b>NATIONAL ORIGIN</b>	<p>Lineage, ancestry, descent, mother tongue, birthplace, or citizenship. National origin of spouse or parents.</p> <p>Require proof of citizenship prior to employment.</p>	<p>Whether the candidate is legally eligible to work in the United States.</p> <p>Statement that if hired, applicant must furnish proof of citizenship or appropriate visa.</p>

	<b>PROHIBITED</b>	<b>ACCEPTABLE</b>
<b>ORGANIZATIONS</b>	Of what organizations are you a member?	Are you active in any organization that is related to the responsibility of this position?
<b>RACE OR COLOR</b>	Are you of ___ heritage/race?  Do you feel your race/color will be a problem in performing your job?	NONE.
<b>RELIGION</b>	What is your religion?  Which church do you attend?  Do you have religious beliefs that would prevent you from working certain days of the week?	Are you able to work the required schedule?

INFORMATION RELATED TO ANSWERS TO PROHIBITED QUESTIONS, BUT OBTAINED OUTSIDE THE FORMAL INTERVIEW PROCESS, CANNOT BE USED TO DISQUALIFY A CANDIDATE.

# Search Committee Checklist

---

## **Search Committee Established**

- Have you met with the Provost/Dean/Chair or Equal Opportunity to discuss Wayne State University faculty hiring procedures?
- Have you posted the position on the OHS (contact Employment Service Center)?
- Have you determined application and nomination deadlines and interview schedule?
- Have you listed potential data sources for identifying minority and female candidates?
- Have you identified internal sources for potential candidates or referrals?
- Have you sought out minority databases or web pages?
- Have you determined what information you will require from candidates, i.e., writing samples, auditions, etc?

## **Position Description and Selection Criteria Written**

- Does the description/advertisement include the Wayne State University Equal Opportunity Statement?
- Are the selection criteria related to the essential qualifications and duties of the position?
- Have you prioritized the selection criteria?
- Is the position description written to attract the widest range of candidates?
- Is the position description diversity sensitive, unbiased and inclusive?
- Are the essential qualifications demonstrable, objective and/or measurable?
- Have you discussed how to interpret ambiguity in requirements and preferences before reviewing applications?

**Advertise Position Nationally for at least 30 days.**

- Has the position been posted in a range of journals, publications and other media?
- Has the committee identified key conferences and other events where the information can be shared?
- Has the committee appointed someone to coordinate this function?

**Recruitment and Resources**

- Have you contacted minority and women’s caucuses in professional organizations and associations in your discipline?
- Have you contacted minority and women scholars and administrators, both external and internal?
- Have you involved alumni and community leaders as sources? (Contact the Office of Community Affairs or Alumni Relations)
- Have you sent representatives to pertinent minority and women-oriented conferences occurring during the period of the search?
- Have you included phone and personal contacts as a key vehicle for searching and recruiting?
- Have you made direct contact with sources for enhancing diversity?
- Has the committee proactively called other universities concerning the position(s), i.e., historically Black Colleges and Universities and Hispanic Colleges and Universities?
- Has the committee distributed the advertisement to the rest of the department and asked for nominations?
- Have you completed and submitted Part I of the Hiring Plan to the Office Equal Opportunity for approval prior to including a copy in the “Appointment Summary” package?

## Screen and Evaluate Applicant Pool

- Have you developed a screening instrument or rating sheet to review applicants?
- Have you generated a sufficient pool of minority and women candidates to assure diversity in the final pool?
- Have you documented who was rejected or screened out and why?

## Conduct Interviews and Select Finalists

- Have you prepared standard interview questions to be used with all candidates?
- Have you prepared an interview rating sheet?
- Do the interview questions pertain to the requirements of the position?
- Have you reviewed interview questions for bias?
- Have you verified education and prior employment?
- Have you assigned responsibility for reference checking?
- Have you assigned an individual to assist with meeting the candidate's special requirements or needs?

## Chair/Dean Search Checklist

---

The Department Chair or Dean establishes the search committee(s). Search committee members must have a clear understanding of the charge including:

- Chair/Dean's vision for the position and the necessary qualifications;
- Scope of authority; what tasks and decisions will be the responsibility of the committee; e.g., how many candidates to bring forward for interviews, role of the search committee as a group and as individuals at the time of campus visits;
- General timelines for completion of the search committee activities; and
- Documentation requirements (see OEO Hiring Plan, OHS, and Position Action Request.).

Chair/Dean conducts or requests an Equal Opportunity and search committee review session. Members must have a clear understanding of the following:

- The unit's Affirmative Action Status Report profile in terms of women and total minorities, African Americans, Asian/Pacific Islanders, Hispanics, American Indians and Alaskan Natives, including:
  - Current representation of members of these groups on the unit's faculty; and
  - Availability of members of these groups;
- The University's commitment to affirmative action and equal opportunity programs;
- The search committee members should have a copy of the "Guide for Successful Searches"; and
- The search committee members should be provided copies of the forms that must be completed as a part of the faculty appointment process: the Position Action Request and OEO Hiring Plan form (Parts I, II and III).

**Search Committee commences activities:**

- Elect a search committee chair and delineate his/her responsibilities, if one is not already appointed. All committee correspondence should be in the name of the search committee chair or the chair/director of the unit.
- Review position description to ensure it is not so restrictive as to needlessly limit the pool of applicants.
- Write position description and advertisement(s) and determine the application due date. Most often this is done before the search committee is put together - most postings are done in the summer and the committee is formed in early fall.
- Complete the OHS posting/Position Action Request and forward it to Employment Services. Complete a part I of the OEO Hiring Plan for each position being filled and submit it to Equal Opportunity for approval.
- Establish a search plan including all the strategies that will be followed in locating and contacting potential applicants. Record the search plan on Part I of the OEO Hiring Plan form.

- If OEO indicates there is a need for a more extensive search than what was indicated on the OEO Hiring Plan-Part I, revise the search strategies in accordance with OEO comments. Redo Part I of the OEO Hiring Plan. OEO will review all plans within 48 hours. The chair/director of the unit or search committee chair will only be contacted if the search plan lacks the extensiveness needed based upon current AASR data.
  
- Set deadlines for close of nominations, close of application, screenings, interviews and final selection.
  
- Set a schedule of search committee meeting times and places.
  
- Establish the procedures the committee will follow, including:
  - What constitutes a quorum and what is the penalty for missing an excessive number of meetings?
  - Who maintains the records of search proceedings, and how and where they will be kept during the search process?
  - How screening decisions will be documented?
  - How reference checks will be handled? (e.g. how many people will participate in each call; who, if anyone, beyond the candidate's list of references will be called?)
  - How information received by telephone will be documented?

How special requirements will be handled?

- Develop plans for the campus visit,
  - Write a patterned interview for final candidates (Review the questions you may and may not ask, pg. 13-15).
  - Establish the activities to be included in final candidate's campus visit.
  
- When applications have been received, check the diversity of the pool against the availability data shown in Part I of the OEO Hiring Plan. The sex and race/ethnicity of all applicants may not be known, but if affirmative action efforts have been made, the search committee will be able to identify some race/ethnicity in a good-faith manner from personal contacts, networking, source of applicants, membership in professional associations, etc. If underutilized groups are not represented in the applicant pool in proportion to availability, revisit the search plan and make additional efforts to create a diverse pool. If there seems to be no way to increase representation of underutilized groups in the pool, contact campus resources to see if they can help.
  
- Evaluate and screen applicants for semi-finalist pool. Provide numerical summaries of the sex/race identification of: 1) seriously considered applicants only; 2) those making the semi-finalist list; and 3) those making the finalist pool and receiving invitations to campus. Maintain documentation of reasons for dropping applicants at each stage of the screening process and document in the OHS and Part II-OEO Hiring Plan.

**Chair/Dean sets budget for on-campus interviews.**

- Obtain the proper approval for inviting semi-finalist or finalist to campus. Send a letter to all those receiving an invitation to campus. Include an interview schedule, information on the department and school/college and information about the University and Detroit.
  
- Review list of interview teams, luncheons and dinners to ensure diversity representation of University employees who are scheduled to meet or interview the candidate.
  
- Review visit and tour plans for spouse/significant others.

- Evaluate the candidates holistically in terms of the academic and diversity needs of your unit, using job-related criteria and procedures established previously by the search committee.
- Following the screening of the semi-finalist and finalist pools, decide which applicants will be eliminated from further consideration.
- Check finalist references (see Interview Questions & Inquiry Guide for assistance on conducting reference checks).
- Complete OEO Hiring Plan, Part II, Section F. Include a copy of the vitae of all finalists with the completed OEO Hiring Plan and submit to OEO for final review and desk audit.
- Complete Letter of Offer, reflecting the guidelines established by the Office of the Provost. Obtain Provost Approval of Letter of Offer. Secure a letter from the selected candidate that he or she accepts the position. If the preferred candidate rejects the offer, the offer may be extended to the next final candidate until the list is exhausted.
- Prepare University PASS form (787) [is this still accurate?].

Part II and III of the OEO Hiring Plan will be submitted to OEO for approval. **THERE IS NO WAITING PERIOD.** OEO will review for: 1) a pattern of deviation from Part I of the OEO Hiring Plan; 2) lack of aggressive efforts to advertise, recruit and interview minority and women applicants where qualified minority and women applicants are available; and/or 3) lack of positive follow through, may result in OEO audit of future hiring that may lead to the college's suspension from the abbreviated Faculty Appointment Process.

After a candidate has accepted the position:

- Notify the remaining applicants who were not on the final candidate list.
- Notify the final candidates who were not selected.
- Be prepared to offer assistance for a spouse or significant other desiring employment.

- Maintain records of the search process for three (3) years after the date of appointment. These records include all the material provided by the search committee with their final evaluations of final candidates. If more than one candidate is offered the position and the initial salary offers were different, the reason(s) for the difference must be documented and added to the records.

# What OEO Monitors in the Academic Hiring Process

---

The Office of Equal Opportunity (OEO) has been delegated the responsibility for ensuring that Wayne State University is in compliance with relevant Federal and State laws and regulations, as well as University policies and procedures for equal opportunity, affirmative action and nondiscrimination.

One of OEO's primary responsibilities is to monitor hiring, search and selection procedures, in cooperation with the Office of the Provost and Human Resources. The following information provides a brief description of what OEO looks for when reviewing search and selection processes followed by academic units when filling vacancies.

**Recruitment Plan:** OEO looks for evidence of recruitment sources used to attract a diverse applicant pool. When the position is within the tenure system, unless limited to an internal search, it must be advertised nationally or within an appropriate geographic area for the appointment. When underutilization exists for women and/or minorities, the recruitment plan should include sources to target the underutilized group(s). OEO will work with departments to identify specific recruitment sources.

**Unit-Level Hiring Patterns:** When underutilization of minorities and women continues to exist over time, OEO will look for evidence of creative recruitment strategies. Advertising a position only in traditional publications frequently results in creating only a traditional applicant pool. Positions should be publicized in a manner that will bring it to the attention of women and minorities. The search committee should actively seek to identify qualified applicants from these groups.

**Posting Closure Deadlines:** The posting/application deadline date must allow ample time for departments to carry out planned search and recruitment activities.

**Applicant Pools:** OEO looks for evidence of a diverse pool of qualified applicants.

**Selection and Screening:** OEO looks for evidence that the search committee and the unit have followed appropriate interview and inquiry guidelines.

**Final (On-Campus Interview) Pools:** OEO looks for evidence of a diverse interview pool. If the unit is underutilized for women and/or minorities, and no members(s) of the

underutilized group are included in the interview pool, the unit should be prepared to provide a description of efforts made to increase the diversity of the applicant pools.

**Letters of Offer:** OEO looks for evidence of equitable and fair offers presented to candidates regardless of their race and/or sex.