

The Roles of Faculty Search Committee Members, including Diversity Representatives

This guidance should be read in conjunction with the Faculty Fair Search Procedures available from the Office of the Dean of Arts and Sciences (DAS)

Equal Employment Opportunity	Affirmative Action
Upholding the principles of equal opportunity when hiring means seeking to eliminate discrimination based on race, ethnicity, sex, age, nationality, sexual orientation, religion or disability (i.e., “protected classes”).	A good faith effort that seeks to redress past discrimination through <i>proactive measures</i> undertaken in order to <i>ensure equal opportunity</i> in relation to women, minorities, veterans and persons with disability.

All members of Brandeis faculty search committees should be committed to the principles of equal employment opportunity and affirmative action, and all should be prepared to give the time and effort necessary to ensure the fairness of the recruitment process. The responsibilities of search committee chairs, search committee members and faculty diversity representatives are outlined below.

Role of Search Committee Chair

1. Select search committee in consultation with the dean, including diversity representative (DR), and seek to include DR in all key meetings of the search committee.
2. Coordinate formulation of Search Plan, including a position description, a draft advertisement (based on the position description) and a recruitment plan that specifies proactive measures (“outreach”) that will be undertaken to bring the position to the attention of all potentially-qualified applicants so as to arrive at a diverse applicant pool.
3. Oversee development of evaluation criteria (drawn from the position description) that will be agreed and written down before applications are reviewed, and that will be applied consistently across all candidates.
4. Establish schedule for reviewing applications, and oversee development of process for interviewing candidates, for campus visits and for obtaining references.
5. Obtain dean’s approval of shortlist (Interim Search Memo).
6. Recommend offer candidate to dean (Fair Search Report Form).

Role of All Search Committee Members

1. Work with search committee chair to develop a recruitment plan that includes measures that are designed to generate a diverse applicant pool (see attachment 1, “Increasing Diversity”).

2. Actively participate in seeking out, soliciting and recruiting potentially-qualified, diverse candidates.
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4. Evaluate all candidates using agreed-upon, written evaluation criteria.
5. Be open-minded and willing to consider different perspectives and experiences.
6. Be aware of the existence of implicit bias (associations held in our subconscious that generate attitudes towards others based on characteristics such as race, sex, age) and take action to safeguard equity in the committee's decision-making process (see attachment 2).

Faculty Diversity Representative

Faculty diversity representatives, who are typically non-voting members of the committee, should attend key meetings of the search committee including, ideally, job talks. In addition to the responsibilities listed above, diversity representatives also undertake the following on behalf of the committee:

1. Remind the search committee of its obligations and aspirations in relation to equal employment opportunity and affirmative action goals at regular stages of the recruitment process.
2. Act as the search committee's "antennae" on issues of implicit bias. For example, a diversity representative would look to help a committee refocus if conversations about a candidate's suitability drifted away from the agreed-upon evaluation criteria towards something else (a "bogus" criterion) that was introduced late and not applied to all candidates. In this way the consistency and fairness of the process is upheld.
3. Review the Interim Search Memo and Fair Search Report Form. In signing, a diversity representative is indicating support for the search committee's recommendation and vouching for the fairness of the process that led to that recommendation: the Search Plan was followed, and candidate selection can be justified on the basis of the evaluation criteria identified at the beginning of the recruitment process and implicit bias was not allowed to sway selection decisions.

If you have any questions, please be in touch with Lorna Laurent (llaurent; 62108) or Heather Young (hkyoung; 63440).