Before Beginning

• Familiarize yourself with the research*

• Questions to consider
  – What are we actually evaluating?
  – Does our application process and materials give us what we need?
  – Where can bias/disadvantage creep in?
  – Why are we doing it this way? Are there better ways to get what we want?
  – How are our goals and values incorporated into the process?
Rubrics and Accountability

• Use a rubric
  – Avoid global evaluations
  – Evaluate multiple dimensions
  – Reach consensus on evaluation criteria & weight
  – If it’s not in the rubric, it should not be evaluated

• Accountability
  – Give evidence and beware of proxies and shifting criteria
  – Have a feedback loop

• If two app’ns seem “equal,” consider role of bias and broad goals