



EXCELLENCE | EQUITY | DIVERSITY

## BEST PRACTICES

### *to minimize bias in evaluation of faculty*

1. ***Allow sufficient time for evaluations***, because evaluators draw on stereotypes more when rushed or distracted. Take time to evaluate each candidate's entire file; don't depend too heavily on only one element. (Martell, 1991; Bauer & Baltes, 2002).
2. ***Develop criteria for evaluation and apply them consistently to all faculty.***
  - a. Structured *criteria* for decision-making result in more accurate evaluations (Martell & Guzzo, 1991).
  - b. Structured *processes* for recording observations increase accuracy and reduce bias (Bauer & Baltes, 2002).
3. ***Learn to recognize bias in written evaluations*** and how to minimize bias when writing evaluations (Trix & Psenka, 2003).
4. ***Evaluations that describe specific behaviors***, rather than overall evaluations, may be more fair as representations (Bauer & Baltes, 2002).
5. ***Writing both positive and negative comments on each individual*** is beneficial because it individuates the ratee and reduces the use of stereotypes (Bauer & Baltes, 2002).
6. ***Have evaluators justify opinions.*** Increased accountability increases the accuracy in evaluations (Lerner & Tetlock, 1999).
7. ***Avoid single general items as key measures of student ratings.*** Use student evaluations in conjunction with peer evaluations of teaching and course materials (Aleamoni, 1999).
8. ***Have good intentions:*** when people adopt accuracy goals, intending to evaluate others as unique individuals, bias is reduced (Blair & Banaji, 1996; Wheeler & Fiske, 1991).
9. ***Develop college and departmental norms*** for annual performance and P&T reviews that emphasize fairness and accuracy (Fiske, 2002).
10. ***Have diverse review committees to improve accuracy*** (Kanter, 1977; Valian, 1998; Onorato & Turner, 2004).
11. ***Support your colleagues:*** research shows that visible support from senior and respected colleagues can reduce impact of negative stereotypes and result in more fair evaluations (Brown & Geis, 1984).