



Purpose and Overview

- Achieve our LSU Flagship 2020 diversity goals.
- Increase our ability to attract diverse faculty and staff hires at LSU.
- Enhance a culture where diversity is embraced.
- Provide resources and techniques to assist search committees in finding and recruiting viable diverse candidates.

LSU Flagship 2020 Diversity Goal

Strengthen the intellectual environment by broadening the cultural diversity of the LSU community.

Performance indicator: Increase diversity among **faculty**, staff, and students.

LSU Diversity Statement

Diversity is fundamental to LSU's mission and the University is committed to creating and maintaining a living and learning environment that embraces individual difference. Cultural inclusion is of highest priority.

LSU recognizes that achieving national prominence depends on the human spirit, participation, and dedicated work of the entire University community. [*Flagship: 2020*](#) will be realized by bringing together diverse ideas, perspectives, skills, and talents of the nation's pre-eminent scholars, brightest students, and leading higher education professionals.

LSU Diversity Statement

Through its [Commitment to Community](#); LSU strives to create an inclusive, respectful, intellectually challenging climate that embraces individual difference in race, ethnicity, national origin, gender, sexual orientation, gender identity/expression, age, spirituality, socio-economic status, disability, family status, experiences, opinions, and ideas.

LSU proactively cultivates and sustains a campus environment that values open dialogue, cooperation, shared responsibility, mutual respect, and cultural competence— the driving forces that enrich and enhance cutting edge research, first-rate teaching, and engaging community outreach activities.


Faculty Position Announcement

- ✓ Define the position in the widest possible terms to cast a far-reaching net of potential applicants.
- ✓ Establish applicant screening criteria based on position qualifications, not personal preferences.
- ✓ Position should seek value-added candidates.
- ✓ Recruitment timeline should be established allowing time to source and recruit a qualified and diverse applicant pool.

<i>Proactive Recruitment Strategies versus Passive Advertisement</i>	
Passive Advertisement (Traditional)	Proactive Recruitment (Strategic)
<ul style="list-style-type: none"> • Discipline-specific journals • LSU Careers website • News sites 	<ul style="list-style-type: none"> • Make personal contacts • Constant and proactive recruitment activities • Cultivate relationships with diverse colleagues & students • Female, minority and other diversity caucuses • Open forums / discussions • Targeted recruitment contacts for distribution at conferences • Former Louisiana residents & alums that are faculty members at other institutions • Social media / Listservs • <i>Diverse: Issues in Higher Education & Insight into Diversity</i> – ads paid for by Office of Diversity


Boast **Boast** Boast **Boast** **Boast**

What do you put in a TOASTER?



Most people put **BREAD** in a toaster!

Dr. Rovaris LSU



Blink: The Power of Thinking Without Thinking
by Malcolm Gladwell

58% of CEO's of Fortune 500 companies are 6' or taller

Only 14.5 % of all U.S. men are 6' or taller

Further, 30% of CEO's were 6'2" or taller

Only 3.9% of all U.S. men are 6'2" or taller

Examples of Biases

Similar to Me

Similar attributes/
background



Negative Stereotypes

Presumptions of
incompetence

Positive Stereotypes

Presumptions of
competence

Raising the Bar

Uneven
expectations

Snap Judgments

Judgments with
insufficient
evidence

Interrupting Bias in the Faculty Search Process



Overcoming Biases during the Review of Applications

- Evaluation methods should be as objective and measurable as possible.
- Ensure the evaluation criteria is applied consistently for all applicants.
- Refrain from making assumptions about candidates; evaluate only the actual information provided.
- Recognize and appreciate diversity in others.

Be aware of your own biases.

Obligation of Diversity Advocate

The Diversity Advocate is a member of the search committee who ensures all members of the committee take an active role in promoting diversity. The Diversity Advocate is also charged with keeping a focus on diversity during the building of an applicant pool, the selection process, and campus interviews.

Obligation of Search Committee Chair

- 1) The day after the deadline an EEO summary with demographic data will be provided by the HRM Staffing Partner.
- 2) Once applicants have been reviewed, provide the shortlist of approx. 10 candidates to the HRM Staffing Partner. A 2nd EEO summary will be provided of the shortlist the following day.
- 3) Submit the names of the finalists to the HRM Staffing Partner **PRIOR** to invitation for final interviews. A final EEO summary will be provided the following day.

Advised to work through departmental HR Contact for communications and submissions to the HRM Staffing Partner.

Search Committee Resources

LSU Office of Human Resource Management

Christie Dillon, Recruiting Manager, clefiles@lsu.edu, 8-8334

Brandi AlJariri, Asst Director of Employment, baljariri@lsu.edu, 8-0939

Mimi Singer, Executive Director of Employment, mimir@lsu.edu, 8-8392

Liz Johnson, Executive Recruitment Manager, lroberson@lsu.edu, 8-8292

Gaston Reinoso, EEO Executive Director, gastonr@lsu.edu, 8-8410

Search Committee Resources

LSU Office of Diversity

Dereck Rovaris, Vice Provost and Chief Diversity Officer, drovaris@lsu.edu, 8-5736

Questions?



Office of the President

October 3, 2014

Dear Deans and Search Committees,

LSU is fully committed to enhancing diversity, and it is through your efforts that our campus is shaping a vision of what true diversity looks like. This year has witnessed record enrollment of African American, Asian, and Latino/a freshmen students, which has been coupled with record numbers of graduates from these groups. While we have made tremendous headway in addressing the student diversity portion of the Flagship 2020 agenda, we must now take on the challenge of further diversifying our faculty.

We will accomplish this in two ways. First, we will provide ongoing and continuous support for current faculty members, and secondly, we will aggressively seek diverse candidates for our various faculty openings.

The *Office of Diversity*, in conjunction with the Office of Human Resources Management, has created an engaging and informative workshop that will help search committees in this latter endeavor. Our goal is to provide these search committees with the tools necessary to create a diverse pool of applicants. This should ultimately produce greater faculty diversity. All search committees are asked to participate in one of these hour-long workshops.

We are committed to achieving the kind of diversity our institution richly deserves. LSU will continue to provide the support necessary to make this goal a reality, and we thank you for your efforts toward this end.

Sincerely,

A handwritten signature in black ink that reads "F. King Alexander".

F. King Alexander
LSU President



EEO Guidelines for Interviewing Applicants

Source: U.S. Equal Employment Opportunity Commission

TOPIC	OK TO ASK	NOT OK TO ASK
Employment	Any question related to education, experience, strengths and weaknesses, promotions, accomplishments, current salary, salary requirements, reasons for leaving a position.	None
Age	No acceptable pre-employment inquiries. (The exception, as always, is when you can prove that age is a bona fide occupational qualification – i.e., is necessary to perform the job, usually difficult or impossible to prove.)	Any question designed to discover someone's age.
Arrest Record	No acceptable pre-employment inquiries. (Law enforcement agencies are exempt from this restriction)	Any inquiry relating to arrests. Since, under our judicial system, you are presumed innocent until proven guilty.
Availability for Saturday or Sunday Work (pertaining to Religious discrimination)	Although you may want to know about an applicant's availability for Saturday or Sunday work, the answer may not do you any good since even when an applicant's religious observance makes him or her unavailable for weekend shifts, this fact cannot be used in any hiring decision. Title VII requires employers to make "reasonable accommodation" even for a "prospective employee's religious observance", unless it causes "undue hardship". If you decide to ask, let the applicant know that a reasonable effort will be made to accommodate any religious needs should he or she be hired.	Any question about religious observance.
Availability for Weekend or Evening Work (pertaining to sex discrimination)	Inquiries about an applicant's availability for evening and/or weekend work provided that the inquiry is made of both male and female applicants and provided that the person now doing the job works evenings and/or weekends, or that a definite change in schedule is being implemented.	Asking this question because you think you'll want the person to work evenings or weekends. (Reason: Question is likely to have a discriminatory impact on applicants with families – particularly women.)
Citizenship	Whether the applicant is prevented from lawfully becoming employed in this country because of visa or immigration status. Whether applicant can show proof of citizenship, visa or alien registration number after being hired.	Whether applicant is a citizen. Any requirement that the applicant present birth, naturalization, or baptismal certificate before being hired.
Convictions	It is all right to inquire about an applicant's conviction record for "security sensitive" jobs, since it has been shown that people with high conviction rates are poor risks for these jobs. "Security sensitive" jobs include not only the obvious – treasurer, cashier, etc. – but peripheral positions as well – janitor, typist, trucker or other jobs where the employee would be working near a security sensitive area.	Questions about conviction unrelated to job requirements – e.g., inquiries about gambling arrests for the job of pipefitter.
Credit Inquiries	No acceptable pre-employment inquiries unless job related.	Inquiries about charge accounts, bank accounts, etc.

TOPIC	OK TO ASK	NOT OK TO ASK
Family Status	Whether applicant has any activities, commitments, or responsibilities that might prevent him or her from meeting work schedules or attendance requirements. NOTE: These questions must be asked of both men and women or of neither.	Whether the applicant is married or single, number and age of children. Asking only women about child-care arrangements.
Financial Status	No acceptable pre-employment inquiries.	Inquiries about an applicant's financial condition, home or car ownership (unless owning a car is required for the job) have been found to result in discrimination against minorities since more non-whites than whites are below the poverty level.
Disabilities	Are you able to perform the essential functions of the job with reasonable accommodation? (Provide applicant with a job description.)	General inquiries – e.g., “Do you have any disabilities?” – which might reveal disabilities not related to ability to perform a specific job.
Height and Weight	Inquiries about ability to perform the job (without mentioning the person's height or weight). Protects those of Spanish, Asian background and women.	Any inquiry about height or weight not based on the actual job requirements, in which case you or your superiors must be able to prove that a specific minimum or maximum height or weight is required to perform the job.
Marital Status	No acceptable pre-employment inquiries.	Whether the applicant is married, single, divorced, separated, engaged, widowed.
Military	Inquiries about education, training or work experience gained in U.S. armed forces.	Type or condition of military discharge. Experience in other than U.S. armed forces. Request for discharge papers.
National Origin	Inquiries into applicant's ability to read, write and speak English or foreign languages when required for a specific job.	Questions about applicant's lineage, ancestry, national origin, descent, place of birth or mother tongue, national origin of applicant's parents or spouse. How applicant acquired ability to read, write or speak a foreign language.
Personal Information	Whether the applicant has ever worked for your organization under the current name or another name. Names of character references.	General inquiries about change of name through court application or marriage.
Education	If the individual has the specific education or training required for the specific job.	General questions about high school or college degrees unless you (or your supervisors) can prove the educational degree inquired about is necessary to perform the job.

TOPIC	OK TO ASK	NOT OK TO ASK
Race or Color	No acceptable pre-employment inquiries.	Any questions about race or color.
Relatives	Name of applicant's relatives already employed by our organization or competitor. (This inquiry becomes unlawful when hiring preference is given to relatives of employees at a time when minorities are under-represented in your organization's work force.)	Requests for the names and addresses of any relatives other than those working for your organization.
Religion or Creed	No acceptable pre-employment inquiries.	Questions about applicant's religious denomination, religious affiliation, church, pastor, or religious holidays observed.
Residence	Inquiries about the applicant's address needed for future contact with the applicant.	Whether the applicant owns or rents own home (denotes economic class). Names and relationship of persons with whom the applicant resides.
Sex	No acceptable pre-employment inquiries.	No acceptable inquiries.
Pregnancy	Inquiries about the applicant's anticipated duration of stay on the job or anticipated absences – only if made to both male and female applicants.	Any question relating to pregnancy or medical history concerning pregnancy. NOTE: The EEOC has ruled that to refuse to hire a female solely because she is pregnant amounts to sex discrimination.
Organization	Inquiries about membership in professional organizations related to the job – e.g., does the applicant for a chemical engineering job belong to a chemical engineering society?	Questions about organizations whose name or character indicates members' economic or social class, race, color, creed, sex, marital status, religion or national origin – e.g., country clubs, social clubs, religious clubs, fraternal orders.

Federal Equal Employment Opportunity (EEO) Laws:

- Title VII of the Civil Rights Act of 1964 (Title VII), prohibits employment discrimination based on race, color, religion, sex, or national origin;
- Equal Pay Act of 1963 (EPA), protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination;
- Age Discrimination in Employment Act of 1967 (ADEA), protects individuals who are 40 years of age or older;
- Title I and Title V of the Americans with Disabilities Act of 1990, as amended (ADA), prohibits employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments;
- Sections 501 and 505 of the Rehabilitation Act of 1973, prohibits discrimination against qualified individuals with disabilities who work in the federal government;
- Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), which prohibits employment discrimination based on genetic information about an applicant, employee, or former employee; and
- Civil Rights Act of 1991, which, among other things, provides monetary damages in cases of intentional employment discrimination.