

**"Strength,  
Diversity,**

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# Contents

## Diversity Statement

*CSULB seeks to recruit administrators and staff who enthusiastically support the University's strong commitment to the academic success of all of our students, including students of color, students with disabilities, students who are first generation to college, veterans, students with diverse socio-economic backgrounds, and students of diverse sexual orientations and gender expressions. CSULB seeks to recruit and retain a diverse workforce as a reflection of our commitment to serve the People of California, to maintain the excellence of the University, and to offer our students a rich variety of expertise, perspectives, and ways of knowing and learning.*

*CSULB 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, Vietnam era veteran status, or any other veterans' status. CSULB is an Equal Opportunity Employer.*

## Equal Employment Opportunity Statement

*CSULB 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, Vietnam era veteran status, or any other veterans' status. CSULB is an Equal Opportunity Employer.*

### Questions?



# Compliance Guidelines for

# CSULB Search Committee Practices to Enable Equity\*

## Search Committee Composition

- Include staff who are committed to diversity and excellence.
- Ensure that women and minority staff members have equal opportunity to serve on search committees.
- Include staff members from other fields to enhance equity and create a more explicit and open discussion.

## Job Description/ Position Announcement

- Include language that expresses an interest in candidates who will advance our commitment to diversity.
- Broaden the job description to attract the widest possible range of qualified candidates.
- Advertise in venues that reach women and underrepresented minorities, such as special subgroups of professional organizations or focused conferences.
- Note in the ad that CSULB has family friendly policies.

## Active Recruiting

- Go beyond the 'usual' range of institutions from which you recruit.
- When contacting colleagues, specifically ask for recommendations of candidates from groups who have teaching and research experience in working with underrepresented communities, in addition to other recommendations.
- Consider candidates who may be currently under-placed and thriving at less well-ranked institutions.
- If multiple searches are taking place in your department, consider using a single search committee for all positions, to allow the consideration of a broader range of applicants.
- Consider hiring outstanding former students after they have had experience elsewhere.

## The Interview

- Avoid illegal and discriminatory questions.
- Use a standard protocol for each campus visit.
- Give candidates the opportunity to talk with others – not the search committee and not even in the same department – about gender and climate issues.

## Evaluating Candidate

- Self-correction – be aware of the possibility of your own unconscious bias.
- Agree upon evaluation criteria and ground rules for the search committee and stick to them.
  - » Agree on rules of discussion and how to handle disagreement.
  - » Agree on a method for determining who will be invited to campus.
- Develop evaluation and interview tools to enable consistency.
- Slow down.
  - » Make time to review the entire application.
  - » Look for non-stereotypical evidence.
- Calibrate the committee.
  - » Review and discuss one or two CVs before beginning the review process.
- Do not rank immediately.
  - » Consider alternatives to rank ordering, such as summaries of each finalist or creating multiple lists.
- Insist on the evidence.
  - » Require staff members to back up statements and opinions with facts and evidence.
  - » Avoid speculation or "crystal ball gazing."

*\*Document Courtesy of UCLA's Staff Toolkit*

## Questions?

Website: [Office of Equity & Diversity](#) | Email: [larisa.hamada@csulb.edu](mailto:larisa.hamada@csulb.edu) | Phone: 562 985-8256



**Committed, single-minded focus or hard-worker:** These terms could be cloaking a bias against care-givers, those staff members who cannot depend on what Williams (2000) calls a “flow of family work” which allows ideal workers to log long hours in the office while still having their material needs met.

### [Additional Resources:](#)

***What is implicit bias?*** [Click here](#) for a short educational video from American Bar Association, produced for the UC System.

***For more information,*** [click here for Harvard’s Study](#).

### [Additional Articles:](#)

Interrupting the Usual: Successful Strategies for Hiring Diverse Staff

Daryl G. Smith, Caroline S. Turner, Nana Osei-Kofi, Sandra Richards

*Journal of Higher Education*, 75.2 (2004) 133-160. [Click here for the article.](#)

How to Diversify the Staff

Daryl G. Smith

*Academe*, Vol. 86, No. 5 (Sept. – Oct., 2000), pp. 48-52. [Click here for the article.](#)

### [UCLA’s Implicit Bias Video Series\\*](#)

Click below for UCLA’s Implicit Bias Videos:

1. [Preface: Biases and Heuristics](#)