

FACULTY RECRUITMENT TOP 10 BEST PRACTICES

Faculty Success
Colorado State University

1. Build an effective search committee

- Require/reward a high-level commitment to diversity and excellence. Take time to define how the committee will foster inclusive excellence at every stage of the search.
- Have explicit conversations about the needs and context for inclusive excellence in the field. Use resources
- Ensure all members have attended required search trainings through OEO 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.
- 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
- Be aware that tokenism can occur when interview pools predominantly contain candidates with majority identities and few candidates with minoritized identities. Take special care to recognize and disrupt possible tokenism when it happens.

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, inform applicants about the process

- 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 related to the candidate's institution and/or subfield.
- Avoid global evaluations and summary rankings that fail to consider all the search criteria.
- Acknowledge uncertainty.

6. Provide a welcoming environment during the interview

Adapted from University of Michigan ADVANCE Program's STRIDE Faculty Recruitment Workshop:
WHAT CAN WE DO? TOP 10 BEST PRACTICES (2019)

- 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. Ensure that all candidates know about dual career support and family friendly policies.

- Provide an information packet to all candidates (rather than making this contingent on gathering inappropriate personal information).
- Be aware that dual career support from the Provost's Office is available to domestic partners of faculty recruits regardless of marital status or sexual orientation. Chairs, associate deans and deans – not individual faculty or the search committee - are the appropriate people to communicate with the candidate about dual career support.

9. 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.

10. 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.

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.