The candidate is also evaluating us as a department. Treat the candidate as a colleague:
- Do not "grill" them.
- Engage substantively with their existing work and note areas of common interest.
- Use the visit to learn more about their future work.

It is illegal to ask a job candidate about, or comment on, the following:
- **Family status** ("I see that you are wearing a wedding ring." "Do you (plan to) have children?" "What does your partner do for a living?")
- **Racial or ethnic background** ("You have an interesting last name – is it Dutch?" "Where are you from originally?")
- **Age** ("How old are you?")
- **Citizenship status** ("Have you gone through the naturalization process yet?")
- **Sexual orientation or gender identity** ("I know lots of single men. I'd be happy to introduce you if you move here." "What was your gender at birth?")
- **Religion or religious practices** ("What denomination are you?" "Do you normally work on Saturday?")

Do not assume someone's interests or needs based on their demographics:
- Offer the same information about the university and Columbus community (e.g., school systems, nightlife, restaurants, LGBTQ+ community, politics, etc.) to <u>all</u> candidates, rather than trying to tailor the information you share to the candidate.
- Expose <u>all</u> candidates to the diversity within our department and university, not just women and minority candidates.
- Ask visitors if there are particular people or resources on campus that they are interested in learning more about during their visit. However, make it clear that this is an opportunity and not an obligation (i.e., do not put the work of building a schedule onto the visitor).

Accommodating differences:
- Give the visitor the option to book their own travel and then be reimbursed, or to have their flights and other travel purchased by the department. If they choose to be reimbursed, prioritize the speedy processing of their payment.
- Ask and honor dietary restrictions (e.g., vegan, kosher, gluten free, etc.). Ideally, give the candidate a list of potential restaurants, and give them the option to pick one or to have the department choose (i.e., give the option without making it an obligation for the visitor).
- Schedule a meeting with a university employee outside the department who can answer any questions the candidate is not comfortable asking members of the department.
- Signal a willingness to build the visit around any needs related to pregnancy, breastfeeding, or childcare. It is best if such needs can be communicated to staff members rather than to faculty.

Practical tips for scheduling:
- Send an itinerary to the candidate early, even if it is incomplete. This should include information on how long their formal presentation should last.
- Allow the candidate to take a taxi or car share from the airport. Offer to arrange a ride or order a taxi/ride share for local transport.
- Do not schedule breakfast meetings.
- Keep time differences in mind when scheduling (e.g., start the day later for those traveling from more western time zones).
- Make sure to build in breaks of around 15-30 minutes after every 2-3 meetings (to use the restroom or just catch one's breath), including a protected block of time (at least 20-30 minutes) before their formal presentation.
- Provide the candidate with a private space to leave their things and to use during their breaks (e.g., to make a private phone call, to use a breast pump, etc.).
- The candidate should have sufficient time to eat lunch.

Avoiding uncomfortable situations:
- Do not comment on a candidate's physical appearance or clothing. While this may be intended as a compliment, it could be misunderstood and make someone uncomfortable.
- If faculty consume alcohol at the candidate dinner, they should drink in moderation. Any faculty member who is driving the candidate should abstain from alcohol.

Additional resources:
Fine, Eve and Jo Handelsman. 2012. Searching for Excellence and Diversity: A Guide for Search Committees (National Edition). WISELI, University of Wisconsin.