



# Working @ Wellesley

Office of the Provost  
and

Office of Human Resources  
& Equal Employment Opportunity

Hiring Procedures  
for  
Faculty

## **An Important Message for All Wellesley College Hiring Chairs**

*Dear Wellesley College Hiring Chairs:*

One of the most important and potentially long-lasting decisions made at the college is whom we hire as faculty. We are committed to hiring the very best candidates for tenure-track lines, judiciously selected from a wide and diverse pool of candidates. The Provost's Office is working in close partnership with the Office of Human Resources to ensure that the hiring process is carried out in the most efficient and effective manner possible. We hope that the information provided here will help guide you through this exciting but complex process. Please know that your department dean is available and willing to answer questions about hiring procedures and to assist you throughout the search process.

We look forward to working with you in the upcoming year.

Sincerely,

Andy Shennan, Michael Jeffries, and Megan Núñez

### ***Provost's Office Search Process Contacts:***

Andrew Shennan, Provost and Dean of the College	x3583	ashennan
Michael Jeffries, Dean of Academic Affairs	x3583	mjeffrie
Megan Núñez , Dean of Faculty Affairs	x3583	mnunez
Ruth Frommer, Assistant Provost for Faculty Affairs	x3229	rfrommer
Courtney Mansfield Chu, Faculty Information Specialist	x3586	cm110
Kathryn Rosenberg, Manager of Academic Budget & Administration	x3573	krosenbe
Josette McWilliams, Assistant to the Provost and Dean of the College	x3983	jm119
Amy Marks, Associate Provost for Equity and Inclusion	TBD	am135

### ***Human Resources/Equal Employment Opportunity Office Contacts:***

Carolyn Slaboden, Chief Human Resources Officer	x2216	cslabode
Claudia Rodriguez, Director of Talent Management and Development	x2242	cr10
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Cristina DeGaetano, Assistant Director of Employment and Recruiting	x3303	cdegaeta

## *Guidelines for Recruitment of Tenure-Track Faculty*

### I. Preliminaries

- A. Normally new faculty members are hired at the rank of first-level assistant professor, or, in the absence of the Ph.D., at the instructor level. If the department wishes to hire at a higher rank, the chair must consult with the Provost/Deans before recruitment begins in order to obtain the Provost/Dean's consent. Please remember that initial appointments to the ranks of associate professor and full professor (i.e., senior hires) require the approval of the Committee on Faculty Appointments. The deadline for R&Ps to bring recommendations for senior hires to the CFA for its approval is February 15. Tenure decisions for faculty initially appointed at those ranks normally occur in the spring of the second year. If the department wants to consider hiring a faculty member with tenure, please consult your department dean. Please also consult Articles of Government, Book I, Article IX. Faculty Appointment Policies, for more information.
- B. The Faculty Search Plan, Part I must be submitted to Human Resources and your department dean in advance of the start of advertising for the position. The department search committee should be composed of members from a variety of ethnic and racial groups, if possible, and conform to Articles of Government, Book I, Article VIII, Section 1.C.1. The department should also select a senior member to serve as diversity liaison (DL).

### II. Initial Appointment (Please consult Articles of Government, Book I, Article IX.)

- A. Length of term. Initial appointments normally carry a four-year term. New faculty members who are receiving credit for previous experience will have a shorter initial appointment. The four-year term of a faculty member appointed to a convertible contract (see below) will include the time spent as instructor, before completion of the Ph.D.
- B. Rank.
  - 1. Assistant Professor. A candidate who has the Ph.D. is appointed as an assistant professor.
  - 2. Instructor/convertible to Assistant Professor. A candidate who does not hold the Ph.D. degree (in fields in which the Ph.D. is the terminal degree) is appointed as an instructor. Such an appointment is normally for one year, with a provision for conversion of the contract to a four-year term as assistant professor. The Office of the Provost and Dean of the College must receive official notice that the work for the Ph.D. has been completed, according to the schedule described below:

<b>Provost's office notified of completion of the Ph.D. by:</b>	<b>Conversion to Assistant Professor:</b>
October 1 of first year of appointment	Retroactive to beginning of appointment
January 31 of first year of appointment	Effective as of spring semester of first year of appointment
Not completed by end of first year of appointment	Contract automatically renewed for a second one-year term as instructor
October 1 of the second year of appointment	Retroactive to beginning of second year of appointment
Not completed by October 1 of second year of appointment	Contract terminated at end of second year of appointment

3. See Articles of Government concerning appointments at higher than the assistant professor levels, and the required Committee on Faculty Appointment approvals.

- II. Preliminary Interviewing. Departments planning to do preliminary interviews of a “long list” of candidates, at professional meetings, via Zoom, or in other venues, should confer with their department dean about those plans. Department deans will review the “long list” before the interviews take place.
- III. Campus interviewing. Part II of the Search plan must be submitted to the department dean and HR before candidates can be brought to campus.
  - A. Approvals. Candidates for on-campus interviews must be approved by your department dean to ensure that candidates reflect a qualified and diverse pool. Please inform the Human Resources Office and your department dean of the names of each candidate on your short list, so that a report can be run that will allow your dean to review the diversity composition of your short list in comparison with your pool. Only after receiving this report will your dean be able to approve your list of campus interviewees.
  - B. Schedule. Candidates for a tenure-track position invited for an on-campus visit normally are interviewed by the department dean. Prior to the interview with the dean, electronic copies of a candidate's credentials—the cover letter from the candidate, a current c.v., and letters of recommendation—should be sent to the Office of the Provost. Publications need not be included. The dean may communicate his/her evaluation of the candidates to the chair when all candidates have been interviewed.

Chairs should give all members of their departments and related departments and programs opportunities to meet with the candidate. During the on-campus visit, candidates normally give at least one seminar, lecture, or other presentation. Students should also be invited to meet the candidates and to offer their reactions to the search committee. While current legislation does not require that every search committee have an outside member, we strongly encourage you to consider this best practice.

- C. During the interview process, the chair should furnish each candidate with a general description of procedures and prospects concerning reappointment, promotion, and tenure in the department. The department dean will also review this information with the candidate.

D. The Search Budget. Contact the Manager of Academic Budget & Administration to determine the budget for your search. This budget will cover search-related expenses including: travel, accommodations, and meals for the candidates and department members. Beginning in 2022-23, the department's budget for tenure-track recruiting costs will be \$7,500 per search (inclusive of advertising.)

IV. Travel to interview candidates. Department search committee members often travel to interview candidates at their professional meetings. The Provost's Office will pay reasonable expenses for up to two faculty members. Transportation, meals and accommodations will be paid by the recruiting budget. Efforts should be made to minimize these expenses whenever possible, and faculty are encouraged to use their regular travel-to-conference funding for this purpose if the search budget does not allow for their reimbursement.

A. Transportation. The interviewer(s) will be reimbursed for travel expenses on the usual carriers. Every effort should be made to find the lowest fares. Car travel will be reimbursed at the current mileage rate only when no other less expensive means of transportation is available.

B. Meals. Interviewers' meals will be reimbursed to a maximum of \$50 per day. Meals for candidates will not normally be reimbursed.

C. Accommodations. The full cost of hotel accommodations will be paid. If the professional association requires the use of a suite for interviewing, the full cost of the suite will be paid.

#### V. Making an Offer

A. The decision to offer an appointment to a candidate must be approved by the department dean before a verbal or written offer can be made by the searching department. Any special circumstances, e.g. shortened length of initial contract, must be approved by the department dean in advance of the offer to the candidate. The specific terms of the offer (including starting salary and start-up funding, as needed) will be negotiated by the department dean in consultation, as appropriate, with the department chair.

B. All appointments at the associate or full professor level must be approved by the Committee on Faculty Appointments before an offer can be made.

C. A reasonable deadline should be set for acceptance of the offer. Many professional organizations stipulate no more than two weeks. A firm deadline helps to ensure the success of the search, as there are frequently strong and viable second choice candidates who will not be able to wait longer than this period.

Contracts. As soon as an offer has been made and accepted, the department chair should send Form B (aka "green" form), attached to a copy of the candidate's CV, to the Office of the Provost. Part III of the *Faculty Search Plan* must be completed and submitted to HR; HR will send the signed form to the Office of the Provost

- D. Form B. Form B, signed by the Provost or Deans of the College, will initiate the writing of the contract. The Provost's Office will send a draft of the contract to the department chair for approval; as soon as the chair has approved the contract, it will be sent to the candidate.
- E. Non-United States citizens/Permanent Residents. If you wish to hire someone who is not a U.S. citizen or permanent resident, you must notify your dean and Tana Ruegamer, Advisor to International Students and Scholars, who handles visa matters for the College. Tana should be contacted as early in the academic year as possible and no later than April 30 for a fall start date. Serious problems may arise when non-U.S. citizens enter the U.S. without the appropriate visa.
- F. Moving Expenses and Research Account. A new tenure-track faculty member is provided with a stipend (taxable) to help defray moving expenses up to a maximum of \$4,000 if the move is within 500 miles; outside that radius, the moving allowance is \$6,000.

### *Limited or Expedited Search Procedure*

Limited and expedited searches are exceptions to our normal hiring procedures. Because they are exceptions, approval of a limited or expedited search must be obtained from your department dean and the provost before a job may be advertised. The College's hiring procedures are in place to assure a fair and open process, and to encourage broad outreach so that our searches will attract a vibrant and diverse pool of candidates. Because limited and expedited searches limit the college's ability to reach a diverse pool of applicants, permission to perform limited and expedited searches will be granted only under extraordinary circumstances. The department and/or department dean should provide specific and concrete information concerning why a limited search should be conducted.

### *Search Process Checklist*

A tenure-track search is an important process subject to state and federal employment laws, as well as College policy. Please use the following checklist to help you navigate the major steps in this process. Also note that hiring guidelines and relevant documents are available on-line (<https://www.wellesley.edu/provost>) or through the human resources website under hiring resources for Manager/Chair (<https://www.wellesley.edu/hr/managerssupervisors>). Check with your department dean if you have questions or concerns about this process.

*Once you have received authorization for the search from the provost:*

- Obtain a copy of the Faculty Search Plan (*see the link mentioned above*)
- Compose the search committee and select a diversity liaison (DL).
- Complete Search Plan Part I and submit to department dean and Cristina DeGaetano Assistant Director of Employment and Recruitment, x3303 (cdgaeta@wellesley.edu). Part I includes the ad text, composition of the search committee and outreach. (*See the link mentioned above*). HR can also be of assistance in exploring additional outreach sources and in demonstrating and instructing Chairs about the online applicant tracking system.
- Once Part I is approved by department dean, Human Resources will submit job ads as identified in Search Plan.

***When applications begin to arrive:***

- All applications are submitted and tracked online. Applications are normally received electronically, and applicants will be acknowledged automatically. Applicants will have the opportunity to voluntarily complete electronic EEO information. Aggregate diversity data will be shared with the department. HR will work closely with the Chair and academic administrator throughout the search process.
- Submit search plan Part II (just the long list) to departmental dean and HR, after ad closing date.
- Select short list and propose candidates for campus interviews. Communicate with department dean to secure authorization for on-campus interviews.
- Departmental Dean will be able to review the EEO data through the online application system for the whole pool, long list (if applicable) and short list of on campus interview applicants.
- Schedule interviews between candidates and department dean by contacting the Assistant to the Provost and Dean of the College, x3583 (email Provost@wellesley.edu).
- The Department administrative assistant will handle all payments and reimbursements related to search. Contact the Manager of Academic Budget & Financial Operations for budget information.

***When the department has voted and wishes to make an offer to a candidate:***

- Contact the department dean for approval to offer the position and to discuss any special terms associated with the appointment (e.g. salary step, length of initial contract, previous experience, start-up costs). Departments are not authorized to make verbal offers without approval of the department dean.
- Submit search plan, Part III to HR.

***When a candidate has accepted the offer:***

- Notify the department dean.
- Submit the hiring form (Form B) (*see link on provost's webpage*) and candidate's CV to Ruth Frommer, Assistant Provost, x3229 (rfrommer@wellesley.edu) to initiate the formal appointment process.

Wellesley College  
Faculty Search Plan  
Prepared by

Office of the Provost and Dean of the College

Wellesley College complies with its internal policy on equal employment opportunity and with state and federal law, which prohibit discrimination against candidates for employment on the basis of race, color, religion, age, sex, sexual orientation, pregnancy, national origin, ethnicity, physical or mental disability, genetic information, veteran's status or membership in uniformed armed services, or any other classes protected by law.

Wellesley College and the Office of the Provost also require that all departments conducting tenure-track searches complete Parts I and II before candidates can be brought to campus for interviews, and complete Part III before a contract can be issued.

Date: \_\_\_\_\_

Department: \_\_\_\_\_

Position: \_\_\_\_\_

Department chair: \_\_\_\_\_

Date review of applications begins (if different from deadline): \_\_\_\_\_

Deadline for acceptance of applications: \_\_\_\_\_

**PART I. OUTREACH PLAN**

Please complete Part I and send a copy to both the Office of Human Resources (Cristina DeGaetano) and the Office of the Provost (your department dean) BEFORE initial advertisements are placed. Outreach plans may be revised and updated throughout the search, and should be discussed with your department dean before outreach plans are finalized.

All ads should have integrated into the text the following language: "Wellesley College is an Affirmative Action/Equal Opportunity Employer, and we are committed to increasing the diversity of the college community and the curriculum. Candidates who believe they can contribute to that goal are encouraged to apply."

A. The job ad: Please place a copy of your proposed job ad here.

B. Newspapers, journals, and online advertisements:

Where do you intend to place ads? What audiences are likely to be reached?

	<i>Name of Publication</i>	<i>Date ad is placed</i>	<i>Target Audience</i>
1			
2			
3			
4			
5			



C. Please summarize below your outreach plans to professional and disciplinary associations, to graduate departments, and to colleagues.

	<i>Name of Contact Person</i>	<i>Title</i>	<i>Professional Association/Graduate Department/Colleagues</i>	<i>Contacted By</i>	<i>Date</i>
1					
2					
3					
4					
5					
6					

D. Please summarize below your outreach plans to minority professional associations and caucuses (including minority online networks and list serves.)

	<i>Association Name</i>	<i>Contact Name</i>	<i>Date of Call</i>	<i>Date of Written Notice</i>
1				
2				
3				
4				
5				

E. Please list the names of the search committee members. Please identify which member of the search committee is the diversity liaison (DL). The departmental search committee should be composed of members from a variety of ethnic and racial groups, if possible, and conform to Articles of Government, Book I, Article VIII, Section 1.C.1.

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_
- 8 \_\_\_\_\_
- 9 \_\_\_\_\_
- 10 \_\_\_\_\_

**PART II. CANDIDATE POOL**

Candidates applying for a tenure-track position will receive an electronic confirmation of their application which will ask him/her to voluntarily self-identify for affirmative action/federal recordkeeping purposes. Information on the pool, in aggregate form is available to share with the Chair and Office of the Provost.

You should discuss your pool of candidates with your department dean before finalizing invitations for on-campus interviews.

Department: \_\_\_\_\_ Position: \_\_\_\_\_

**A. Total number of resumes received**

\_\_\_\_\_ (males)                      \_\_\_\_\_(females)                      \_\_\_\_\_ (not declared)

**B. Names of Applicants to be interviewed Off-Campus (if Applicable) (to be completed by hiring department)  
List must be run by department dean first.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_
12. \_\_\_\_\_

**C. Names of applicants on short list proposed for on-campus interviews. You should meet with your department dean to receive authorization for your list of on-campus interviewees.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### PART III. PROPOSED HIRE

Please present Faculty Search Plan Part III to the Office of Human Resources when the Department has voted to make an offer for the job. An offer must be approved, by the department dean, in advance of being made to a candidate. A formal contract letter will be generated only when a completed copy of Part III is received by the Office of the Provost.

Department/Program: \_\_\_\_\_

Chair: \_\_\_\_\_

Name of Proposed Hire: \_\_\_\_\_

HR Officer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

The signature above certifies that this search has been conducted in accordance with the college's policies on recruitment and hiring. The college makes its hiring decisions based upon the merits, qualifications and abilities of the applicant and it does not discriminate in its hiring practices (or the terms or conditions of employment) based on any classification protected by law. Those protected classifications include race, color, religion, age, sex, sexual orientation, pregnancy, national origin, ethnicity, physical or mental disability, genetic information, veteran's status or membership in uniformed armed services, or any other classes protected by law.

## Guidelines on Interview Questions

The chart below outlines the legal issues that apply to candidate questions. Make sure you understand what you can and should not ask during an interview.

TOPIC	EMPLOYERS MAY ASK	EMPLOYERS MAY <u>NOT</u> ASK
<b>Age</b>	Generally, the only proper question is to verify non-minor status, i.e., “Are you over 18?” “If hired, can you show proof of age?”	Inquiry into the date of birth or age of an applicant
<b>Disability / Handicap</b>	<p>Can you perform the essential duties of the job with or without reasonable accommodation?</p> <p>Would you need an accommodation to perform any of these essential job functions? If so, please explain.</p> <p>These are the attendance requirements, can you meet them? (Should ask all applicants.)</p> <p>You can indicate that an offer may be contingent on the applicant passing a job-related physical examination.</p> <p><i>These questions should only be asked by HR or after consultation with HR.</i></p>	<p>Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/handicap</p> <p>Have you ever been injured on the job or filed a workers’ comp claim?</p> <p>Have you ever been unable to handle work-related stress?</p> <p>Have you ever been treated for drug addiction or drug/alcohol abuse?</p> <p>How much sick time or medical leave did you take at your prior job?</p>
<b>Medical Examinations</b>	<p>Once an offer of employment has been made, an employer may condition that offer on the results of a medical examination conducted solely for the purpose of determining whether the employee, with or without reasonable accommodation, is capable of performing the essential functions of the job.</p> <p><i>This should only be handled by HR.</i></p>	Inquiry into whether an applicant has HIV/AIDS
<b>National Origin / Ancestry/ Citizenship</b>	<p>Are you legally authorized to work in the United States?</p> <p><i>This question should be asked of all applicants, not only candidates who appear to be foreign-born and should only be asked by HR or after consultation with HR</i></p>	<p>Inquiry into the birthplace of an applicant or the birthplace of his or her parents(s), spouse and/ or other close relatives</p> <p>Inquiry into the national origin, ancestry or ethnicity of an applicant</p> <p>Inquiry into whether an applicant for employment or an applicant’s parent(s), and/or spouse are naturalized or native-born citizens of the U.S.</p>
<b>Race/Color</b>	No questions.	Inquiry into the race or color of an applicant <sup>1</sup>
<b>Photograph</b>	No questions.	An employer cannot ask for a photograph to accompany an application

<sup>1</sup> College personnel should not use Facebook or other social media regarding applicants to avoid any potential claims that unlawful factors were considered in the hiring process.

<b>TOPIC</b>	<b>EMPLOYERS MAY ASK</b>	<b>EMPLOYERS MAY <u>NOT</u> ASK</b>
<b>Religious Creed</b>	No questions.	Inquiry into the religious denomination or practices of an applicant, his or her religious obligations, or what religious holidays s/he observes
<b>Sex (Gender)</b>	No questions.	Inquiry into an applicant's maiden name or any question that pertains to only one sex (for example inquiries into marital status only asked of women)  Inquiries into whether applicant has children, plans to have children, or has child care arrangements (see also Family and Pregnancy guidelines, below).
<b>Family</b>	Do you have any commitments that would prevent you from working regular hours?  Can you work overtime, if needed?  Are you now or do you expect to be engaged in any other business or employment? If so, how much time would that require?	How many children to you have?  Who takes care of your children while you are working?  Do you children go to daycare?  What does your husband/wife do?
<b>Pregnancy</b>	No questions.  You may ask about how long the candidate expects to stay on the job, or if there are any anticipated absences, but these questions should be asked of all candidates (male and female).	Are you pregnant?  Do you plan on becoming pregnant?
<b>Sexual Orientation</b>	No questions.	Inquiry into applicant's sexuality (gay, bisexual, lesbian, heterosexual)
<b>Education</b>	Are you presently enrolled or do you intend to enroll in school?  What subjects did you excel in at school?  Did you participate in extracurricular activities in school?  Did you work while attending school?	Who paid for your educational expenses while you were in school?  Did you go to school on a scholarship?  Do you still owe on student loans taken out for school?  When did you graduate high school/college?
<b>Education/ Experience/ References/ Organization</b>	Inquiry into the academic, vocational or professional education of an applicant for employment. Inquiry into the work experience shall also contain a statement that the applicant may include in such history any verified work performed on a volunteer basis.  Inquiry into references.	Questions about education designed to determine how old the applicant is  Inquiry into the organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status
<b>Address/ Residence</b>	Can you be reached at this address? If not, would you care to leave another?	Do you own your own home or rent?  Do you live with your spouse?  With whom do you live

TOPIC	EMPLOYERS MAY ASK	EMPLOYERS MAY <u>NOT</u> ASK
<b>Criminal Record</b>	<p>Employers may ask the following:</p> <p>Have you ever been convicted of a felony? Yes or No?</p> <p>Have you been convicted of a misdemeanor within the past five years (other than a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace)? Yes or No?</p> <p>Have you completed a period of incarceration within the past five years for any misdemeanor (other than a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace)? Yes or No?</p> <p>If the answer to the question above is “yes,” please state whether you were convicted more than five years ago for any offense (other than a first time conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace)? Yes or No?</p> <p><i>These questions should only be asked by HR.</i></p>	<p>It is unlawful for an employer to make any inquiry of an applicant or employee regarding:</p> <p>An arrest, detention or disposition regarding any violation of law in which no conviction resulted.</p> <p>First convictions for the misdemeanors of drunkenness, simple assault, speeding, minor traffic violations, affrays or disturbance of the peace. For the purposes of 804 CMR 3.02, minor traffic violations include any moving traffic violation other than reckless driving, driving to endanger and motor vehicle homicide.</p> <p>Any conviction of a misdemeanor where the date of the conviction or the completion of any period of incarceration resulting therefrom, whichever date is later, occurred five or more years prior to the date of such inquiry, unless such person has been convicted of any offense within five years immediately preceding the date of inquiry.</p> <p>No person shall be held under any provision of any law to be guilty of perjury or of otherwise giving a false statement by reason of his failure to recite or acknowledge such information as he has a right to withhold by 804 CMR 3.02.</p>
<b>Lie Detector Test</b>	No questions.	It is unlawful to require or administer a lie detector test as a condition of employment or continued employment
<b>Military Service</b>	<p>Have you served in the U.S. Military?</p> <p>Did your military service experience and training provide you with skills you could put to use in this job?</p>	<p>Have you served in the army of a foreign government?</p> <p>What type of discharge did you receive from the US military?</p> <p>Can you provide your discharge papers?</p>

## **VI. UNCONSCIOUS BIASES**

We highly recommend Harvard's *Best Practices for Conducting Faculty Searches* as a resource for planning your own search. Consider sharing this document with your department and convening a meeting to discuss its recommendations early in your process. It can be found online:

[https://faculty.harvard.edu/files/fdd/files/best\\_practices\\_for\\_conducting\\_faculty\\_searches\\_v1.2.pdf](https://faculty.harvard.edu/files/fdd/files/best_practices_for_conducting_faculty_searches_v1.2.pdf)

Another resource is a website for the ADEPT (Awareness of Decisions in Evaluating Promotion and Tenure) project <https://adept.gatech.edu/>. ADEPT provides case studies and various forms of reference material relevant to promotion and tenure evaluations. One of the primary goals of the instrument is to assist users in identifying forms of bias in evaluation processes to achieve fair and objective evaluations. Although this website focuses on biases in evaluation of tenure and promotion cases, many of the issues are also relevant at the time of hiring.

## **VII. CONCLUSIONS**

The Office of the Provost and Dean of the College is eager to work with departments to conduct searches with broad outreach that meet federal and state regulations. We also look forward to improving the effectiveness of our recruitment efforts. We remind everyone involved in the hiring process that the College makes its hiring decisions based upon the merits, qualifications and abilities of the applicant and it does not discriminate in its hiring practices (or the terms or conditions of employment) based on any classification protected by law. Those protected classifications include race, color, religion, age, sex, sexual orientation, pregnancy, national origin, ethnicity, physical or mental disability, genetic information, veteran's status or membership in uniformed armed services, or any other classes protected by law.