



Hiring and/or Admissions Policies for Middlebury College

This is what was found by Middlebury URGE at Middlebury College on hiring policies, as well as what the pod would propose to change and improve. We note that Middlebury College is an undergraduate-only institution so while we had some preliminary conversations about encouraging Admissions to actively recruit students who better reflect the racial and ethnic diversity of the US, we do not have as great an ability to make a difference in this area.

- **What EEO (Equal Employment Opportunity) statement¹ is included in a standard job or admissions advertisement? Are there other inclusion statements and resources publicly available²?**
 - *“Boilerplate” language:* “An Equal Opportunity Employer, the College is committed to hiring a diverse faculty as we work to foster innovation in our curriculum and to provide a rich and varied educational experience to our increasingly diverse student body. EOE/Minorities/Females/Vet/Disability”
 - *Additional question/statement:* “At Middlebury, we strive to create a respectful and engaged community that embraces difference, with all the complexity and individuality each person brings. In your application materials, please provide a one-page statement on inclusivity that addresses how your teaching, scholarship, mentorship and/or community service might demonstrate a commitment to and/or evidence of engaging with issues of diversity and inclusion.”
 - We are in the early stages of creating a department ‘flyer’ that shares our department mission, goals, and details about the major. We are supportive of the idea of including a statement like the one immediately above to communicate our JEDI goals for the department. This could also be included in a revised version of the department website (also in early development).
- **Where are advertisements posted or sent? Are there other strategies for reaching applicants for hiring and/or admissions, e.g. job fairs, showcases?**
 - We post to all possible sites, from main geo journals to NABG and other specific sites (Chronicle of Higher Ed), but we have not done targeted recruiting, i.e. targeting individuals
 - Faculty could post job ads in the Earth & Environmental Science Jobs List [spreadsheet](#) and/or the Earth Science Jobs mailing list ([ES Jobs - sponsored by the Earth Science Women’s Network](#))

¹ R. Kelley, 10 Samples of an Effective EEO Statement, blog.ongig.com/diversity-and-inclusion/eeo-statement-samples, (2017).

² <https://careers.who.edu/opportunities/diversity-inclusion/>

³ K. Cobb, #GRExit Resources, <https://doi.org/10.6084/m9.figshare.13215461.v1>, (2020).

⁴ J. Posselt, Inside Graduate Admissions: Merit, Diversity, and Faculty Gatekeeping, <https://www.jstor.org/stable/j.ctvjghw8s>, (2016).

⁵ <https://www.brandeis.edu/diversity/dei-recruitment-hiring/rubric-for-evaluating-diversity-statements.html>

⁶ K. Griffin, J. Bennett, T. York, Leveraging Promising Practices, Washington DC: Aspire Alliance, (2020).

- We could reach out directly to graduate coordinators to recommend applicants and then build on their suggestions to reach out directly to potential candidates.
 - Middlebury could join the Consortium for Faculty Diversity, a group of liberal arts colleges committed to increasing diversity in the professoriate, though this may require cooperation from higher administration within the College.
 - We recognize that our search process has yielded excellent candidates, but not with the level of diversity we seek, so are exploring options with the administration, along the lines of CFD or funded post-doc that is a mix of research and teaching, somewhat modeled after the Mellon C3 program (which emphasized humanities but not STEM) ... as a means of recruiting qualified early career educator-scientists to our small, rural liberal arts college.
- **What are the requirements for an applicant, e.g. letters of recommendations, fees/test scores³/grades? Is providing any of these a potential barrier that could be further lowered or removed? Are there any problematic questions asked?**
 - Thinking about students, this seems to apply more to graduate programs, but at the same time, should our department be working with admissions?
 - For hiring: do not request letters until short list is made, in recognition that letter-writing is time-consuming and can introduce bias (e.g. advisor preferencing one former student over another)
- **How are applicants/applications evaluated? Is that process and/or rubric^{4,5} public? What kind of biases are introduced in this process and what strategies are used to address these, e.g. removing applicant names?**
 - Three stage process: soliciting application materials + evaluation; 'long' list is formed - off campus interviews are completed (via zoom); 'short' list is formed and on campus interviews are held; decision is made
 - We do use a rubric, not in a quantitative way, but to make sure that all candidates are being evaluated on the same criteria, the rubric is not public
 - We should endeavor to share some interview questions with candidates ahead of Zoom or in-person interview.
 - At least the first few to put candidates at ease
 - At this stage of the interview process candidates should generally be asked the same list of questions (no curveballs for one candidate and not another)
 - Candidates give a public research lecture as well as a public "mock class". Students and faculty contribute to assessment.
- **Who is on selection committees and who makes the final decisions? Who interacts with the applicants?**
 - The selection committee is formed of tenured faculty members in the Geology Department plus one 'outside' member (outside of the department but within the college). Feedback is solicited from students based on their interactions with the candidate, the candidate's teaching demo, and research talk.

- **Has your hiring and/or admissions process been evaluated by outside consultants? What is the process for changing it?**
 - Our committee members undergo a hiring training workshop prior to beginning a search. Whether or not this was inspired by an external review or internal, it has become an integral part of the hiring process.
 - Our institution requires that the search committee consist of at least one member from another department
 - Any changes to the hiring process would go through the Dean of Faculty.

- **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”⁶?**
 - Dual-career hires are complicated and need the “stars to align”
 - EAC is working on formalizing this process while preserving departmental autonomy
 - Cohort model is seeing some use
 - All incoming faculty are given a mentor in another division
 - General relocation support inc. external career connections for partners, housing advice can help prospective/incoming faculty feel confident that they can build a life in Middlebury
 - There is recognition that this is an area where improvement is warranted
 - A new administrative liaison is being hired to help assist with this