



**RUTGERS**

Division of Diversity, Inclusion,  
and Community Engagement

# **Creating a Diverse and Inclusive Department**

**A STEP-BY-STEP GUIDE**

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## 1. DEPARTMENT VISION

Please hold a collective discussion of where the department was in the past, where it is today, and where it wants to go.

This can be a productive exercise and one that facilitates a collaborative discussion about what the department considers to be its strengths, whether these fit into the “center” of the academic discipline or are part of the “periphery,” and how the department might include cutting edge interdisciplinary foci that also help with the recruitment of a diverse faculty (please use [the center-periphery diagram](#) to help you). The goal is to collectively articulate a vision for the department and develop a five-year hiring plan.

Such a discussion can be productively held at a department retreat.

For more guidance, see the inclusive hiring report template below.

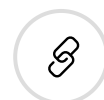


Please use this [Inclusive Hiring template](#).

## 2. HOW TO PLAN A RETREAT

The next part involves planning the retreat.

Here is a [model](#) that we found useful for helping you think of a retreat. Here is [one](#) on recruiting faculty, and [another](#) on recruiting and retaining a diverse faculty. In preparation for the retreat, the chair of the department or a committee needs to investigate various things from ordering food and beverages to finding a beautiful location that makes the retreat something that doesn't look and feel like a department meeting. Importantly, the chair or the committee needs to gather relevant information about the department such as faculty and student demographics (please see the template in step one), set an agenda, and develop interactive workshops.



[Retreat model](#)



[Retreat model on recruiting & retaining a diverse faculty](#)

## 3. VIDEO

How do you communicate the benefits of diversity?

At the retreat, when you begin the discussion on diversity, you might project [this short video \(coming soon\)](#) that lays out why faculty diversity is important, how diversity and excellence go hand in hand, and how it benefits departments and our students to have a diverse faculty.



Creating a diverse and inclusive department

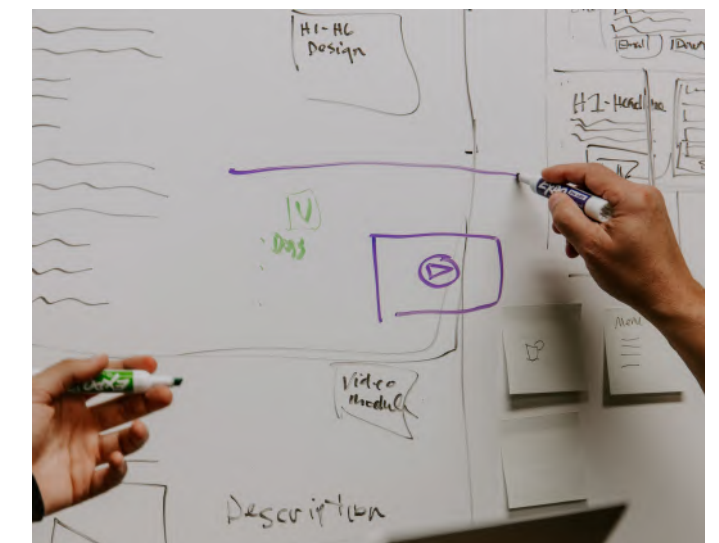


[Video coming soon](#)

## 4. HIRING PLAN

How will you apply the lessons learned from the retreat?

At the end of the retreat, please create a written report that you can submit to your dean which includes a concrete plan for how to improve faculty diversity in your department. Please click below for resources.



[Hiring Plan](#)



For guidance on a strategic inclusive hiring plan, [click here](#).

# Meeting with the Dean

## Asking for Resources and Funds

Provide your dean with the plan the department has agreed upon and ask for resources such as funding a lecture series to making a commitment to recruitment. Keep in mind that searching is a process, as [this graphic](#) so beautifully shows.



View *Search is a Verb* graphic

## Attend a STRIDE Workshop

As a school, attend a STRIDE committee workshop with your dean and discuss with them what the key take-away from the workshop was for your department.

STRIDE workshops are hosted through the Division of Diversity, Inclusion, and Community Engagement.



View STRIDE workshop slides



# The Initial Job Search Process

## 1. JOB CRITERIA



- Once you have been approved to hire, hold a discussion of the job criteria at a department meeting where you recap the retreat discussion.
- It would be helpful for you to again discuss what is considered the “center” and the “periphery” of your field and how you might open the department to new and exciting possibilities that exist in the periphery (please use the center periphery exercise [here](#)).

## 2. SEARCH COMMITTEE



Form an open and diverse search committee and be sure that the search committee attends a STRIDE workshop every year that you are hiring.

- The committee might find these resources from [Rutgers UHR](#) and the [RU-NB Chancellor-Provost's Office](#) helpful.

## 3. WRITING A JOB AD



Write a job ad (see sample job ad for a broad and open search [here](#)).

- Please be sure to include a Rutgers-specific diversity statement such as: “Rutgers is located in New Jersey, a demographically diverse state. Our student body reflects this racial and ethnic diversity. We are interested in hiring more faculty who look like our students” or something along these lines. Please do not cut and paste a standard diversity statement as that suggests that your department has not seriously considered the issue.
- You might also ask candidates to provide a diversity statement (examples from other universities of how to ask for diversity statements can be found [here](#)).
- To make it Rutgers–New Brunswick specific you might ask candidates to think about how they would engage a diverse student body and what they might do differently in terms of their teaching, service and research).

## 4. ADVERTISING OUTLETS



Advertise the job in diverse outlets (see [here](#) for where to advertise).

## 5. TABLING EVENTS



Hold tables at prominent conferences and be on the lookout for talented faculty by attending a plurality of panels.

## 6. RANKING CRITERIA



Create ranking criteria (see a sample [grid here](#)) and share with your department for their input and edits.

## 7. CREATING A SHORTLIST



Once the applications come in, the search committee will work to narrow the pool to 10-12 names. Please check to make sure that this pool is diverse.

- We recommend that the entire search committee (and if possible, the entire department) be involved in as many of the 30-minute Zoom interviews with the top 10-12 candidates. Create a common set of questions, do not ask different people different questions as this does not create a level playing field ([sample questions can be found here](#)).

## 8. SELECTING FINALISTS



- The full search committee (and if possible, the full department) should be invited to use the ranking grid to evaluate candidates.
- We suggest that you fill in your responses to the questions in the grid as soon as you finish the Zoom interviews while it is still fresh in your mind. Do not rank at this stage, simply evaluate strengths and weaknesses. If the entire department is involved, the search committee will then collect this grid and narrow it down to the final 3-4 candidates.

## 9. WRITING TO CANDIDATES



Write to all candidates who didn't make the cut to thank them for their time. Invite the top 3-4 finalists for a campus interview.

## 10. CAMPUS INTERVIEW



The finalists should be given as much information about the process as possible from expectations to timelines ([see a sample letter here](#) for both a 1-day and a 2-day interview).

# Planning for the Campus Visit

## 1. CREATING AN ITINERARY



Create a clear itinerary. There are **two itineraries here**, one for a 1-day campus interview and another for multiple days.

## 2. PUTTING A PLAN IN MOTION



Assign members of your department to walk the colleague from one engagement to the next.

## 3. QUESTIONS TO ASK CANDIDATES



While we want to ask about the candidates' scholarship, teaching, and service, we should also be sure to engage them on their commitment to DEI. **Here is a list of questions**, please pick a few as you see fit. Please also remind your colleagues of the kinds of questions cannot ask, **Appendix B of the RU-NB Chancellor-Provost's Hiring Manual** provides a partial list of such questions).

## 5. INTRODUCTION OF CANDIDATES



Prepare the introduction of the candidate before the job talk and the class lecture in advance (**see guidelines here**).

## 6. RANKING GRID



- Please evaluate the candidate's diversity statement using this **rubric**. Use the same grid developed above to assess each of the candidates and provide your full assessment to the dean.
- At this stage, rank your candidates. A department wide conversation about the entire search process, its goals, the criteria and your 5-year plan is strongly encouraged.
- For colleagues without tenure who might not feel comfortable talking at a meeting, please be sure to provide a space online for them to anonymously provide feedback.

# The Offer and Recruitment

## Reasons to Accept

Once the offer is made, we encourage you to contact the finalist and give them all the reasons why they should accept the offer.



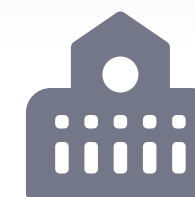
## Salary Expectations

Put them in touch with the Rutgers AAUP–AFT so that they can learn what to expect as a starting salary and can negotiate with the chair/dean an appropriate salary and starting package.



## Diversity Initiatives

Send them a link to the [UEI – Faculty Diversity Collaborative](#) so they can learn more about the mentoring and funding resources available both at the university as a whole and on the New Brunswick campus.



# INDIVIDUAL AND DEPARTMENT CHANGES



Build a culture of search excellence. Reflect on your search and provide a report suggesting improved approaches for the future.



Work to minimize the effects of negative schemas and biases and create a culture in which new faculty will thrive, succeed, and choose to stay at Rutgers University–New Brunswick.



Rutgers University–Division of Diversity, Inclusion, and Community Engagement can help.

## CONTACT



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