

## **Tip: Managing the Long- and Short- Lists of Applicants**

*To conduct a fair evaluation of candidates, it is recommended for search committees to engage in a systematic process to create a final list of candidates.*

### *Stage 1: Select applicants who meet the minimum qualifications*

- Create a checklist of the minimum qualifications posted in the job advertisement (i.e., required educational background, minimum years of experiences, field of expertise, etc.). An administrative assistant to the search committee or designated members of the committee could create the shortlist and narrow the list of applicants who meet the minimum qualifications. As a committee, review the list of applicants and confirm those applicants who should remain on the list.

### *Stage 2: Creating the “long short list” of applicants to consider further*

- The goal of this stage is to identify all “potentially interesting candidates” – candidates who are worthy of further consideration. Establish a process of inclusion – who should be included for further review as opposed to a process of exclusion. This step creates a larger pool of candidates to consider. As a committee, decide how long the long-short list should be (consensus, vote, etc.), engage in discussion about which candidates should be included. Committee members should prepare a brief rationale for why certain candidates should be further reviewed and this rationale should be based upon committee discussions about desired qualities of the potential hire.

### *Stage 3: Selecting a “Short list” of finalists to review*

- Review the committee objectives, qualities the committee desires in a candidate, the evaluation criteria, procedures for moving forward, and group ground rules. Remind the committee of the importance of diversity –intellectual, demographic, geographic, etc. Remind committee members of the potential for unconscious bias and assumptions throughout the process. Require each committee member to justify their decisions based upon the evaluation criteria, committee objectives, or desired qualities. Utilize rubrics that focus on desired criterion of the potential hire; Consider creating separate short-lists ranking people on different criteria. Engage in telephone, teleconference, or video chats for preliminary interviews of the top candidates in each criteria. Select a comfortable list of finalists to invite to campus.

### *Stage 4: Evaluating the finalists*

- The search committee should meet immediately after each candidates’ campus visit. Each committee member should have an individual evaluation of the candidate. As a committee, everyone should review the feedback from other units the candidate visited and discuss the feedback of each committee member. Keep a record of all individual and group assessments to avoid selective recall stereotypes or undue influence to the process.

Resources: The content for this handout was provided by *Searching for Excellence & Diversity: A Guide for Search Committees at the University of Wisconsin-Madison*, published by the Women in Science and Engineering Leadership Institute, University of Wisconsin-Madison, 2012, and the *University of Michigan Faculty Searches & Hiring Handbook*, University of Michigan, 2016.