



Review-Based Guidelines (**RBG**) for Equitable Appointment of Leadership Roles

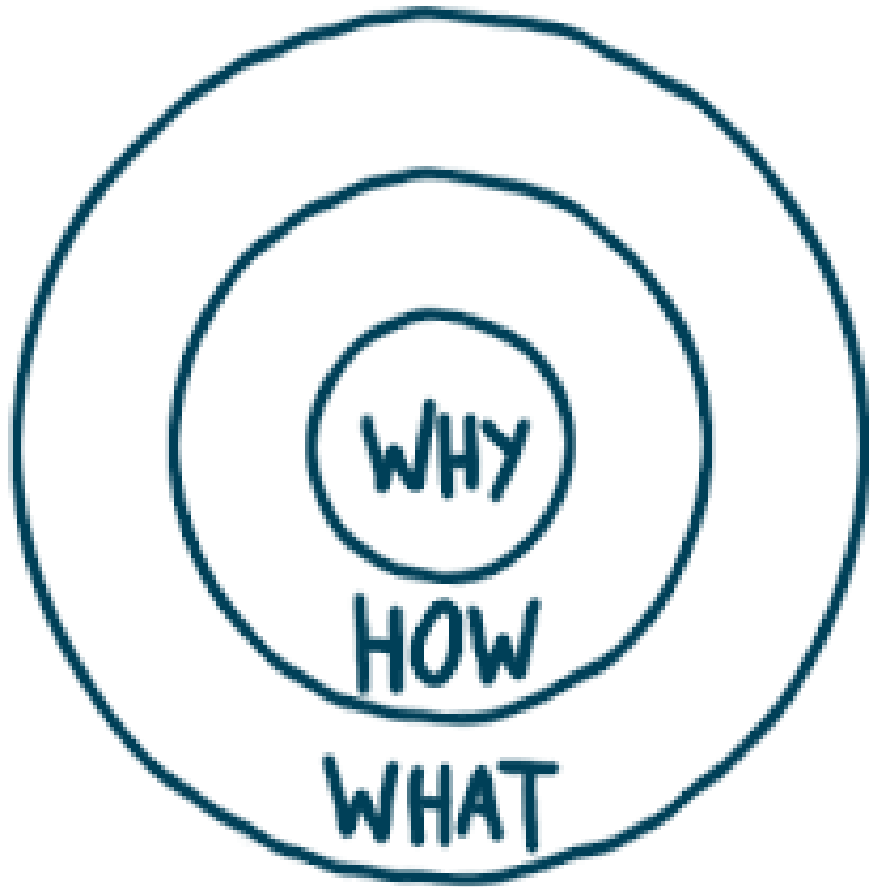




Goals for this presentation

- Shared understanding of RBG framework
- Shared understanding of Standing Leadership Search Committee role + responsibilities
- Discuss ways to tailor this pilot to your needs
- Answer any questions or concerns you may have

The Golden Circle



AY20 BUMG Board Priority: Gender and racial equity in faculty recruitment, compensation, promotion, **leadership positions, and retention**

Why: Diverse leadership leads to more creative, innovative solutions and benefits all

How: Every department will have and implement an articulated plan on how leadership positions are equitably chosen

What: RBG framework which reflects best practices for equitable assignment of leadership positions

The Roadmap | This presentation focuses on steps 2 and 3



STEP 1: BUILD YOUR BENCH

- ✓ **Check Your Data** | Who is on your bench?
- ✓ **Document the Opportunities** | Are you transparent about leadership opportunities?
- ✓ **Encourage Participation in Professional Development + Training** | Are you equitably distributing opportunities and resources?
- ✓ **Provide Equitable Mentoring + Sponsorship** | Does everyone receive feedback and advocacy?



STEP 2: LAY AN EQUITABLE FOUNDATION

- ✓ **Standing Leadership Search Committee (SLSC)** | Have you created a standing search committee that includes women and faculty from URGs? One member of the SLSC committee should be assigned as the Diversity Advocate.
- ✓ **Awareness of Implicit Bias** | Have members of the search committee participated in implicit bias training?



STEP 3: CONDUCT OPEN CALLS FOR LEADERSHIP ROLES

- ✓ **Outreach Broadly** | Have you distributed and advertised the job description widely, including personally connecting to women and URG faculty?
- ✓ **Distribute Job Description, Standardize Interview Questions and Create Clear Evaluation Criteria** | Are questions behaviorally anchored? Have the most important criteria for the position been created prior to the search?
- ✓ **Manage Biases** | Has the Committee thought about possible biases in their selection? Created a list of final candidates that reflects diversity?
- ✓ **Clear Communication** | Have you communicated promptly and honestly with all candidates throughout the application and selection process?



STEP 4: FOLLOW-UP, FEEDBACK, AND CONTINUOUS LEARNING

- ✓ **Make It a Learning Experience** | Have you reflected on your process and reported to BUMG if you did not offer the position to a woman or URG faculty member?
- ✓ **Consistent, Accessible Procedures** | Have you reviewed and updated your process metrics and relevant materials (job descriptions, lists of leadership positions, evaluation criteria)?



STEP ONE | BUILDING YOUR BENCH

Track Data

- ☐ Review the most recent department data. If your leadership data don't yet align with the diversity demographics of your department, review **Tab 1.1 | Equitable Advancement Process Metrics**

Build Awareness of Potential Opportunities

- ☐ Create and distribute **List of Leadership Roles in [Department]** (Tab 1.2)
- ☐ Develop job descriptions for all leadership roles (see **Tab 1.3 | Leadership Role Job Description**)

Provide Effective Supervisory Guidance

- ☐ Ensure that the discussion of interests, goals, constructive feedback on strengths/challenges, and information on leadership roles and professional development opportunities are included in all faculty reviews, particularly for women and URG faculty

Mentoring and Sponsorship

- ☐ Encourage faculty to actively mentor and sponsor women, sex/gender diverse people, and URG faculty for special opportunities and recognitions



Step 2 | Lay the Foundation

Standing Leadership Search Committee (**SLSC**): 6 – 12 members

- 1) Standing membership
- 2) Participate in searches as availability allows; if participating in a search, will participate in entire search

Tools

- Leadership outreach plan
- Standard interview questions, SLSC to tailor for role
- Standard evaluation criteria, SLSC to tailor for role
- Standard candidate review form

Diversity Advocate

- Senior team member, preferably not be the only URG or woman but will be department-specific
- The Diversity Advocate is **not expected** to be the only member responsible for promoting a diverse candidate pool, and is **not expected** to control the outcome of the search
- Roles + Responsibilities
 - Lead implicit bias de-brief
 - Review applicant pool to ensure it is reflective of department demographics
 - Reviewing applicant evaluations by the committee and flagging for gendered/racial language
 - Are there any occupational, gendered or racial stereotypes used?
 - If an applicant's race, sexual orientation, sex or gender, or disability, is mentioned, was it necessary to do so?
 - Are the same kinds of information and descriptions used when discussing or considering people of different groups? Are people making assumptions (including things like an applicant not having time or bandwidth for the role)?
 - Are there “non-traditional” experiences that would bring an important new perspective to the position?

Step 3 | Conducting Equitable Open Calls

- Leadership Outreach Plan
- Interview Questions for Leadership Roles
- Evaluation Criteria for Leadership Appointment
- Leadership Candidate Review Form

Step 4 | Follow-Up, Feedback, and Continuous Learning

- Equitable Advancement Process Metrics Tracker— putting infrastructure in place for future processes
- Post Interview De-Brief Form
- Post Search Equity Assessment Form

Tailoring the Pilot to Fit Your Needs

MEETING 2	MEETING 3	MEETING 4	MEETING 5
Tailor standardized interview questions for leadership roles	Tailor standardized leadership candidate skills survey	Launching open calls	TBD (if needed)
Tailor standardized evaluation criteria	Tailor leadership candidate review form	Preparing materials for upcoming open calls for leadership roles	