

ADMINISTRATOR'S CHECKLIST OF BEST PRACTICES FOR A DIVERSE SEARCH

Resource Page #2

Before the Search

Good:

- Clearly articulate campus rationale for support of faculty diversity by making explicit the connections between faculty diversity and educational quality.
- Create a search committee that is enthusiastic and genuinely committed to faculty diversity.
- Develop and distribute a departmental statement outlining meaningful steps to be taken to achieve greater diversity among the student body and faculty.

Better:

In addition to the above:

- Create a diverse search committee, comprised of faculty, administrators, staff, and students from varied backgrounds, that brings multiple perspectives and fresh ideas to bear.
- Include and align commitment to diversity efforts in the institutional and departmental strategic plans, as well as the mission statement.
- Create open lines of communication with potential faculty already in your department or school, such as adjunct or part-time professors, graduate students, and research associates.

Best:

In addition to all of the above:

- Secure all resources needed to conduct a comprehensive search – for example, place job announcements in publications that reach underrepresented groups.

- Make sure that the university has developed and continually audits a comprehensive plan to address and show a commitment to diversity in every area of campus life, including faculty hiring, curricular reform, student enrollment, campus activities, and general campus climate.
- Establish and cultivate ongoing and routine relationships with local and national organizations and special interest groups, and with students and faculty at colleges and universities that educate graduate students of color.
- Incorporate new research findings and data about faculty of underrepresented groups into the everyday practices of the institution, such as convening information on forums, roundtables, and retreats; presenting emerging research; and implementing successful practices.

During the Search

Good:

- Make sure that the search committee understands its charge from the onset, clearly emphasizing that faculty diversity is a goal and that actively seeking a diverse pool of candidates is expected.
- Critically analyze the job description and advertisement, making sure that they are geared towards inclusiveness.
- Mail/email position announcements to underrepresented groups and organizations.

- Cover the costs of the candidate's expenses related to the interview, including hotel, food, and travel expenses.
- During the campus visit, make sure that all interactions with the candidate are honest, genuine, and gracious.
- Offer to connect the candidate with a Faculty and Staff Association of their interest (or person of similar social identity and interests) to give perspectives on the campus and local community climate.

Better:

In addition to the above:

- Write a position description that attracts a diverse group of applicants, making sure that it clearly states that inclusiveness and diversity are departmental and institutional goals.
- Make personal contact by letter or phone to underrepresented faculty, visiting scholars, and/or individuals who have made diversity-related presentations on campus.
- Establish a vita bank for potential future searches.
- Use listservs, bulletins boards, and other forms of technology to announce positions and recruit potential candidates far and wide.

Best:

In addition to all of the above:

- Educate the search committee and provide opportunities for discussion on diversity and equity issues, including Affirmation Action rules and regulations, hiring myths, stereotypes, and biases.
- Utilize personal and professional networks,

contacts, and recommendations to seek leads to potential candidates of underrepresented groups.

- Initiate recruitment trips to universities that prepare a significant number of Ph.D. graduates of underrepresented groups.
- Incorporate recruitment networking into professional conference attendance by department faculty.
- Establish a pool of potential underrepresented candidates through a Visiting Scholars and/or all but dissertation fellowship programs.
- Advise the candidate of any incentives that might be negotiable in the salary package (reduced work-loads, grant-funded opportunities, etc.)
- Cover the cost of an additional campus/area visit to explore housing.

After the Search

Good:

- Honor all start-up conditions mentioned in the final letter of agreement.
- Do not overload the new hire with excessive service demands, such as committee memberships, advising, etc.

Better:

In addition to the above:

- Follow-up with the new hire regularly to help with transitions and answer any concerns that might develop.
- Provide mentoring and professional development opportunities.

Best:

In addition to all of the above:

- Continue efforts to diversify the faculty and support other campus diversity initiatives.
- Provide the new hire with clearly stated standards and procedures regarding evaluation and performance.
- Evaluate the effectiveness of the search process in order to avoid future missteps; acknowledge the successes and failures and share that information with future search committees.
- Sponsor gatherings to highlight the research, teaching, and service contributions of underrepresented faculty.