Appended is what was found by the Leitzel Center at the University of New Hampshire on Hiring and/or Admissions Policies at the University, as well as what the pod would propose to change and improve.

**UNH HR provides this “Toolkit” for designing Ads.**

- What EEO (Equal Employment Opportunity) statement¹ is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available²?

**EEO Statement - https://jobs.usnh.edu/**

The University System of New Hampshire is an Equal Opportunity/Equal Access/Affirmative Action employer. The University System is committed to creating an environment that values and supports diversity and inclusiveness across our campus communities and encourages applications from qualified individuals who will help us achieve this mission. The University System prohibits discrimination on the basis of race, color, religion, sex, age, national origin, sexual orientation, gender identity or expression, disability, veteran status, or marital status, genetic information, and political orientation. Application by members of all underrepresented groups is encouraged. Hiring is contingent upon eligibility to work in the U.S.


- Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?

For undergraduate admissions, advertisements are posted around the state as well as in major metropolitan areas. For graduate admissions, the university and department participate in recruiting events at international meetings (e.g., AGU). Graduate recruiting is also carried out through the NEGAP alliance. LC staff also attend meetings of professional societies for URM scholars to help with recruiting. LC staff actively participate in bridge programs with MSI partners and community college partners to enhance inclusive recruiting into STEM fields at both the undergraduate and graduate levels.
Faculty and staff position openings are posted in a variety of places, including locally on the usnh website and are sent to disciplinary journals and posted to websites. More specifically, the Faculty Search Manual (p.19-20):

“3. Define target audiences and reach those audiences with a well-placed ad in advertising outlets, websites and listservs to be used for the position to ensure that the advertisement reaches the most diverse pool of applicants possible. It is critical that search committees adopt a proactive approach to selecting non-traditional methods of posting position announcements to increase their ability to attract diverse candidates. Moreover, national publications are expensive and have not been the most effective method of increasing the diversity of applicant pools. Suggested advertising venues include (contact Human Resources for current rates):

- HigherEdJobs.com
- Chronicle of Higher Education

USNH contracts with WorkplaceDiversity.com to posted openings to sites that promote inclusive recruitment::

- www.VeteransConnect.com Military Veterans Nationwide
- www.DisabilityConnect.com Ability Candidates Nationwide
- www.HispanicDiversity.com Hispanic & Latino Professionals Nationwide
- www.OutandEqual.com Connecting Employers with the LGBT Community
- www.AllDiversity.com Inclusive Work Environments

The faculty hiring handbook recommends other strategies:

- Adopting active recruiting policies whereby search committees identify candidates, especially from underrepresented groups, rather than relying only on those who apply in response to written advertisements
- Initiating recruitment trips to universities and conferences
- Writing directly to colleagues to request nominations from underrepresented groups and soliciting from institutions/mentors with track record of diversity
- Considering candidates thriving at less well-ranked institutions who might be interested in moving
- Consulting the NSF ADVANCE program’s national database which lists current women PhD students and postdoctoral scholars in the sciences, mathematics, engineering, and psychology
- Writing to historically Black, predominantly Latino, and tribal colleges and universities to post the position announcement
- Sending the position announcement to women and minority groups and diversity organizations (e.g., academic discipline minority caucuses, minority colleges or universities, regional and national organizations such as the ACE Center for Advancement of Racial and Ethnic Equity, NAACP, and university and local organizations)."

What are the requirements for an applicant, e.g. letters of recommendations, fees/test scores/grades? Is providing any of these a potential barrier that could be further lowered or removed? Are there any problematic questions asked?

Undergraduate admissions have become test-optional, and graduate admissions in the geosciences program (writ large) are test-optional as well. Applicants may apply for relief from paying processing fees. Letters of recommendation and grades are required for graduate admission.
• How are applicants/applications evaluated? Is that process and/or rubric public? What kind of biases are introduced in this process and what strategies are used to address these, e.g. removing applicant names?

From Faculty Search Manual (pg.9-11):

“2. It is recommended that search committee members use an evaluation rubric such as the Applicant Screening Matrix form (FS5) (p.23) to add objectivity to the screening process. All committee members should agree to the criteria and how different qualifications will be weighted. Committee members should review research on how unintended biases result in unfair evaluations for women and members of underrepresented groups and implement practices that will mitigate such biases (see Appendix III, “Debunking Assumptions in the Faculty Search Process,” prepared by UNH ADVANCE, to learn more about social assumptions that affect searches). Further, members should beware of possible bias in support letters. Referencing only vitas is more likely to result in biases than is assessing more extensive information such as references and publications. Identify the top 25 % of the candidate pool to review how each applicant’s experience with diversity contributes to the committee’s diversity goals and be flexible in the number of finalists.

5. Once finalists have been identified, the search committee submits its material for approval to the division administrator or dean and to the DAAE. Once finalists have been selected, and after the division administrator or dean has approved the selection, the search chair will contact the DAAE via email and provide rationale as to why each was chosen. If semi-finalists were interviewed from which finalists were selected, please also provide rationale for not moving the remaining semi-finalists forward in the search process. The DAAE will contact the Search Chair, within two days, with questions she may have prior to giving approval to move forward with campus interviews.

Graduate admissions in most departments are reviewed by graduate admissions committees, and potential mentors are identified.

• Who is on selection committees and who makes the final decisions? Who interacts with the applicants?
  - For both faculty searches and graduate admissions these practices vary across departments.

• Has your hiring and/or admissions process been evaluated by outside consultants? What is the process for changing it?
  - Many senior leadership searches are coordinated by an external firm.

• Has your university or company implemented or considered strategies like cohort hiring, mentoring, dual career support and partner hires, re-visioning your work culture, or other considerations outlined in “Leveraging Promising Practices”?
  - Cohort hires, mentoring and dual career support are in place, although it seems these are not universally used by the university. The UNH policies existing around these strategies are not fully transparent.
  - Our discussions questioned the extent to which work culture could be re-envisioned. Are there positions which can be reclassified and/or
redocumented to see if they can be carried out remotely in an effort to enhance diversity.

- Other notes/things that might be helpful for above:

Opportunity Hire Guidance:
The 2020 diversity, equity and inclusion strategic initiatives, which were incorporated into the overall UNH Strategic Priorities, call for increased faculty diversity. Opportunity hires are one initiative that supports diversity, equity and inclusion and policies are under development to make these policies more transparent in future hiring cycles.