

EBIA Search Committee Guidelines

The EBIA search committee plays a vital role in recruiting, evaluating, and recommending the most qualified candidates to fill the position of EBIA's Chief Executive Officer and Head of School. Search committee members are often the first EBIA community members that a candidate will meet. Each member has an opportunity to represent EBIA as a diverse and welcoming community while carrying out the search in accordance with the policies and procedures outlined in this document.

At any point in the process, the EBIA Board of Directors is available for consultation, to answer questions and discuss specific situations, and offer recommendations. Please contact EBIA's Board Chairman who provides oversight to the EBIA search committee for any assistance you may need.

Composition of the EBIA Search Committee:

The EBIA Board Chairman may appoint either the search committee chair who is charged with selecting the committee members, or both the chair and the remaining members of the committee. The composition of a search committee is key to a broad and inclusive search and the committee should:

- Include individuals with different backgrounds, perspectives, and expertise
- Include individuals with knowledge of the substantive area and the technical expertise to effectively evaluate candidates' qualifications. (Board, Admin Team and Teaching Staff)
- Represent a diverse cross section of the EBIA community population both adults and students, including members with a demonstrated commitment to diversity.
- Should be relatively nimble in size and contain an odd number of members.

Committee Membership:

A search committee member cannot serve on a search committee when he/she is also an applicant for the position. In the event that a search committee member is well acquainted with or has a conflict of interest regarding an applicant, the member must:

- Notify the search chair and the committee of the nature of the relationship; and
- Recuse him/herself from the entire committee if unable to perform an objective and equitable review of all candidates; or
- Recuse him/herself from the evaluation and interview of only the known applicant, with the agreement of the chair and committee

Any questions regarding specific conflict situations should be directed to EBIA Board Chairman for further guidance.

Committee Responsibilities:

A search committee is responsible for providing input to job description and qualifications, recruiting for the position, evaluating applicants, participating in the interview process, and recommending finalists. Voting members must be available to participate fully and consistently in the entire process and to

perform duties as assigned by the search chair. Non- attendance or lack of participation in committee meetings and activities will result in loss of search committee vote privilege and/or replacement on the committee.

Confidentiality and Compliance:

Members of a search committee need to maintain a strict level of confidentiality to protect the privacy of the candidates and to preserve the integrity of the search process. It is each committee member's responsibility **not to discuss any** details of the search with non-committee members. All public comments and communications should be made exclusively by the search chair, in consultation and after the approval of the EBIA Board Chairman.

Written and electronic documentation pertaining to any given search may be subject to public record requests (Freedom of Information Act – FOIA) by candidates or other individuals. Requests may encompass committee member notes and e-mails. It is important to be mindful of the possibility of FOIA requests during the search process. Inquiries related to FOIA by candidates or committee members should be directed to the EBIA Board Chairman for referral to legal counsel.

Applicant Evaluation:

Committee members may only use the published minimum and preferred qualifications for the position in evaluating application materials. Members should discuss and agree on the criteria to be used in evaluating each qualification prior to reviewing application materials. All applicants must be objectively screened against the same criteria.

While there is no standard screening method, a search matrix can be a useful tool in objectively assessing applicants' qualifications. Matrices can be as simple or complex as the committee members deem necessary to effectively evaluate the applicants.

There is no rule regarding the number of candidates a search committee must interview ("A" candidates). Candidates will be provided for the search committee's review after being screened to ensure that a) the job application is fully and completely filled out; b) that any potential prior employment by EBIA resulted in positive performance reviews; and c) that the minimum job qualifications are met.

The search committee should select candidates for interview that meet or exceed minimum qualifications without regard to race or gender. Any recruitment goals the committee might establish are in reference to the diversity of the candidate pool but play no role in candidate selection.

Unconscious Bias and Assumptions in Candidate Evaluation:

The evaluation of applicants should be objective and equitable, based solely on the qualifications in the job description/advertisement and the quality of the application materials. Research in this area has demonstrated that every person brings a lifetime of experience and cultural history that shapes their perspectives as related to candidate selection.

Good practices to counterbalance the effects of inherent bias include:

- Learning about research on biases and assumptions and striving to minimize their influence on the evaluation of candidates.
- Developing criteria for evaluating candidates and applying them consistently to all applicants.
- Spending sufficient time evaluating each applicant.
- Evaluating each candidate's entire application and not depending too heavily on only one element, such as the prestige of the degree-granting institution or post-doctoral program or the letters of recommendation.
- Explaining the decision for rejecting or retaining a candidate based on evidence in the candidate's file as it relates to the posted job qualifications.

Periodically evaluating the committee's decisions to consider whether qualified women and underrepresented groups are included and whether evaluation biases and assumptions are influencing decisions.

Interviews:

Before inviting candidates for interview, all appropriate documentation regarding initial candidate rankings must be prepared and held by the search committee chairman. Once the search committee rankings are complete, the committee may go through as many rounds of interviews as necessary to identify the selected pool of finalist candidates (ideally sized between two and four candidates). It is important, however, to be consistent during the interview rounds. For example, if your first round of interviews is conducted via telephone or Skype, conduct all interviews via telephone or Skype regardless of the geography of any given candidate. After the first round, if you move to on-campus interviews, interview every candidate on campus.

The committee should develop a core set of questions for all applicants that will elicit sufficient information to make an evaluation of the candidates' qualifications and allow an equitable comparison of the candidates. To ensure equity, the interview experience should be consistent, providing the same opportunities to each candidate.

In addition, committee members should review the EBIA Interview Question Guidelines to be aware of questions that are unlawful and should not be asked during the interview. Everyone participating in the interview process should be made aware of inappropriate topics and questions. Also, please bear in mind that the same questions that are inappropriate or unlawful during a formal interview are also inappropriate and unlawful in a social or less formal interview session with an applicant.

All members of the committee should participate in all interviews to ensure fair and consistent evaluation of each applicant. Prior to conducting any interview, all search committee members should validate to ensure consistency in the objective(s) of the interview, the main topics or areas to be covered during the interview, and the itinerary and arrangements for each candidate. Interview questions must be related to the job and essential to determining the candidate's qualifications for the position.

Recommendation of Final Candidates:

Once the interviewing stages have been completed, the Search Committee should identify the candidate(s) to be recommended to the EBIA Board for hire. The Search Committee may provide the recommendation as a ranked or unranked list with an explanation of the candidates' strengths and weaknesses as related to the qualifications of the position.

The Board of Directors will evaluate and select the final candidate, communicate the offer and negotiate with the selected candidate. Should the school be unable to negotiate an employment contract with their first choice final selected candidate, the EBIA Board will return to the Search Committee's list of recommended candidates and select the next choice candidate from the list and communicate the offer and negotiate with that selected candidate. This process will repeat until a final candidate is hired, or if no recommended candidate is selected by the board, the search is reopened and returned to the Search Committee for further action.

Candidates that are unsuccessful will be notified of their non-selection by the Search Committee Chair as soon as a firm decision has been made about their status, even if the search process is still underway. Finalists not chosen should be notified as soon as possible after an offer has been officially accepted by a higher-ranked finalist