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.

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.