

OWU's Role of the Inclusion Advocates in Tenure Track or Term Position Faculty Searches

Note: all of these do not need to be separate meetings, although steps #8 and #9 should be separated if at all possible to allow each member time to process new information (helps avoid cognitive errors).

1. Complete a virtual training session to explore the ways in which bias can enter search processes and attend a follow-up session.
2. Meet with department chair to clarify department goals for the position and the role of the IA. Things to discuss:
 - a. Review the search plan and discuss where bias may enter into the process
 - b. Agree on the department's expectations of the IA in terms of reading applications and participating in the search [Note that IAs are intended to be voting members of the committee]
 - c. Share any concerns about the search and/or process
 - d. Listen to departmental description of what they need out of the position
3. Attend (or provide feedback about) department/program discussion of how to review applications (clarify minimum and preferred criteria) and the plan for how to distribute applications for review.
4. Attend first discussion of applications – especially where applications not meeting minimum criteria are excluded from further consideration.
5. Attend preliminary discussion of applications that do meet minimum criteria.
6. Attend discussion of narrowing applicant pool to a short(er) list for preliminary virtual interviews
7. Attend discussion of narrowing the short(er) list to those who will be invited for campus interviews.
8. Attend search committee's discussion of attributes (positive, negative, neutral) of each of the on-campus interview candidates.
9. Attend discussion of whether each on-campus interview candidate would be acceptable for a job offer, and then decision of what order to offer the position to each acceptable candidate.

Duties of the Inclusion Advocate

- Provide advice about how to organize and structure search processes according to best practices.
- Encourage the use of best practices in all discussions of applicants.
- Listen for the use of cognitive errors (as described in JoAnn Moody's [Rising Above Cognitive Errors](#)), and be willing to thoughtfully (and gently) bring these errors forward for discussion as they occur.
- Insist on evidence rather than opinion to keep the search committee focused on factual rather than potential or hypothetical information.
- Hold members of the search committee to consistent adherence to minimum and preferred criteria across all applications.
- Hold members of the search committee to consistent comparisons across all applications. Different criteria should not be used to judge different candidates

Source documents:

Denison University (Revised November 2020)

Source documents:
Denison University (Revised November 2020)