More About the Course

Thank you for your interest in the **Building a Successful, More Inclusive Search** course materials, resources and tools. This program was developed to encourage faculty, administrators and other campus workers to keep an open mind as they consider important diversity and inclusion topics during the recruitment and selection process. The following is additional information to assist you as you make your purchasing decision.

As a course facilitator, you'll have an opportunity to assist learners in acknowledging where they are in their diversity and inclusion journey, what their preconceived and unconscious biases are and where they can stretch. The materials in the Facilitator's Guide are intended to assist facilitators on higher education campuses in:

- expanding the learner's understanding of talent acquisition strategies in the context of diversity and inclusion;

- aiding the learner in his or her ability to move beyond the status quo and consider further or new inclusive strategies; and

- leading discussions that will assist in developing a collective strategy to expand recruitment efforts to attract a more diverse pool of applicants.

The guide is structured to facilitate a one-day workshop introducing new recruitment strategies and ultimately to have the learners apply these new practices to existing faculty and staff search committees. The materials are easily customizable to fit the audience's familiarity and experience with diversity, equity and inclusion concepts as they relate to talent acquisition and talent management strategies on campus.

Course Objectives

There are four modules, each of which addresses a different element of the recruitment and hiring process. The modules illustrate where search committee leaders can add value to each step of existing and new hiring practices to enhance the diversity of the workforce.

These modules use a faculty search process to illustrate these practices, because historically these have been among the more complex searches to conduct. Nevertheless, the practices and leadership roles demonstrated here can apply to searches for all levels of faculty, administrative and staff positions.

- **Module One** focuses attention on conducting pre-search activities that expand outreach and recruitment efforts to enrich the diversity of the applicant pool.

- **Module Two** highlights search committee practices that enhance committee members' capabilities to approach new processes and procedures with an open mind.

- **Module Three** illustrates practices that enhance search committee members' capability to identify and select candidates in an inclusive manner.

- **Module Four** demonstrates practices that help sustain and evolve effective outreach and recruitment methods and better ensure that new hires are retained.

The Video Clips

To help think through search processes, the Building a Successful, More Inclusive Search course uses video segments based on actual stories from the higher ed HR community. The videos provide a unique opportunity to view common practices juxtaposed with more effective, evidence-based practices. These contrasting illustrations are presented as Old School vs. New School behaviors and practices throughout the course. The Old School/New School methodology enables the learner to recognize the elements of typical, less effective practices and identify specific actions a search committee can take to create a more effective, more inclusive search.

The interactions depicted in the videos apply to all types of higher ed institutions — 2-year, 4-year, public, private, liberal arts, comprehensive, research and specialty colleges and universities — as well as to a wide range of talent searches that use committees, from supervisors to mid- and senior-level administrators.

The search committee depicted in the course videos is a fictitious institution – Springfield University. The search committee is seeking to fill a faculty vacancy in the psychology department. The committee includes a university-level administrator, an academic dean, three faculty members (one of whom is the chair of the department) and a senior HR professional. The composition of Springfield U's committee is intentionally designed to represent the diverse roles and perspectives that could be experienced on campus search committees.

In the following pages, we'll briefly provide you what the facilitator and learner can anticipate in terms of content covered and what messages the Old School and New School videos provide.

Module One

The focus in Module One is on pre-search efforts that broaden outreach and recruitment efforts. The objective is to develop effective strategies and tactics in the pre-search phase of the hiring process. It's particularly applicable to those leading search committees seeking to align recruitment efforts with the diversity and inclusion strategic plan and other institutional policies and practices.

Video Clip Scenario Summaries

- **Video 1.1 – Introducing Springfield University**. This is the initial planning discussion of the faculty and administrators on the search committee. Observe that maintaining the status quo of previous search efforts will lead to unintentional barriers.

- **Video 1.2 – Jump Starting the Search Process.** The committee is ready to move forward with its work, but it quickly becomes clear that individual committee members have their own ideas and agendas.

- **Video 1.3 – Advancing the Discussion.** The chief HR officer has tried to be included in this discussion about hiring, but has been excluded. Observe the results when a committee member's input is excluded.

- **Video 1.4 – Is This a Runaway Train?** Observe the impact when the group seems to be intent on following their old ways of doing things.

- **Video 1.5 – Moving to an Effective Approach.** Now observe a New School scenario to see how alternative leadership behaviors can be more effective.

- **Video 1.6 – A Better Way to Plan Ahead.** Observe a New School approach to marketing an impending departmental vacancy.

- **Video 1.7 – Opening the Minds of the Search Committee Members.** In this New School video clip, observe some ways to debunk myths and misconceptions that are barriers to members having an open mind about who they can attract.

- **Video 1.8 – More Transformative Search Committee Leadership.** Each committee member is seen as a valued contributor to the dialogue about how to succeed in increasing the diversity of the committee's outreach endeavors.

Module Two

The focus in Module Two is on search procedures, practices and policies that encourage search committee members to approach the search process with an open mind. The objective is to identify and discuss ways to collaborate with the department and senior leaders to work toward achieving diversity goals. As in Module One, the videos start with the Old School approach and then show the New School approach.

Video Clip Scenario Summaries

- **Video 2.1 – Search Committee Work Continues.** Recall from Module One that the search committee members have been encouraged to think more intentionally about the committee's recruitment strategy and specific ways to cast a wider net. We drop in on the search committee two weeks later, to observe how that is going.

- **Video 2.2 – The Dean Interjects.** Observe how, despite good intentions, misunderstandings can result when minority committee members are isolated.

- **Video 2.3 & 2.4 – The Committee Discussion Continues.** It's clear that the existing recruiting strategy is disjointed, with limited efforts being made in outreach and marketing. Watch what happens next and identify the barriers to an inclusive search process.

- **Video 2.5 – As for Plan C …** Observe how inaccurate assumptions by the search committee members lead to less inclusive outcomes. Attracting candidates through prior networks produces the same results and may overlook viable candidate(s).

- **Video 2.6 – Committee Composition – Inclusive Introductions.** In this New School version of the meeting, we see an effective means of demonstrating inclusion through the introduction of an important new committee member.

- **Video 2.7 – Making the Connection.** See what happens when senior leaders actively help to make the connection between institutional mission, diversity, equity and inclusion, and the search committee process.

Module Three

The focus in Module Three is on search procedures, practices and policies that enhance the identification and selection of candidates in a manner that is inclusive. The objective is to discuss ways to collaborate in candidate selection to ensure that the institution's goals for diversity are met.

Video Clip Scenario Summaries

- **Video 3.1 – Behind Closed Doors.** View the impact of closed-door interaction between two search committee members on the dynamics of candidate selection. Notice how it reveals several barriers that prevent the selection process from being as inclusive as it should be.

- **Video 3.2 – Later That Day…** The full search committee assembles to discuss which candidates should move forward to the interview phase. However, the group seems to lack a standardized process for their deliberations. Observe the results of this ineffective practice.

- **Video 3.3 – The Short List.** As the committee works to round out a short list of candidates, observe the effect of closed door interactions outside the committee meeting.

- **Video 3.4 – Behind the Scenes Thoughts of the CHRO.** Gain insight into what the chief HR officer is really thinking through the process of rounding out the short list of candidates.

- **Video 3.5 – A Fresh Approach.** This is a different view of the search committee when its leaders take a more effective role in shaping candidate selection by considering a structured and balanced evaluation process.

- **Video 3.6 – Determining the Evaluation Criteria.** In this New School scenario, observe the results of communicating a process of implementing an effective evaluation rubric for candidate selection.

- **Video 3.7 – Thinking Outside the Box.** In this clip, observe how the diversity and inclusion needs of the hiring unit and of the institution can be met by thinking outside the box.

- **Video 3.8 – An Encouraging Outcome.** In this final New School video clip, observe the importance of attending to diversity, equity and inclusion in the search process as a means to ensure the vitality of the university.

Module Four

In Module Four, the focus is on post-search activities that sustain effective outreach and recruitment methods to new candidate pools and that help ensure the retention of new hires. This section is intended to help foster interdepartmental collaboration in making both the offer process and new hire onboarding more inclusive.

Video Clip Scenario Summaries

- **Video 4.1 – Engaging a Distracted Committee in Welcoming and Following Up With Applicants.** This clip offers a view of the implications of not crafting a warm welcome for a new colleague.

- **Video 4.2 – Equity Considerations**. A view of the leadership behaviors that lead to a proactive approach to equity considerations.

- **Video 4.3 – Search Committee Rapport**. This New School video clip offers a stark difference in search committee rapport.

- **Video 4.4 – Looking Ahead Toward Future Success.** Now that a series of actions has been established to welcome the new hire, this clip demonstrates the importance of paying attention to what the institution can learn from the New School process.