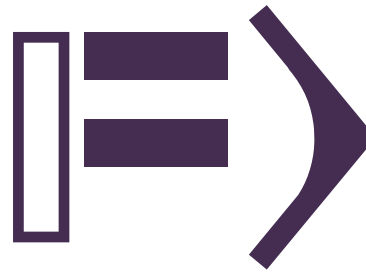


# NDSU ADVANCE FORWARD

## Searching for Excellence: Effective and Efficient Search Practices

Canan Bilen-Green, Karen Froelich, Sandra Holbrook  
North Dakota State University



NDSU Advance FORWARD

Focus on Resources for Women's  
Advancement  
Recruitment/Retention and  
Development



U.S. National Science Foundation #HRD-0811239  
September, 2008 – August, 2013

NDSU **FORWARD**

# NDSU ADVANCE FORWARD Goals

1. Enhance recruitment
2. Increase retention
3. Promote/advance women faculty
4. Open faculty leadership opportunities
5. Improve the climate

# Promising recruitment/hiring practices\*

- Search and hiring guidelines
- Search training
- Candidate pool quality assurance
- Search and hiring policy development
- Recruitment specialists/equity advisors

*\* Compiled from across ADVANCE programs*

# Two major NDSU FORWARD strategies to enhance recruitment

## 1. Hired assistant for faculty searches to

- identify/update recruitment resources
- gather marketing materials
- monitor candidate pool for diversity
- compile data related to the search process
- respond to search related questions
- process paperwork and on-line transactions

# Two major NDSU FORWARD strategies to enhance recruitment *cont.*

## 2. Developed training for all academic search committee members:

- expanded on already required training for search committee chairs (on-line)
- provide face-to-face training for search committee members:
  - offer 2 sessions each semester
  - use female/male team to lead the training
  - provide folders with relevant materials
  - post many of the training materials on-line
  - gather feedback and suggestions consistently

## Additional NDSU FORWARD strategies

3. Webinars on effective recruitment.
4. FORWARD faculty involvement during interviews for major administrative positions.
5. Financial support to bring an additional person for on-campus interview.

# Components of the search committee training:

- institutional context (data)
- need for diversity
- dynamics of unconscious bias
- effective search practices  
from developing the position description through  
post-hiring - *noting potential impact of  
unconscious bias*



## Some examples of typical (and unwitting) cognitive errors

- stereotypes (negative AND positive)
- raising the bar/shifting the standards
- first impressions
- assumptions/“psychoanalyzing” the candidate
- premature ranking/digging in
- momentum of the group

# Unconscious expectations/assumptions are more likely to operate where there is

- ambiguity (including lack of information)
- stress from competing tasks
- time pressure
- lack of critical mass

## Reminders . . .

- Biases are often unintentional.
- Biases can be advantageous **or** disadvantageous to those being evaluated.
- We *all* make assumptions.
- Decisions made quickly are more susceptible to unconscious bias.
- Acknowledgement of unconscious bias can help overcome it.

## Recruitment – *the basics*

- Effective recruitment is **proactive**.
- **Personal contact** is the most effective recruitment strategy.
- Effective recruitment is **labor intensive**.
- The best applicants may be people who are **not looking** for a position.

**What do you think were  
the most helpful or valuable  
aspects of the training?**

Materials & discussion were very helpful – a great review. I wish all committee members would be at this training.

Discussion of ways in which unconscious bias could come into play during the search process.

The handouts- I can keep them with me as I work through the selection process.

The questions and follow-up discussions—these were real-world examples from the participants' experiences.

What are the different types of bias. Noting that it is usually unconscious. How to minimize it.

Specific strategies to implement.

Awareness of bias. Seeing where NDSU is as an institution.

Understanding types of bias, reference checking procedures.

| Statement  | <i>Number of respondents</i> | Strongly agree or agree |
|--|------------------------------|-------------------------|
| I will be able to use the information that I learned today.                            | 94                           | 100%                    |
| My knowledge of how to identify and recruit a diverse pool of applicants.              | 95                           | 91%                     |
| I have acquired new information or understanding about how to address gender inequity. | 95                           | 94%                     |
| I will be able to implement new strategies to address unconscious bias.                | 95                           | 95%                     |

# Lessons Learned

- Explore what others are doing  
(see *ADVANCE web sites*).
- Use *authentically* diverse search committees.
- Determine a recruiting target/know how to get there.



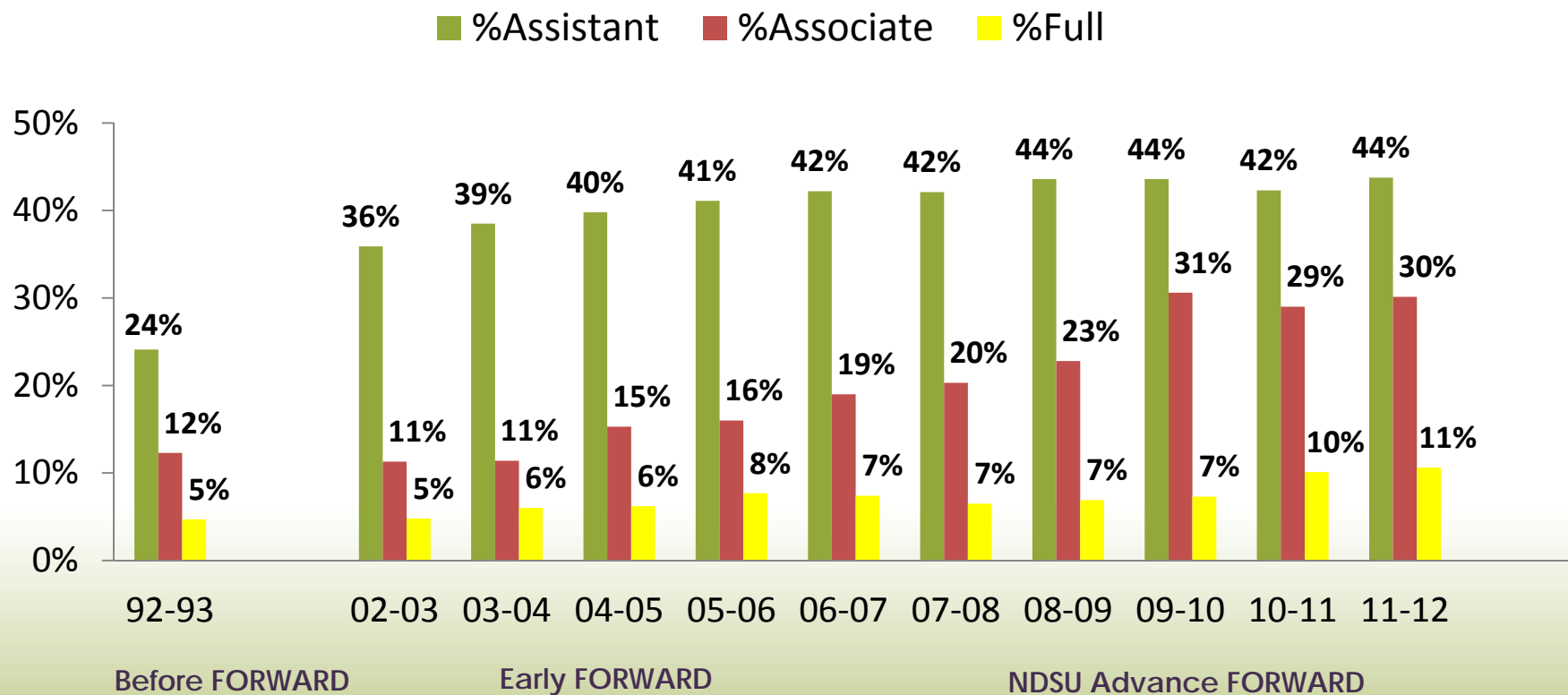
## More Lessons Learned

- Recruit actively those who are not searching.
- Compile & monitor recruitment data.
- Be consistent about recruitment practices.
- Be prepared for resistance.
- Engage administrators.

Results: *Increased #s of women faculty  
with recruitment efforts that are*

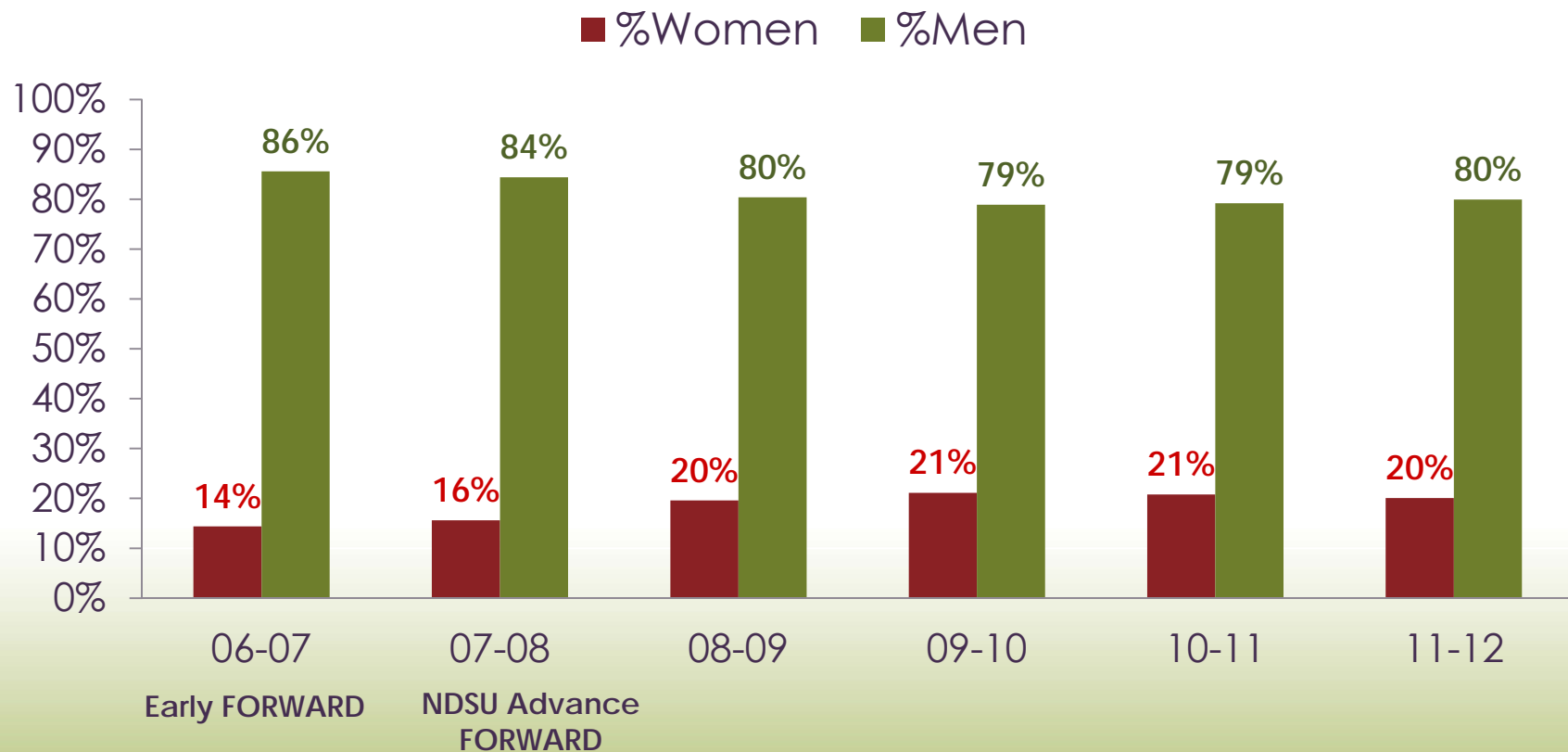
- intentional,
- effective,
- multi-faceted.

# NDSU women tenure-line faculty by rank\*



\*Full-time administrators are not included.

# NDSU tenure-line STEM faculty by gender\*



\*Full-time administrators are not included.

# Resources for Faculty Recruitment

Find these resources at

[http://www.ndsu.edu/forward/resources/resources\\_for\\_faculty\\_recruitment/](http://www.ndsu.edu/forward/resources/resources_for_faculty_recruitment/)

- Searching for Excellence - PowerPoint handout
- Cognitive Errors card
- *Reviewing Applicants, Research on Bias and Assumptions* - brochure
- A Checklist for Search Committees
- References for Faculty Recruitment
- NSF's Doctorate recipients by gender and major field of study  
See other NSF reports for potential candidate availability based on demographic considerations such as race/ethnicity and disability status.
- List of national rankings that have landed Fargo-Moorhead at the top.

And other search resources at

[http://www.ndsu.edu/diversity/equity/recruitment\\_and\\_hiring/](http://www.ndsu.edu/diversity/equity/recruitment_and_hiring/)

- The NDSU ADVANCE FORWARD project is entering its 5<sup>th</sup> year, and *we're prepared to share what we've learned.*
- If you're interested in having **FORWARD** *bring the search training to your campus, please contact us.*

# FORWARD Contact Information

- Website <http://www.ndsu.edu/forward>
- E-mail [ndsu.forward@ndsu.edu](mailto:ndsu.forward@ndsu.edu)
  
- Canan Bilen-Green [canan.bilen.green@ndsu.edu](mailto:canan.bilen.green@ndsu.edu)
- Karen Froelich [karen.froelich@ndsu.edu](mailto:karen.froelich@ndsu.edu)
- Sandra Holbrook [sandra.holbrook@ndsu.edu](mailto:sandra.holbrook@ndsu.edu)