

Appendix 1

DePaul University – Voluntary Self-Identification Form

Statement of Purpose: DePaul University is an equal opportunity employer. As such we are subject to certain governmental recordkeeping and legal reporting requirements. **Completion of this form is completely voluntary and is not a requirement for employment.** You will not be subject to adverse treatment for declining to provide this information. The information obtained will be kept confidential and separate from your application and/or personnel records and will only be used in accordance with the provisions of applicable laws, executive orders, and regulations.

Name:

Today's Date:

Your Gender

Female

Male

I do not wish to self identify gender

Your Race/Ethnicity

DePaul is proud of its diversity, and is interested in gaining a better understanding of the multi-ethnic composition of our faculty and staff. We are taking advantage of the new federal regulations to gather more in depth information in order to better understand the many dimensions of diversity within our campus community. Therefore, please answer Question 1 and 2 below or check the box indicating that you do not wish to self identify your race/ethnicity.

I do not wish to self identify race/ethnicity

1) Are you Hispanic or Latino? Yes

No

2) If you answered "No" above, please indicate your primary race/ethnicity by placing a "1" in the corresponding box below and, if you wish to identify secondary race/ethnicities, please place a "2" in as many boxes as appropriate.

If you answered "Yes" above, and you wish to identify secondary race ethnicities, please place a "2" in as many boxes as appropriate.

American Indian/Alaskan Native

Native Hawaiian/Pacific Islander

Asian

White

Black/African American

Race/Ethnic Definitions:

American Indian or Alaska Native (Not Hispanic or Latino): A person having origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment

Asian (Not Hispanic or Latino): A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

Black or African American (Not Hispanic or Latino): A person having origins in any of the black racial groups of Africa

Hispanic or Latino: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race

Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino): A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands

White (Not Hispanic or Latino): A person having origins in any of the original peoples of Europe, the Middle East, or North Africa

Appendix 2

Phone Script

Calling Prospective Candidates

Introduction:

Hello, I am (introduce yourself and state your title) from DePaul University. We are currently conducting a search for an (position title) in (department title).

DePaul as an institution is highly committed to diversity. Our student population is quite diverse and we are seeking a candidate who has demonstrated success with working with diverse student constituencies.

At this point you can briefly describe the position and qualifications.

Do you know of anyone who might be interested in this position or meets our qualifications?

Would you be interested in exploring the possibility of applying for this position?

If yes, inform them that you will e-mail them the job description to begin application process.

If not, ask:

Do you know of anyone who may be interested in this position?

Get names and contact information to follow up with suggested contacts.

Be prepared to send material and answer diverse student and faculty demographics as well as specific content related themes.



Summary of Booklet by JoAnn Moody, PhD, JD

“RISING ABOVE COGNITIVE ERRORS: Guidelines for Search, Tenure Review, and other Evaluation Committees”

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Part I. Typical Cognitive Errors Unwittingly Made by Individuals

- | | |
|--------------------------|--|
| 1. Negative stereotyping | 8. Provincialism |
| 2. Positive stereotyping | 9. Extraneous assumptions & myths |
| 3. Raising the bar | 10. Wishful thinking; opinions not facts |
| 4. Elitism | 11. Self-fulfilling prophecy |
| 5. First impressions | 12. Seizing a pretext |
| 6. Longing to clone | 13. Character over context |
| 7. Good fit/Bad fit | 14. Premature ranking/Digging in |
| | 15. Momentum of the group |

Typical Dysfunctions of an Organization that Exacerbate Cognitive Errors

- | | |
|-----------------------------|---|
| 1. Overloading/rushing | 4. No reminders and monitoring |
| 2. No coaching and practice | 5. No one held accountable |
| 3. No ground rules | 6. No debriefing and systematic improvement |

Part II. How to Rise Above Cognitive Errors & Remedy Organizational Dysfunctions

1. Resolve and constant self-correction by individuals and committees.
2. Coaching, preparation, and reminders (such as index cards) about the cognitive errors and shortcuts, provided by appropriate offices and leaders in the organization.
3. Ground rules for the evaluation process, developed by the evaluation committee (but using guidelines from previous searches or from experts).
4. Diverse committee; Non-voting process person (within the committee) for quality control.
5. Use a matrix or other visual mechanism to keep members on track.

6. Slow down the evaluation process; no overload or rushing.
7. Build accountability into both processes and results.
8. Gather non-stereotypical evidence about the candidate/applicant; lengthen interviews and use simulations.
9. Don't rank the finalists. Instead, write up summary of each finalist's strengths, weaknesses, and likely contributions to students, the department, and the campus.
10. Avoid a solo situation by including two or more members of negatively stereotyped groups in the pool of finalists.
11. Continuous practice at rising above cognitive errors and shortcuts (through case studies, interactive skits, and so on).
12. Personal relationships/friendships with members of negatively stereotyped groups—to diminish social distance.
13. Personal courage together with real leadership from administrators to insist "Show me the evidence."
14. Debriefing after each search or evaluation; continuous improvement; summaries of lessons learned, for future committees.

Appendix 4

Summary of Key EEO Laws

[Civil Rights Act of 1964](#) (**Title VI**) prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance, and (**Title VII**) prohibits employment discrimination based on race, color, religion, sex, or national origin.

Section 1981 of the Civil Rights Act of 1866 prohibits discrimination in the making and enforcement of contracts.

[Equal Pay Act of 1963](#) (**EPA**) protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination.

[Age Discrimination in Employment Act of 1967](#) (**ADEA**) prohibits discrimination against individuals who are 40 years of age or older.

[Americans with Disabilities Act of 1990](#) (**ADA**) prohibits employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments.

[Sections 501 and 505 of the Rehabilitation Act of 1973](#) prohibit discrimination against qualified individuals with disabilities who work in the federal government.

Title IX of the Educational Amendments Act of 1972 prohibits unlawful discrimination on the basis of sex against employees or students in federally assisted programs in education institutions receiving general financial assistance.

Vietnam Era Veterans Readjustment Assistance Act of 1974 prohibits unlawful discrimination in employment based on veteran status, Section 402 of this act requires government contractors to take affirmative action to employ and advance in employment disabled veterans and veterans of the Vietnam era.

Executive Order 11246 prohibits government contractors with 50 or more employees and contracts for goods or services of \$50,000 or more from discriminating in employment practices and requires written affirmative action plans.

Pregnancy Discrimination Act of 1978 prohibits discrimination against pregnant employees.

The Illinois Human Rights Act prohibits unlawful discrimination in employment, housing, public accommodations, and financial credit. The act specifically prohibits sexual harassment of students in higher education. The City of Chicago and Cook County have similar ordinances.

Appendix 5



Definition of Terms

Accessibility	A disabled individual's ability to approach, enter and use building facilities easily, particularly such areas as the employment office, worksite, and public areas
Adverse Impact	A statistically significant different rate of selection in hiring, promotion, transfer, training or in other employment decisions which works to the disadvantage of members of a race, ethnic or sex group.
Affirmative Action	Action that is intended to achieve equal opportunity by correcting effects of past discrimination, eliminating present discrimination, or preventing discrimination in the future, including identifying problem areas and implementing recruitment programs, mentoring, and training programs that work to recruit and retain qualified individuals.
Affirmative Action Plan (AAP)	A written document that helps a federal contractor identify and analyze the participation and utilization of women and minorities in the contractor's workforce.
African-American/Black	A person having origins in any of the black racial groups of Africa
Asian	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
Business Necessity	A practice that is necessary for safe and efficient organizational operations.
Disabled Individual	Any person who (1) has a physical or mental impairment that substantially limits one or more major life activities, (2) has a record of such impairment, or (3) is regarded as having an impairment. A disability is substantially limiting if it is likely to cause difficulty in securing, retaining, or advancing in employment.
Disabled Veterans	A person with a disability rated at 30% or more by the Veterans Administration and is entitled to disability compensation under Veterans Administration regulations. Persons who were discharged from service for a disability incurred in the line of duty are also included.

Discrimination/Disparate Treatment	Different treatment of employees or applicants because of their race, color, religion, sex, sexual orientation, national origin, disability or veteran's status.
Equal Employment Opportunity	Equal treatment in all employment-related actions.
Essential Job Functions	Fundamental job duties of a position.
Equal Employment Opportunity Commission	Federal enforcement authority for EEO laws.
Hispanic or Latino	A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
Interview	An in-depth review (over the phone or in person) of an applicant's qualifications for a position.
Native Hawaiian or Other Pacific Islander	A person having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands
Job Screening	An informational exchange with an applicant pertaining to a position.
American Indian or Alaska Native	A person having origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment.
Office of Civil Rights (OCR)	The office in the U.S. Department of Education responsible for enforcing Title VI of the Civil Rights Act of 1964 and Title IX of the Education Amendments of 1972.
Office of Federal Contract Compliance Programs (OFCCP)	Federal enforcement authority responsible for ensuring that federal contractors have nondiscriminatory practices and take affirmative action.
Other Eligible Veteran	A person who, as a member of a reserve component under an order to active duty, served on active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and who was discharged or released from such duty with other than a dishonorable discharge.
PDC	President's Diversity Council established in 2006.

Qualified Disabled Individual	A disabled individual who is capable of performing a particular job with reasonable accommodation to his or her disability.
Reasonable Accommodation individual	Modification or adjustment to a job or work environment which will enable an otherwise qualified disabled individual or disabled veteran to perform a particular job successfully, as determined on a case-by-case basis.
Retaliation	Prohibited punitive action taken against individuals who exercise their legal rights.
Special Disabled Veteran	A special disabled veteran is a person who is entitled to compensation under laws administered by the Department of Veterans Affairs for a disability rated at 30 percent or more; or, rated at 10 or 20 percent, if it has been determined that the individual has a serious employment disability; or, a person who was discharged or released from active duty because of a service-connected disability.
Undue Hardship	Significant difficulty or expense imposed on an employer in making an accommodation for individuals with disabilities.
Veterans of the Vietnam Era	A Vietnam era veteran is a person who (1) served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, and was discharged or released with other than a dishonorable discharge; (2) was discharged or released from active duty for a service connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975; or (3) served on active duty for more than 180 days and served in the Republic of Vietnam between February 28, 1961 and May 7, 1975.
White	A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Pre-Employment Inquiry Guidelines (Source: Illinois Employment Laws and Regulations, Illinois Chamber of Commerce, 1995.)

Appendix 6

Subject	Impermissible Inquiries	Permissible Inquiries
Name	"What is your maiden name?" "Has your name been changed by court order?"	" Have you ever used any other name?" "Is additional information, such as an assumed name or nickname, necessary in order to check job references?"
Residence	"Do you own or rent your home?" "Do you have any foreign residences?" "How long have you lived at your present residence?"	Address
Age	Age Birth date Dates of attendance at elementary or high school Questions which tend to identify applicants as 40 years of age or over	"Can you show proof of age upon hire?" "Are you over 18 years of age? If you are under 18 years of age, can you produce a work permit upon hire?"
Birthplace or Citizenship	"Are you a U.S. citizen?" Birthplace of applicant (or applicant's parents or family)	"Are you legally authorized to work in the United States?" Statement of proof of the applicant's legal right to work in the U.S. will be required after hiring decision

Pre-Employment Inquiry Guidelines (Source: Illinois Employment Laws and Regulations, Illinois Chamber of Commerce, 1995.)

Subject National Origin

Impermissible Inquiries

Questions requiring applicant to identify national origin, ancestry or nationality
"What is your first/native language?"

Race or Color

Questions requiring applicant to identify race, color, complexion, color of skin, hair or eyes

Questions requiring applicant to identify attitudes about working with, supervising or being supervised by a person of another race.

Fidelity Bonding

"Have you ever been denied a fidelity bond or has one been canceled?"

Notice in Case of Emergency

"Name, address and relationship of relative or other individual to be notified in case of accident or emergency."

Height or Weight

Height
Weight

Permissible Inquiries

Where languages other than English are relevant to the job applied for:
"What languages, other than English, do you read or write?"

Statement that a photograph may be required after hiring decision

Note: Data for OFFICE or affirmative action compliance or EEO record keeping requirements may be recorded and maintained separate from the application.

Statement that fidelity bonding is a requirement of employment

Statement that the name of an individual to be notified in case of accident of emergency will be required upon hire

Questions may be asked about an applicant's height or weight, but only if height or weight is a bona fide occupational qualification (demonstrably related to safe and efficient job performance)

Pre-Employment Inquiry Guidelines (Source: Illinois Employment Laws and Regulations, Illinois Chamber of Commerce, 1995.)

Subject	Impermissible Inquiries	Permissible Inquiries
Sex	<p>Sex of applicant</p> <p>Questions regarding pregnancy, birth control, number or ages of children, child bearing or childcare plans</p> <p>Questions inquiring whether an applicant's spouse will allow him/her to travel</p>	<p>Applicant's sex, but only if sex is a bona fide occupational qualification (demonstrably related to job performance)</p> <p>Note: This is a very narrow defense.</p>
Applicant Referral	<p>Questions inquiring as to the name of the applicant who referred the applicant</p>	<p>"How were you referred to this position? (E.g. Current employee, newspaper advertisement)</p>
Physical/ Mental Disability	<p>"Do you have any physical or mental condition/disability which may affect your ability to perform the job applied for?"</p> <p>Questions regarding an applicant's general health, medical conditions, illnesses, or disabilities or receipt of benefits for disability or workers' compensation</p>	<p>Describe the various functions of the job and asking: "Can you perform the functions of the job for which you are applying?"</p>
Qualifications/ Previous Work Experience	<p>Inflated experience requirements which are not strictly job related</p>	<p>Questions related to previous experience and/or skills that are applied for, names and addresses of former employers, dates of prior employment and reason(s) for leaving previous employers.</p>

Pre-Employment Inquiry Guidelines (Source: Illinois Employment Laws and Regulations, Illinois Chamber of Commerce, 1995.)

Subject	Impermissible Inquiries	Permissible Inquiries
Education	<p>Questions regarding dates of attendance at elementary or high school</p> <p>Questions regarding ethnic, social or religious affiliation of schools attended, sororities/fraternities, etc.</p>	<p>Questions regarding extent of education, degree(s) received, names of schools attended but only where such requirements are demonstrably related to the job</p>
Religion	<p>Religion of applicant</p> <p>Any questions which tend to elicit information about an applicant's religious affiliation, e.g. regarding activity in church groups</p> <p>Requirement that applicants include a member of the clergy as a personal reference</p>	<p>Statement of the employer's regular working hours, days or shifts and whether the applicant can work this schedule</p> <p>Questions regarding religious days of observance or religious affiliation but only where such a bona fide occupational qualification (demonstrably related to the job)</p>
Arrest or Criminal Record	<p>Have you ever been arrested?"</p>	<p>Questions regarding prior convictions where accompanied by a statement that such convictions will not absolutely bar employment, but will only be considered in relation to specific job requirements</p>
Military Service	<p>Questions regarding type of discharge (except dishonorable)</p> <p>Questions regarding reserve duty obligations</p> <p>Questions regarding service in foreign military</p>	<p>Questions regarding relevant experience gained during military service</p>

Pre-Employment Inquiry Guidelines (Source: Illinois Employment Laws and Regulations, Illinois Chamber of Commerce, 1995.)

Subject	Impermissible Inquiries	Permissible Inquiries
Organizations/ Activities	"List all organizations, clubs, societies, etc., to which you belong." Questions related to political affiliations or union membership	"List all job-related organizations, clubs or professional societies to which you belong - you should omit those which would identify your race, color, religion, sex, national origin, age, disability or sexual orientation."
References	Questions directed to applicant's former employer(s) or personal references which elicit information regarding applicant's race, creed, sex, age, national origin, or disability	"List those persons willing to provide personal and/or professional references,"
Relatives/ Anti-Nepotism Policies	Questions that ask applicant to identify relatives or close friends working for the employer	Statement of employer's anti-nepotism policy Questions regarding spouse or relatives working for competitors where necessary to protect company secrets Information for purposes of benefits administration (E.g. marital status or number of dependents, can be required after hiring decision)

Pre-Employment Inquiry Guidelines (Source: Illinois Employment Laws and Regulations, Illinois Chamber of Commerce, 1995.)