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## *College of Science Searches Rule*

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### **CONTEXT FOR THE RULE**

The College of Science is committed to advancing the diversity of our faculty and staff and enhancing research and learner success. To help achieve this end, COS includes specific expectations in position descriptions, position announcements, and search procedures.

This Rule applies to all searches for faculty and staff positions funded primarily by education and general (“E&G”) funds, except (a) “pool” hires and (b) those with a Waiver of Search.

### **RULE CONTENT – PROCESS FOR SEARCHES**

Hiring managers and search committee members/chairs are advised to obtain general guidance and strategies for equal opportunity, affirmative action, and diversity in the search process from the Office of Equal Opportunity and Access (EOA). Training for committee members on Affirmative Action and Equity in Hiring Processes can be requested at this site <https://eo.oregonstate.edu/training>.

Please consult the documents below (also see Resources Section at the end of this document) for OSU best practices in terms of search process roles, position descriptions, recruiting practices, applicant screening, etc.

Searches should:

- review OSU’s Recruitment and Selection Policy (<https://hr.oregonstate.edu/jobs/searchexcellence/policy>),
- review the affirmative action and equal opportunity practices in the search process (<https://eo.oregonstate.edu/affirmative-action>)
- and, follow OSU best practices for recruiting a diverse pool of applicants, as outlined in OSU Search Advocacy training and in the HR guidelines at the website <http://hr.oregonstate.edu/search-excellence>.

### **RULE CONTENT – CoS SEARCH COMMITTEE GUIDELINES**

COS will follow OSU best practices developed during the Provost Initiative hires. These are:

1. Search Committee Chairs should have completed Search Advocate Training.
2. A Search Advocate, currently up-to-date, from outside the hiring unit (preferably outside the College) must be a part of the search committee.
3. In the rare event a Search Advocate is not available or cannot be obtained, the Search Chair must consult with the COS Director of Equity, Access and Inclusion prior to moving forward with the search to ensure proper steps are being taken to provide for an equitable search.
4. Search advocates will be involved in the process along with the search committee before the position description is finalized and before it is posted, and will be included as a committee member at every stage of the process through the final hiring recommendation. Search advocates work to help the committee identify practices which minimize the effects of unconscious and unintentional biases.
5. The hiring authority and the College of Science Human Resources Strategic Partner or their designees should meet with the search committee, including the search advocate, to charge the committee and to discuss expectations for the search.
6. Search committee effort should be directed toward the recruitment of a qualified and diverse applicant pool. This includes the use of personal contacts and networks to identify potential candidates and encourage applications from underrepresented groups.
7. COS faculty/staff within the hiring unit and other stake holders of the position are also expected to engage in identifying potential candidates and encouraging applications from underrepresented groups.
8. The hiring authority – typically the Dean – or that person’s designee will review and approve the applicant pool prior to each stage of the process: e.g. reference checking; phone interviews; campus interviews, etc. This review is to ensure alignment with diversity and student success goals.

Applicant pools that are not as diverse as the available pool of potential candidates, or that do not adhere to these guidelines, may result in a restart of the search.

Special searches (Student Success, Provost Initiative, etc.) may have additional steps.

## **RULE CONTENT – HIRING AUTHORITY**

The dean or their designee is the hiring authority for all positions within the College of Science. The dean normally retains that authority for direct reports to the dean (associate deans, department heads, etc.) and for all tenure-track faculty. The dean normally delegates hiring authority to the unit head for non-tenure-track faculty, professional faculty and other positions within a unit or to an associate dean for positions within the Dean’s Office. In some cases, such as faculty research associates

and research associates, the dean may delegate the hiring authority to a faculty member.

Application materials for most searches will typically request a cover letter, addressing the candidate's vision for the position that they are applying for, and a CV. In addition, the following documents are required for specific searches.

## **RULE CONTENT – REQUIRED APPLICATION MATERIALS FOR TENURE-TRACK FACULTY**

As applicable to position:

1. Statement of current and proposed research interests;
2. Statement of teaching philosophy, experience and interest;
3. Statement on DEI with a demonstrated commitment to diversity, equity and inclusion; The following language is to be used when asking for a DEI Statement: “A demonstrated commitment to diversity, equity and inclusion can be related to professional work, volunteer work or in one’s personal life. The College of Science values your experience working with or supporting individuals with marginalized identities of race, ethnicity, class, gender, sexual orientation, ability, status and others.”
4. Statement on a candidate’s philosophy to open-mindedness within the academy is to be addressed in a cover letter in addition to other minimum qualifications. A separate statement outside of the cover Letter is not needed. Please use the following language in requesting the inclusion of this statement: “A candidate’s philosophy to open-mindedness for diverse ideas within the academy including those different from one’s own and a commitment to free inquiry based on evidence and criticism. OSU references and context can be found in OSU’s self-study for accreditation, particularly p. 79-83:  
[https://accreditation.oregonstate.edu/sites/accreditation.oregonstate.edu/files/2019\\_year\\_seven\\_self-evaluation\\_report\\_with\\_appendices.pdf](https://accreditation.oregonstate.edu/sites/accreditation.oregonstate.edu/files/2019_year_seven_self-evaluation_report_with_appendices.pdf)”

These statements are required. Please emphasize that if this statement is not addressed in the cover letter, the candidate will NOT be considered for the position.

## **RULE CONTENT – REQUIRED APPLICATION MATERIALS FOR NON-TENURE-TRACK FACULTY (INSTRUCTIONAL AND RESEARCH POSITIONS)**

As applicable to position:

1. Statement of current and proposed research interests;
2. Statement of teaching philosophy, experience and interest;
3. Statement on DEI with a demonstrated commitment to diversity, equity and inclusion. The following language is to be used when asking for DEI Statement: “A demonstrated commitment to diversity, equity and inclusion can be related to professional work, volunteer work or in one’s personal life. The College of Science values your experience working with or supporting individuals with marginalized identities of race, ethnicity, class, gender, sexual orientation, ability, status and others.”
4. Statement on a candidate’s philosophy to open-mindedness within the academy is to be addressed in a cover letter in addition to other minimum qualifications. A separate statement outside of the cover letter is not needed. Please use the following language in requesting the inclusion of this statement: “A candidate’s philosophy to open-mindedness for diverse ideas within the academy including those different from one’s own and a commitment to free inquiry based on evidence and criticism. OSU references and context can be found in OSU’s self-study for accreditation, particularly p. 79-83:  
[https://accreditation.oregonstate.edu/sites/accreditation.oregonstate.edu/files/2019\\_year\\_seven\\_self-evaluation\\_report\\_with\\_appendices.pdf](https://accreditation.oregonstate.edu/sites/accreditation.oregonstate.edu/files/2019_year_seven_self-evaluation_report_with_appendices.pdf)”

These statements are required. Please emphasize that if this statement is not addressed in the cover Letter, the candidate will NOT be considered for the position.

## **RULE CONTENT – REQUIRED APPLICATION MATERIALS FOR PROFESSIONAL FACULTY AND CLASSIFIED STAFF**

Statement on DEI with a demonstrated commitment to diversity, equity and inclusion. The following language is to be used when asking for a DEI Statement: “A demonstrated commitment to diversity, equity and inclusion can be related to professional work, volunteer work or in one’s personal life. The College of Science values your experience working with or supporting individuals with marginalized identities of race, ethnicity, class, gender, sexual orientation, ability, status and others.”

## RULE CONTENT – POSITION SUMMARY LANGUAGE

The Position SUMMARY section will include the following language:

“OSU has an institution-wide commitment to diversity, inclusive excellence, and community. We actively engage in recruiting and retaining a diverse workforce and student body that includes members of historically underrepresented groups. We strive to build and sustain a welcoming and supportive campus environment. OSU provides leadership opportunities for people interested in promoting and enhancing diversity, nurturing creativity and building community. All employees are responsible for helping to maintain and enhance OSU’s collaborative and inclusive community that strives for equity and equal opportunity.

The College of Science is deeply committed to upholding the values of anti-racism, diversity, justice and equity — cornerstones of institutional and scientific excellence. Through our rich collection of people, ideas and perspectives, we engage in a healthy, constructive dialogue to learn, inform our research and make discoveries. Our Diversity Action Plan (<https://science.oregonstate.edu/diversity-plan>) informs our work to ensure all have equitable access to succeed in science, work to dismantle systems of oppression, embed equity in everything we do and create a climate of trust, understanding and inclusion.”

## RULE CONTENT – POSITION DUTY LANGUAGE

The Position DUTY section will include this introductory paragraph:

All COS employees are expected to demonstrate a commitment to diversity and inclusion, including efforts promoting equitable outcomes among learners of diverse and underrepresented identity groups. For further explanation of CoS vision and principles, please see information on the CoS Diversity Action Plan: <https://science.oregonstate.edu/diversity-plan>.

**Specific activities** in research, teaching, service, and/or other duties that demonstrate a commitment to diversity and inclusion may be appropriate in some positions.

## RULE CONTENT – REQUIRED QUALIFICATION SECTION

The Required Qualifications section must include elements related to equity and inclusion, teaching excellence and mentoring as appropriate.

Sample language for Required Qualification section:

- A demonstrated commitment to diversity, equity and inclusion including a commitment to educational equity and to advancing the participation of diverse groups in science.
- Demonstrated ability or significant potential for teaching excellence and commitment to student success which can benefit the graduate and undergraduate programs of COS.
- Demonstrated ability or significant potential for mentoring undergraduate students, graduate students, and postdoctoral scholars.

### **RULE CONTENT – OTHER POSITIONS**

It is the College’s intent that good search advocacy processes be applied to all recruitments funded by education and general (“E&G”) funds. It is recognized that the nature of the position, size of search committee, and breadth of recruitment will vary. We are also aware of the need to increase the number of Search Advocates available to assist in searches within and outside the college.

### **RULE CONTENT – KNOWN APPLICANTS AND CONFLICTS OF INTEREST**

All COS searches will follow best practices for **addressing implicit bias and conflicts of interest**. A statement on known applicants and conflicts of interest (from our Search Advocate program) is described at the end of this document.

### **RESOURCES**

1. A toolkit developed by the President and Provost’s Leadership Council for Equity, Inclusion and Social Justice in 2020 (<https://diversity.oregonstate.edu/faculty-recruitment>), is designed to serve as a resource for tenure-track search committees and administrators at Oregon State University.
2. Recruitment Resource Guide <https://eoa.oregonstate.edu/recruitment-resource-guide>

### **RULE HISTORY**

Revision Date	Description
10.27.2017	Initial version
08.20.2019	Initial posting to CoS Rule and Processes website
02.18.2020	Revised for known applicants, COI, and to specify Rule for all searches
09.29.2022	Revised for DEI requirements and requirements on a statement on open-mindedness. Revised for process elements, resources available to search committees for training, conversion to rule and other.

## Known Applicants & Conflicts of Interest – Promising Practices

BEFORE REVIEWING APPLICATIONS
<p><b>Initial discussion:</b> Before beginning to screen, committee members should disclose which applicants they know and how they know them. These questions may help guide the discussion:</p> <ol style="list-style-type: none"><li>1. Which of these applicants (if any) do you know?</li><li>2. How do you know them?</li><li>3. Would you be advantaged or disadvantaged (personally or professionally) if they were selected?</li><li>4. Can you evaluate them objectively?</li><li>5. Will you agree to withhold outside information about them until/unless the search committee decides to consider such information later in the process?</li><li>6. What steps will we as a committee take to mitigate any potential OR perceived bias?</li></ol> <p>A committee member might not recognize a candidate's name at first, so begin each remaining search committee meeting by asking whether anyone has <i>now</i> realized that they know any of the candidates.</p> <p><b>Conflict of interest (COI):</b> A relationship with a candidate may pose a <i>conflict of interest</i> if it could hinder a committee member's ability to evaluate the candidate objectively, often because the committee member might benefit personally or professionally (or occasionally because they might be disadvantaged personally or professionally) if the candidate were selected. Examples of COIs include (but are not limited to) the following:</p> <ol style="list-style-type: none"><li>1. Committee member and candidates share any relationship described in OSU's <a href="#">P&amp;T guidelines</a> or <a href="#">Consensual Relationship policy</a></li><li>2. The committee member experienced significant personal, professional, or economic advantage/disadvantage resulting from research/policy work performed by the candidate</li><li>3. The committee member is serving as a reference for an applicant</li></ol> <p>Any committee member with a <i>conflict of interest</i> or one who may not be objective about a candidate should consider resigning from the committee unless their content expertise is essential to the search process. <i>Even the appearance of favoritism can make it difficult for the successful applicant to be accepted and can damage their chance of success.</i></p> <p><b>Known applicants:</b> Refrain from providing outside personal/ professional knowledge about an applicant's strengths, weaknesses, performance, etc. until <i>after</i> interviews. Credible knowledge of an egregious issue which must be considered sooner may be communicated privately to the search chair, search advocate, or hiring manager.</p>
APPLICATION REVIEW
<p>Discuss only the materials provided by applicants. <i>Everyone has a story, but committee members only know the stories of a few. Keep the application review as equitable as possible for all applicants.</i></p> <p>If known information must be shared (or is accidentally shared) for one or more applicants, discuss how to obtain similar information for other candidates still under consideration before the next round of screening decisions.</p>
INTERVIEWS
<p><b>Before:</b> without sharing specific information about known candidates, committee members may suggest interview questions to explore related qualifications or performance skills that are relevant to the job for all candidates.</p> <p><b>After:</b> if needed, relevant and credible information about known applicants may be shared <i>after</i> interviews:</p> <ul style="list-style-type: none"><li>• <b>Facts</b> - share factual information, not judgments or feelings: <i>"She was often late to meetings" vs. "She was lazy and disorganized."</i></li><li>• <b>Source</b> - if the information about an applicant comes from someone else, consider the reliability of the source.</li><li>• <b>Relevance</b> - consider whether the information is relevant to the job for which you are hiring. <i>"His driving is dangerous"</i> may not be a problem if driving is not part of the job.</li><li>• <b>Evidence</b> - avoid jumping to conclusions or making assumptions. Ask yourself whether the new information supports your conclusions or whether it raises questions which require additional evidence to answer.</li><li>• <b>Seek comparable information for unknown candidates</b> - track what you are learning about known applicants and <i>plan reference checks to collect similar information for unknown applicants.</i></li></ul>
REFERENCES
<p>In addition to any questions you may already have:</p> <ul style="list-style-type: none"><li>• <b>For known applicants:</b> Make sure to ask questions of references that may confirm or deny the hypotheses you have made based on the input of committee members who may know the applicant.</li><li>• <b>For unknown applicants:</b> Fill in gaps where you have less information about unknown applicants than known by asking intentional questions of references.</li></ul>

Source: OSU Search Advocate program, November, 2019