Evaluation of Candidates:

Examples and tips for how to develop criteria and evaluate candidates equitably.

1. Develop criteria tied to position, ideally when position description is written,
2. Know priority and importance of each metric
3. Determine how these criteria will be used at each stage of the evaluation process
   a. Applicant pool →long list
   b. Long list→phone interview list
   c. Phone interview list →short list
   d. Short list →campus interview list
   e. Campus interview list → extend offer
4. Give enough time for the evaluation process
5. Use a rubric or matrix tied to the criteria for each stage
   a. Blank Example
   b. Completed Matrix
   c. Cornell's Candidate Evaluation Toll
6. Learn about schemas and unconscious bias and how they impact decisions made about women and underrepresented minorities.
7. Other Tips:
   a. Rate candidates against the criteria
   b. Don't rank candidates too early
   c. Don't rank candidates against each other until the end
   d. Consider the method by which you evaluate candidates; read: Evaluate one criterion at a time, as opposed to one candidate at a time

Sample Rubrics
1. Blank

Candidates Names (Alphabetical)	Ph.D.	Productivity/ Research Impact	Teaching	Citizenship/ Diversity	Collaborative Potential
John Doe					
Mary Smith					
Alex Wilson					
William Alison					

2. Filled out with facts from candidates files

Candidates Alphabetically	Productivity/funding	Collaborative Potential	Teaching	Citizenship/Diversity
John Doe Harvard	20 publications since the Ph.D. in high impact journals. High potential for funding	5% (low potential letters indicate he is an "island unto himself"). Few of our faculty have any overlapping scientific interests	(Some experience in fields we do not teach)	50% (letters and personal communication indicate some negative department interactions)
Jane Doe Indiana	16, the last 4 in high impact journals. K Award	85% (letters indicate she has been an inspiring leader of several productive collaborations. Most of the department faculty can think of collaborative projects with this candidate)	(Excellent experience in the courses that must be taught for our undergrad and grad programs)	100% (African-American woman held in very high esteem by all in her previous 3 positions) Seems shy and yet very enthusiastic about her research. "Listens extremely well"
Mary Smith University of Iowa	17.5 in a wide range of high and medium impact journals. Has small grant from industry.	50% (medium potential. Some possible collaborations, but none in the past)	(some experience but not in our area of need)	50% (medium, letters suggest does not pull her weight in service to the department)
Alex Wilson University of Chicago	18 in medium impact journals. Good potential for funding	85% (research program overlaps with almost all Lehigh department members)	(Some experience)	100% has served on diversity committees as a research associate, very well loved by all, interviewed very well. Interested in setting up a summer program to recruit underrepresented groups to research in chemistry

Candidate Evaluation Tool

Name of Reviewer:

The following offers a method for department faculty to provide evaluations of job candidates. It is meant to be a template for departments that they can modify as necessary for their own uses. The proposed questions are designed for junior faculty candidates; however, alternate language is suggested in parenthesis for senior faculty candidates.

Candidate's Name:

Please indicate which of the following are true for you (check all that apply):

□ Read candidate's CV   □ Met with candidate
□ Read candidate's scholarship   □ Attended lunch or dinner with candidate
□ Read candidate's letters of recommendation   □ Other (please explain):
□ Attended candidate's job talk

_____

_____

Please comment on the candidate's scholarship as reflected in the job talk (use next page as necessary):

Please comment on the candidate's teaching ability as reflected in the job talk:

Please rate the candidate on each of the following:	excellent	good	neutral	fair	poor	unable to judge
Potential for (Evidence of) scholarly impact						
Potential for (Evidence of) research productivity						
Potential for (Evidence of) research funding						
Potential for (Evidence of) collaboration						
Fit with department's priorities						
Ability to make positive contribution to department's climate						
Potential (Demonstrated ability) to attract and supervise graduate students						
Potential (Demonstrated ability) to teach and supervise undergraduates						
Potential (Demonstrated ability) to be a conscientious university community member						

Other comments?