

# Westfield

## STATE UNIVERSITY

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### **Presidential Search Committee Meeting**

Friday, January 29, 2021  
2:30 p.m. – 4:00 p.m.

<https://westfield-ma.zoom.us/j/99315492399>  
Meeting ID: 993 1549 2399

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#### **Agenda**

1. Welcome
2. Review and approval of minutes from December 2, 2020 meeting – Search Committee
3. Update on the recruitment – WittKieffer
4. Procedural issues – Search Committee
  - Voting process
  - Interpretation of rubric criteria
5. Diversity discussion and bias mitigation – Dr. Jalisa Williams
6. Discussion of next steps in the search – Search Committee
7. Adjourn

#### **Attachments**

- Minutes of December 2, 2020 – Draft
- Application Review Rubric
- Diversity & Bias Presentation
- Bias Training Resource Packet



**BOARD OF TRUSTEES**  
Presidential Search Committee

**December 2, 2020**  
**Minutes**

**Meeting held virtually via Zoom**

In accordance with Massachusetts Gov. Charlie Baker’s Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing also took place on YouTube.

**MEMBERS PARTICIPATING REMOTELY:** Dr. Robert Martin, Chair, Melissa Alvarado, Vice Chair, Dr. Claudia Ciano-Boyce, Junior Delgado, George Flevotomos, Dr. Brian Jennings, Ron'na J'Q Lytle (joined at 4:37 PM), Lydia Martinez-Alvarez, Dr. Juline Mills, Thalita Neves, Ali Salehi, Thomas Simard, Stephen Taksar, Dr. Gloria Williams, and Dr. Jalisa Williams

Also participating remotely from the presidential search firm WittKieffer were Lucy Leske, senior partner, Robert Luke, consultant, and Christine Pendleton, senior associate.

Trustee Robert Martin, chair of the committee, called the meeting to order at 4:33 PM and announced all committee members participating remotely as listed above, with the exception of Ron’na Lytle, who joined the meeting at 4:37 PM. The goal of the meeting is to approve the Leadership Profile, advertisement and advertising plan, with a discussion on the timeline and Search Guide. (Ms. Lytle joined the meeting at this time.)

**MOTION** made by Dr. Gloria Williams, seconded by Dr. Brian Jennings, to approve the minutes of the November 18, 2020 Presidential Search Committee meeting.

There being no discussion, **ROLL CALL VOTE** taken:

Melissa Alvarado	Yes	Lydia Martinez-Alvarez	Yes
Dr. Claudia Ciano-Boyce	Yes	Dr. Juline Mills	Yes
Junior Delgado	Yes	Thalita Neves	Yes
George Flevotomos	Yes	Ali Salehi	Yes
Dr. Brian Jennings	Yes	Thomas Simard	Yes
Ron'na J'Q Lytle	Yes	Stephen Taksar	Yes
Dr. Robert Martin	Not Voting	Dr. Gloria Williams	Yes

**Motion passed.**

Trustee Martin announced that Ali Salehi, a member of the Search Committee, had been appointed to the University’s Board of Trustees. Mr. Salehi was added to the committee as a community representative and will now also be a Trustee. Trustee Martin reiterated his recommendation that all

votes come from a collaborative decision and reflect consensus of the committee. In order to finish the discussion of the Leadership Profile at this meeting, the following will be added to the agenda for discussion at the next meeting:

- Proposal to have a three-fourths affirmative vote to move candidates forward. With Trustee Martin continuing his decision not to vote, three-fourths of 13 members, rounded up to the nearest whole number, would be 10.
- If a committee member does not vote because they did not attend the interview, would the result be 75 percent of those eligible to vote instead of 75 percent of the entire committee?
- Whether the committee will vote for individuals or a slate of candidates to move forward.

Presidential Leadership Profile. Trustee Martin shared that the Profile represents the University very well and thanked all who worked on creating it. He explained some changes that had been made in the Profile, including, but not limited to, the following:

- More clarity on wording in the Professional Qualifications and Personal Qualities section. The text on the level of education for a candidate is the wording from the Board of Higher Education (BHE) Guidelines, which was acceptable to the committee.
- WittKieffer shared what the Leadership Profile is and how it will be used:
  - Internally, it is the governing document of the Search Committee, helping them understand what is being looked for in the next president. It is the most important tool to demonstrate to the campus community that the committee has been listening to them.
  - Externally, it is used to recruit candidates. It is informative and helps candidates understand who you are and where you are going.

Some requested changes to the Profile from committee members included:

- Add the proximity to New York City at the end of the document and add the percentage of people of color in the region. Remove the downtown temporary housing sentence.
- Revise the Residence Life section to more accurately reflect that we are more residential than the other state Universities, including the percentage of residential students, which plays an important role in the strategic process.
- Add a few sentences to the Point of Pride section on what makes Westfield unique and why someone would want to come here to join us. We have a body of dedicated people that love this institution, are deeply devoted to making it better through many years of service, and committed to student success regardless of what department they are in.
- The new president needs to be student centered and show a level of care and love for the community itself, being excited about students, and not just focusing on the problems to be fixed. A human interaction component.
- The Profile is very clear we are looking for a particular kind of leader with emotional intelligence who can build teams and feel like a part of a collaborative enterprise. Additional wording could be added in the Opportunities and Expectations section that includes the commitment of faculty and staff for student success, stepping up and outside of their assigned roles.
- The first thing said could be that Westfield State wants a president who loves us and will become one of us. We need to capture the camaraderie and ask them to join our community of scholars, staff, and individuals who work well and are committed to the institution and each other.
- WittKieffer stated they were encouraged by the progress. In September, the message they heard was, "These are our problems." The message has changed to "We are great – come join us."
- In the Opportunities section, incorporate community pride and student success.
- Make the Role of the President more robust, adding students sooner in the paragraph and embed the concept of a "champion for students" throughout the document, supporting those who support the students.

The advertisement will be a combination of the Executive Summary and Procedure of Candidacy. The advertising plan reflects venues used in similar searches, including traditional Higher Ed and a range of specialty venues. The *Chronicle of Higher Education* will capture 85 percent of the targeted audience, with the remaining publications capturing the remainder. *Inside Higher Ed/Jobs* is also an important posting. The range of publications helps to ensure coverage of the widest possible group of diverse candidates. Dr. Jalisa Williams stated the Human Resources office uses the same advertising venues.

The committee agreed to vote on the Leadership Profile with the understanding WittKieffer would incorporate the proposed changes and send the final Profile to the committee before releasing it to candidates.

**MOTION** made by Melissa Alvarado, seconded by Dr. Gloria Williams, to approve the Leadership Profile as amended in this meeting with the request that the final document be reviewed by the committee prior to being released.

Discussion: It was questioned whether a time to update the campus community would take place this semester. Trustee Martin stated that in addition to sharing the final Leadership Profile with the Commissioner of Higher Education, it would be shared with the campus community, informing them that this document was created to reflect what was heard from them, but would not be edited. The Profile does not need to go to the Board of Trustees before being approved.

There being no further discussion, **ROLL CALL VOTE** taken:

Melissa Alvarado	Yes	Lydia Martinez-Alvarez	Yes
Dr. Claudia Ciano-Boyce	Yes	Dr. Juline Mills	Yes
Junior Delgado	Yes	Thalita Neves	Yes
George Flevotomos	Yes	Ali Salehi	Yes
Dr. Brian Jennings	Yes	Thomas Simard	Yes
Ron'na J'Q Lytle	Yes	Stephen Taksar	Yes
Dr. Robert Martin	Not Voting	Dr. Gloria Williams	Yes

**Motion passed.** but fully supportive

WittKieffer would like to recruit from mid-December through early February, updating the committee at a meeting in late January or early February. Semifinalists could be identified in mid-to-late February, followed by interviews 10-14 days after the selection. Following the semifinalist interviews, engagement with finalists could start 10-14 days thereafter.

During interviews, it needs to be explained that Westfield State is part of the Massachusetts Public Education system (defining its relationship with the BHE), what the process is for the evaluation of presidents, and that all priorities need to be aligned with the strategic priorities of the Commonwealth and BHE.

Next Steps: At the next meeting, discuss the voting process for moving candidates forward, the Application Review Rubric to line up with qualifications and qualities listed in the Profile, and bias training. Remember to continue to respect confidentiality in the committee. Any edits to the Profile should be sent in the next 24 hours, and a revised version will be sent on Monday, December 7.

There being no further business, **MOTION** made by Thomas Simard, seconded by Melissa Alvarado, to adjourn.

There being no discussion, **ROLL CALL VOTE** taken:

Melissa Alvarado	Yes	Lydia Martinez-Alvarez	Left meeting
Dr. Claudia Ciano-Boyce	Left meeting	Dr. Juline Mills	Yes
Junior Delgado	Yes	Thalita Neves	Yes
George Flevotomos	Yes	Ali Salehi	Yes
Dr. Brian Jennings	Yes	Thomas Simard	Yes
Ron'na J'Q Lytle	Yes	Stephen Taksar	Left meeting
Dr. Robert Martin	Not Voting	Dr. Gloria Williams	Yes

**Motion passed.**

Meeting adjourned at 6:18 PM.

Attachments presented at this meeting:

- a. Draft Minutes of November 18, 2020
- b. Draft Leadership Profile
- c. Draft Advertisement
- d. Draft Advertising Plan
- e. Draft Application Review Rubric
- f. Draft Presidential Search Guide

**Secretary's Certificate**

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Presidential Search Committee meeting held on December 2, 2020.

\_\_\_\_\_  
Jean Beal, Secretary

\_\_\_\_\_  
Date

**Diversity & Bias**  
**Search Committee Training**

# Outline of Today's Training

## **We will:**

- Learn about recognizing and reducing bias in hiring
- Share support documents to assist the committee in their search
- Provide time to answer any questions you may have

# The Goal of today's training:

- ❑ The goal of this training is to make committee members aware of the possibility of implicit biases emerging.
- ❑ This training by itself will not ensure that bias will not occur. The committee should routinely self-check to assure that implicit bias does not emerge.



## What is Bias?

- ❑ The cause to feel or show inclination or prejudice for or against someone or something
- ❑ Tendency to believe that some people, ideas, etc., are better or worse than others
- ❑ Bias is always present, whether conscious or unconscious

“**Bias** is something that has to be identified, acknowledged and mitigated against.”

*Yassmin Abdel-Magied*

# What is Implicit bias?

- ❑ Implicit bias is based on subconscious, uncontrolled associations
- ❑ Refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner
- ❑ Bias can be explicit or unconscious (implicit)

# A Deeper Dive Into Implicit Bias Outlined by Dushaw Hockett

- **3 Characteristics of Implicit Bias:**

- Operate at the sub conscious level
- Run contrary to our conscious beliefs
- Implicit biases are triggered through rapid and automatic mental associations that we make between people, ideas and objects, and the attitudes and stereotypes we hold about those people, ideas and objects.

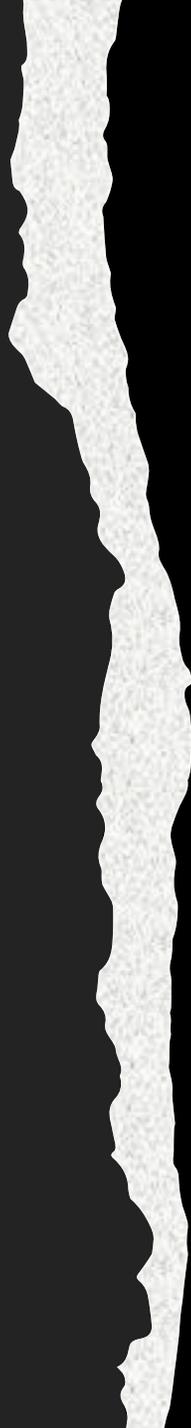
- **3 Reasons why we should focus on implicit biases as a search committee member**

- Gives a more expansive understanding of our unconscious bias and how we form opinions
- It is both predictive and preventive if it is addressed
- To reduce shame and shaming by talking about implicit biases as a group

# Implicit Bias in the Hiring Process

## What happens when the final hiring decision is distorted by these unconscious bias?

- ❑ Our minds make decisions intuitively, before we're aware of it. Research proves we're not immune to implicit bias. We like to think that logical arguments drive our decision making, but in fact there's unconscious activity going on inside our brains that affects our judgements and decisions. And this includes hiring decisions, too.
- ❑ In the hiring process, unconscious bias happens when you form an opinion about candidates based solely on first impressions. Or, when you prefer one candidate over another simply because the first one seems like someone you may have shared interests with or someone you could see yourself spending time with outside of the workplace (similar hobbies such as sports, traveling, and other activities).
- ❑ Even in the early hiring stages, a candidate's resume picture, their name, or their hometown could influence your opinion more than you think. In short, unconscious bias influences your decision – whether positively or negatively – using criteria irrelevant to the job.



# How to remove unconscious bias from the hiring process

- ❑ First and foremost, we need to be aware of our biases. We might not be able to get rid of them completely, but it's important to build awareness and help people think more consciously when making hiring decisions.

## Be Aware of Biases

### The common biases that Search Committee members may come across

**Contrast bias** - Bad interview performance makes the next candidate look better.

**Order effect:** - First and last candidate in a sequential schedule of interviews are remembered better.

**Anchoring:** Relying too heavily on one piece of information when making a decision.

- *Example: You interview someone who was unemployed for a long period of time, and you let this fact weigh more heavily than the applicant's otherwise solid qualifications.*

**Bandwagon Effect:** Believing something because many other people do. (Like Group think)

*Example: "if most think a candidate's skills won't transfer, they must be "right" even if it contradicts your own belief about the candidate.*

**Social Comparison Bias:** The tendency when making hiring decisions to favor candidates who don't compete with one's own strengths.

- *Example: The supervisor who likes to think he's the funniest guy in the room favors the candidate who will not steal the spotlight.*

**Premature Ranking** – The rush to use numbers to rank candidates and solely using those numbers to make your decision. *Example: Adding up the points for each criterion and relying solely on that.*

## What are the common biases continued.....

### **Representative bias – ASSUMPTIONS**

*Example: Went to my school 😊, is from my hometown...*



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**Affinity Bias** — having a more favorable opinion of someone like us. In hiring this often means referring or selecting a candidate who shares our same race or gender, or who went to the same school, speaks the same language, or reminds us of our younger selves.”

**Intuition Bias**– When an interviewer makes a judgment on the basis of his or her “sixth sense”, he is intuitively selecting a candidate or in other words, intuitively rejecting all other candidates.

**Confirmation Bias** – This is when people create a hypothesis in their minds and look for ways to prove it. It is the innate tendency to seek out confirmation of our preconceived beliefs. For example, when an interviewer forms a distinct opinion about a candidate based on a minute piece of information such as the college they attended, before the actual interview, he or she is succumbing to confirmation bias.

# Hiring Bias

## How can we combat it?

We are asking you to avoid Hiring Bias ..... But you have to know what it is before you can avoid it!!

*“When it comes to hiring diverse candidates, good intentions do not necessarily lead to good results. I once met a talent acquisition leader at a large global technology company who had changed the organization’s hiring process in multiple ways to bring in more diverse candidates but was frustrated by the lack of progress. Internal analyses showed that even though the company had interviewed a higher number of non-white candidates in preliminary rounds, their final hires were still overwhelmingly white. I’ve seen this same situation play out in multiple organizations and industries and often it’s because well-intentioned hiring managers end up inadvertently weeding out qualified candidates from underestimated backgrounds because of unconscious bias.” Changes in process and diversity initiatives alone are not going to remedy the lack of equal representation in companies. Individual managers who are often making the final hiring decisions need to address their own bias. But how? In my experience, there are several things managers can do.*

*Before taking any steps, however, it’s important to accept that no one is pre-loaded with inclusive behavior; we are, in fact, biologically hardwired to align with people like us and reject those whom we consider different. Undoing these behaviors requires moving from a fixed mindset — the belief that we’re already doing the best we possibly can to build diverse teams — to one of openness and growth, where we can deeply understand, challenge, and confront our personal biases.”*



What are your assumptions of who this is?

Accomplishments?  
Likes and Dislikes?

What does he do in his free time?

Level of Education?



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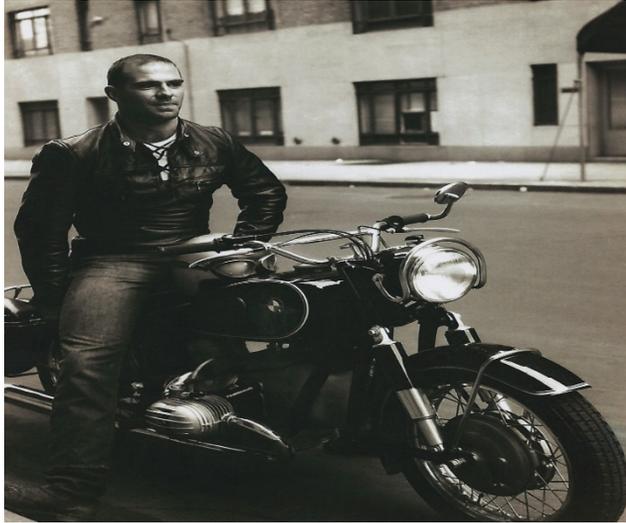
What are your assumptions of who this is?

Accomplishments?

Likes and Dislikes?

What does he do in his free time?

Level of Education?



**Oliver Wolf Sacks**, [CBE](#), [FRCP](#) (9 July 1933 – 30 August 2015) was a British [neurologist](#), naturalist and author who spent his professional life in the United States.

Sacks was the author of numerous best-selling books, mostly collections of case studies of people with [neurological disorders](#). *New York Times* called him a "poet laureate of contemporary medicine", and "one of the great clinical writers of the twentieth century".<sup>[6]</sup>



**Margie Velma Barfield** (née **Margie Velma Bullard**) (October 29, 1932 – November 2, 1984) was an [American serial killer](#), convicted of one murder, but she eventually confessed to six murders.

She was the first woman in the [United States](#) to be executed after the 1976 [resumption of capital punishment](#)<sup>[1]</sup> and the first since 1962.<sup>[2]</sup> She was also the first woman to be executed by [lethal injection](#).



Nannie Doss admitted to killing four of her five husbands with rat poison.



Dennis Rader, also known as the BTK killer, murdered 10 people from 1974-1991

## Laws and Regulations Prohibit Questions About These Classes

### Federal

- Family status
- Race
- Religion
- Gender
- Age
- Arrests
- Citizenship or nationality
- Disability
- Sexual Orientation
- Pregnancy

### State

- Family status
- Race
- Color
- Religion
- Gender
- Gender Identity
- Age
- Arrests/ Criminal History
- Citizenship or nationality
- Disability
- Sexual Orientation
- Pregnancy
- Genetic Information or ancestry

# Questions to Consider asking yourself when you deliberate by yourself or as a group

- Is Implicit bias affecting the hiring decision?
- Are my personal implicit biases going against WSU's mission, values, & strategic priorities?
- What are we doing to diminish bias as the search team?
- Are women and minority candidates being subject to different expectations or standards compared to the dominant group?
- Have the accomplishments of women or minority candidates been undervalued or unfairly attributed to someone else?
- Is the ability of women or minorities being underestimated?
- Are assumptions about family responsibilities negatively influencing our evaluation?
- Are negative assumptions about whether women or minority candidates will 'fit in' to the existing environment influencing our evaluation?

# Checking Your Bias is an Ongoing Process



OHRIDE Is Here To Help You!!



**Bias Training Resource Packet**

**Westfield State University**

**OHRIDE**

**January 2021**

# FAIR EMPLOYMENT IN MASSACHUSETTS

Applicants to and employees of private employers with 6 or more employees\*, state and local governments, employment agencies and labor organizations are protected under Massachusetts General Laws Chapter 151B from discrimination on the following bases:

## RACE, COLOR, RELIGION, NATIONAL ORIGIN, AGE, SEX, GENDER IDENTITY, SEXUAL ORIENTATION, GENETIC INFORMATION, ANCESTRY, MILITARY SERVICE

M.G.L. c. 151B protects applicants and employees from discrimination in hiring, promotion, discharge, compensation, benefits, training, classification and other aspects of employment on the basis of race, color, religion, national origin (including unlawful language proficiency requirements), age (if you are 40 years old or older), sex (including pregnancy), gender identity, sexual orientation, genetic information, ancestry, and military service. Religious discrimination includes failing to reasonably accommodate an employee's religious practices where the accommodation does not impose an undue hardship.

## HARASSMENT

Sexual harassment includes sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (a) submission to or rejection of such advances, requests or conduct is made explicitly or implicitly a term or condition of employment or as a basis for employment decisions; (b) such advances, requests or conduct have the purpose or effect of unreasonably interfering with a person's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment. *The law also prohibits harassment based on the protected classes set forth above.*

## PARENTAL LEAVE

The law requires employers to grant an employee who has completed an initial probationary period and has given two (2) weeks' notice of the anticipated date of departure and the employee's intention to return, at least eight (8) weeks of paid or unpaid leave for the purpose of childbirth, adoption of a child under 18, or adoption of a child under 23 years old if the child has a mental or physical disability.

## DISABILITY

M.G.L. c. 151B prohibits discrimination the basis of disability, a record of disability or perceived disability, in hiring, promotion, discharge, compensation, benefits, training, classification and other aspects of employment. Disability discrimination may include failing to reasonably accommodate an otherwise qualified person with a disability.

## RETALIATION

It is illegal to retaliate against any person because s/he has opposed any discriminatory practices or because s/he has filed a complaint, testified, or assisted in any proceeding before the Commission. It is also illegal to aid, abet, incite, compel or coerce any act forbidden under M.G.L. c. 151B, or attempt to do so.

## DOMESTIC WORKERS

M.G.L. c. 151B prohibits discrimination and harassment against certain domestic workers where the employer has one (1) or more employee.\* While some exclusions apply, domestic workers generally include individuals paid to perform work of a domestic nature within a household on a regular basis, such as housekeeping, housecleaning, nanny services, and/or caretaking. Employers are prohibited from engaging in sexual harassment and harassment and/or discrimination based on the protected classes described above, i.e. race, color, etc. Domestic workers are also entitled to parental leave.

## CRIMINAL HISTORY INQUIRIES

The law prohibits employers from asking applicants on an initial employment application for any criminal background information unless an exemption by statute or regulation exists.

## MENTAL HEALTH FACILITY ADMISSION INQUIRIES

Employers may not refuse to hire or terminate an employee for failing to furnish information regarding his/her admission to a facility for the care and treatment of mentally ill persons. An employment application may not seek information about an applicant's admission to such a facility.

## IF YOU HAVE BEEN DISCRIMINATED AGAINST

If you feel you have been harassed or discriminated against, you should immediately file a charge of discrimination with the **Massachusetts Commission Against Discrimination**, [www.mcad.gov](http://www.mcad.gov), at one of the offices below.

*An agreement with your employer to arbitrate your discrimination claim(s) does not bar you from filing a charge of discrimination.*

Boston Office: 1 Ashburton Pl., Suite 601, Boston, MA 02108 – P: 617-994-6000 F: 617-994-6024

New Bedford Office: 800 Purchase St., Room 501, New Bedford, MA 02740 – P: 508-990-2390 F: 508-990-4260

Springfield Office: 436 Dwight St., Room 220, Springfield, MA 01103 – P: 413-739-2145 F: 413-784-1056

Worcester Office: 484 Main St., Room 320, Worcester, MA 01608 – P: 508-453-9630 F: 508-755-3861

For more information, please see our website: [www.mass.gov/mcad/](http://www.mass.gov/mcad/)

## Permissible Interview Questions (Rev. 09/10/2019)

Adapted from the Massachusetts Commission Against Discrimination website

*Absolutely no discriminatory questions may be asked regarding a protected class before, during or after an interview.*

### Age, Race, Color, Ethnicity, Sex, Gender, Sexual Identity, Religion, Sexual Orientation, Genetics, Criminal Record

#### You may not ask

- Do you have or plan to have children?
- Do you have child care arrangements?
- Are you engaged or do you plan on getting married?
- What religious holidays do you practice?
- How long have you been working?
- When did you graduate?
- Any questions about relationships or living arrangements!
- Are you comfortable working for a female boss?

### Ancestry, National Origin

#### You may not ask

- What is the origin of your name?
- What is your primary language?
- What country are you from?
- What is the ancestry or ethnicity of your parents/spouse?
- Is English your first language?

#### You may ask

- Are you legally authorized to work in the United States?

### Handicap, Disability

#### You may not ask

- Do you have any job-related handicaps/limitations that would prevent you from doing the job?
- Have you ever received Workers' Compensation?
- Do you drink socially?
- Have you ever been treated for drug abuse or alcoholism?

#### You may ask

- Please describe or demonstrate how you would perform a specific task. *(Ask all applicants, and provide a reasonable accommodation for the demonstration if needed)*

### **Education, Experience, References, Memberships**

#### **You may not ask**

- Questions about education or work experience designed to determine an applicant's age
- About organizations which the applicant's membership would likely disclose a protected class status

#### **You may ask**

- What school, college or vocational program did you attend? Did you graduate?
- What is your work experience?
- Questions about verified work experience performed on a volunteer basis

### **Military Experience**

#### **You may not ask**

- Are you receiving a service-connected disability pension?
- What is your foreign military service history?
- What type of discharge did you receive from the military?

### **Medical History**

#### **You may not ask**

- Have you experienced any serious illnesses in the past year?

**Note:** An examination is permissible solely to determining whether the employee, with or without reasonable accommodation, is capable of performing the essential functions of the job.

## Harvard Implicit Association Tests

The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude that you did not know about. For example, you may believe that women and men should be equally associated with science, but your automatic associations could show that you (like many others) associate men with science more than you associate women with science.

We hope you will be able to take something of value from the experience of taking one or more of these tests. The link below will provide more information about the IAT and implicit attitudes; they periodically update the information to reflect the committee's current understanding of the unconscious roots of thought and feeling.

If you want to take one or more of the Implicit Association Tests, the link below is provided for your use:

<https://implicit.harvard.edu/implicit/takeatest.html>

### More Information About Project Implicit

Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition - thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a "virtual laboratory" for collecting data on the Internet.

Project Implicit was founded in 1998 by three scientists – [Tony Greenwald](#) (University of Washington), [Mahzarin Banaji](#) (Harvard University), and [Brian Nosek](#) (University of Virginia). Project Implicit Mental Health launched in 2011, led by [Bethany Teachman](#) (University of Virginia) and [Matt Nock](#) (Harvard University). Project Implicit also provides consulting services, lectures, and workshops on implicit bias, diversity and inclusion, leadership, applying science to practice, and innovation. If you are interested in finding out more about these services, visit <https://www.projectimplicit.net>.

The Project Implicit Executive Committee consists of the following individuals:

- [Kate Ratliff](#), Executive Director, University of Florida
- [Yoav Bar-Anan](#), Director of Technology, Ben Gurion University
- [Calvin Lai](#), Director of Research, Washington University in St. Louis
- [Colin Tucker Smith](#), Director of Education, University of Florida
- [Brian Nosek](#), Board of Directors, University of Virginia
- [Tony Greenwald](#), Board of Directors, University of Washington

For more information about the Project Implicit research group, see <https://www.projectimplicit.net>.

## **Search Committees**

### **Things to avoid when deliberating**

- Snap judgements
- Elitism
- Negative stereotypes
- Cloning (seeking someone just like you or your colleague)
- Thinking racism, sexism, homophobia, xenophobia, and other forms of bigotry no longer exist
- Highlighting the potential of one candidate while criticizing lack of demonstrated results of another

## **What You can do as a Hiring Manager or a Search Committee Member to help avoid biases?**

### **Accept that you have biases, especially *affinity bias***

“Even if you head up your organization’s diversity committee, even if you are from an underrepresented community, you have biases that impact your professional decisions, especially hiring. Affinity bias — having a more favorable opinion of someone like us — is one of the most common. In hiring this often means referring or selecting a candidate who shares our same race or gender, or who went to the same school, speaks the same language, or reminds us of our younger selves”(Tulshyan, R., 2019).

### **Create a personal learning list**

“Seek out resources that you wouldn’t normally come across and look for books and articles from underrepresented communities. In the U.S., that might include books... articles... that include the perspectives of immigrants, people with disabilities, and native American and indigenous communities. Not only will it help you uncover the biases you’re bringing to hiring decisions, it will also equip you with the framework and language to recognize, and possibly call out, bias in your company’s processes” (Tulshyan, R., 2019).

### **Ask: Where is, or could, bias show up in this decision?**

“By explicitly acknowledging that we all have unconscious biases and creating a space to call them out, there’s an opportunity to hold ourselves and each other accountable” (Tulshyan, R., 2019).

### **Understand how reducing bias could personally benefit you**

“Diversity in our workplace makes us smarter, more innovative, and promotes better critical thinking. It’s not only the organization that benefits, we personally have a lot to gain by working with people from all different backgrounds. By recognizing how we benefit from reducing our own bias — rather than focusing on the ROI for the company — we’re likely to be more motivated to take action” (Tulshyan, R., 2019).