

Evidence-based strategies to improve equity in academic hiring

Job advertisement and application

- Use language of inclusion in position announcement to signal OSU's commitment to equity
 - Unit diversity statement
 - (OSU's diversity statement is currently being re-written but could be included in the future)
 - "We seek applications from those who have experience teaching, mentoring, and developing research in ways that effectively address individuals from historically underrepresented backgrounds. Our Department/School seeks to recruit and retain a diverse faculty as a reflection of our commitment to serve the people of our state, to maintain excellence of the University, and to offer our students richly varied disciplines, perspectives, and ways of knowing and learning. Oklahoma State University is committed to creating a community in which a diverse population can learn, live, and work in an atmosphere of tolerance, civility, and respect for the rights and sensibilities of each individual without regard to race, color, national origin, ancestry, religious creed, sex, gender identity, sexual orientation, marital status, disability, medical condition, age, political affiliation, or veteran status."
- Embed diversity and inclusion into a list of qualifications
 - "A demonstrated commitment to and/or expertise in educating a diverse student population."
 - "A demonstrated commitment to and/or expertise in working in an environment that is committed to the teacher-scholar-mentor model of education through pedagogy, research, and service that creates and reinforces multicultural inclusion."
- Ask applicants to address inclusion directly
 - Include language in the position description that invites applicants to articulate their commitment to—and expertise in—effectively educating a diverse student population.
 - Request a separate diversity statement that "articulates the candidate's views of the role that inequity has played and continues to play in both the discipline and in University environments in general, as well as the candidate's vision for equitable transformation of these institutions."
- Request a list of references in place of letters of recommendation
 - If requiring letters of recommendation, be aware of gender bias in reference writing.

Review process

- Develop a rubric to assess applicants early in the evaluation process—insist that committee members commit to the value of specific credentials before seeing actual applicants
 - Rate specific components of the application using the rubric before making summary judgments
- Encourage committee members to use an inclusion rather than an exclusion selection strategy in constructing a final list of applicants
 - Create a list of inclusion criteria that candidates must have to move forward
- Use structured interviews with standardized, sequential questions; consider providing questions in advance

References

- Bhalla, Needhi. "Strategies to improve equity in faculty hiring." *Molecular Biology of the Cell*. Oct 2019; 30/22.
- Fradella H.F. "Supporting Strategies for Equity, Diversity, and Inclusion in Higher Education Faculty Hiring." In: Gertz S., Huang B., Cyr L. (eds) *Diversity and Inclusion in Higher Education and Societal Contexts*. Palgrave Macmillan, Cham, 2018: 119-151.
- Isaac C, Lee B, Carnes M. "Interventions that affect gender bias in hiring: a systematic review." *Acad Med*. Oct 2009; 84(10):1440-6.
- Madera JM, Hebl MR, Martin RC. "Gender and letters of recommendation for academia: agentic and communal differences." *J Appl Psychol*. Nov 2009; 94(6):1591-9.