

## *CCAS case study for inclusion in the Department Chairs Seminar*

### **Faculty Recruitment Scenario at Teacher Scholar University**

The Department of Biology at Teacher Scholar University (TSU) is nearing the end of a faculty search in which three candidates have interviewed on campus. The first candidate has generated little enthusiasm among stakeholders, while the others have backers. Candidate Morris Moore, who has completed a post-doctoral appointment, has the slightly stronger publication record of the two. His jocular style resonated well with the senior faculty, but his research seminar was poorly organized and hard to follow. Rhea Served, a recent Ph.D. recipient, presented her research coherently in the seminar and has more teaching experience than Moore, an important consideration given TSU's mission. However, Moore's backers describe her as "a little mousy" and "maybe too green" and question her overall fit within the department.

The department's faculty has voted in favor of Moore, although not by a large margin. The vote is technically advisory; however, past chairs have almost always accepted the faculty recommendation and forwarded it to the dean, who makes all offers in the college. In this instance, though, the new chair, Dee Liberative, believes that Moore's muddled seminar presentation and relatively limited teaching experience are significant issues. She also thinks that the faculty members who appreciated Moore's joviality (incorrectly) interpreted Served's more low-key style as inexperience or lack of self-confidence. Fundamentally, she suspects that Served lost votes for being female. Liberative is about to meet with the dean to discuss her recommendation and is mulling over how she should proceed.

### **Questions:**

1. Based on the information provided, is there evidence for Liberative's concern that gender bias has factored into the evaluation of the two candidates? If so, what is it?
2. What candidate do you recommend Liberative endorse?
3. How should she justify her selection to the dean?
4. How should she justify her selection to the faculty?
5. If Served is the selected candidate, what steps might Liberative consider to support her success within the unit?

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