

## **WHAT CAN WE DO? TOP 10 BEST PRACTICES FOR FACULTY RECRUITMENT**

### **1. Build an effective search committee**

- Require/reward a high level commitment to diversity and excellence.
- Ensure all members have attended a Faculty Recruitment Workshop to learn about unconscious bias and strategies for fair evaluations.
- Assign a staff member to support the search.
- Have processes in place for person-specific hiring.

### **2. Actively develop a diverse pool of applicants**

- Network directly with newly established scholars.
- Invite senior diverse scholars to your seminar series to increase familiarity with your department.
- Foster connections with institutions that train diverse students.
- Connect with professional organizations that support underrepresented groups in your field.
- Engage with, or develop, on-campus postdoctoral programs that support excellence and diversity.

### **3. Define the disciplinary area for your search as broadly as possible**

- Search as broadly as possible. If you have multiple positions over a period of several years, consider more broadly defined searches, with a multidisciplinary search committee.
- Consider searching in subfields that are more diverse. These can be called out specifically as areas of interest in your broad search.

### **4. Ask for information you need from applicants**

- Ensure that all applicants know the criteria on which they are being evaluated.
- Provide a template or checklist and clear instructions about the application process.
- Ask candidates to write about current or planned contributions around diversity and inclusion, either as a separate statement or as part of other materials.

### **5. Make sustained and conscious efforts to counter potential evaluation bias**

- Discuss and define specific evaluation criteria before the search. Ensure all search committee members and department faculty have a clear and shared understanding of the criteria.
- Design evaluation tools that examine a candidate's strengths, accomplishments, and attributes along a variety of dimensions.
- Consider the environment in which achievements were made.
- Be alert for bias around the candidate's institution and/or subfield.
- Avoid global evaluations and summary rankings that fail to consider all of the search criteria.
- Acknowledge uncertainty.

### **6. Provide a welcoming environment during the interview**

- Attempt to avoid 'tokenism' in the interview pool by interviewing more than one female/minority candidate.
- Avoid telling a candidate that you are interviewing them or want to hire them because of the social group to which they belong.
- Ensure that all candidates meet a diverse group of people during their visit to campus.

**7. Encourage circumstances that will allow you to see the candidate at their best.**

- Provide complete information about the visit well in advance.
- Ask the candidate whom s/he/they would like to meet.
- Identify an appropriate faculty host.
- Ensure diversity in the audience for the job talk.
- Introduce the candidate's job talk with a summary of their accomplishments/expertise.
- Consider how welcoming the spaces in your department are (e.g. who is pictured?)
- Do not ask the candidate about their personal life (age, marital status, children, *etc.*) even in off-campus situations (e.g. dinner with the search committee). Questions about personal life can have unintended consequences.

**8. Manage the decision making process**

- Consider only job relevant criteria in evaluating candidates.
- Use the candidate evaluation tool for each step of the interview process, and refer to items on the evaluation tool when discussing candidate, rather than subjective terms like “fit”.
- Make sure the views of all faculty are heard.

**9. Recruit the selected candidate.**

- Once a candidate is selected for a job offer, all relevant factors can be discussed.
- Provide detailed information to ensure that the negotiation process is positive and effective for all candidates.
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**10. Engage the Division of Diversity, Inclusion, and Community Engagement in your recruitment of diverse candidates.**

- Inform candidates of our efforts to build an inclusive community.
- We can assist in transition to campus, connecting them to diverse faculty in other departments.
- We can serve as an external resource providing a range of support, contact us to learn more.

**BONUS ITEM! Develop department policies that aid in faculty support and retention**

- Create mechanisms to support diversity, equity and inclusion.
- Make sure new faculty are mentored.