

Checklist for Best Practices in Proactive Recruitment¹

Before the Search

Good:

- Clearly articulate department/faculty 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, drawing on your department's response to *Stepping Up*.

Better:

In addition to the above:

- Create a diverse search committee, consisting of faculty, administrative staff, and students from both minority and non-minority backgrounds, that brings multiple perspectives and fresh ideas to bear.
- In and align commitment to diversity efforts in the institutional and departmental strategic plans and/or mission statements.
- 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, to place job announcements in publications serving a diverse audience.

¹ Adapted from Turner (2002).

- Review the commitment to equity and diversity as outlined in *Stepping Up* and the response by your Faculty/department.
- Develop long-term recruitment strategies that establish and cultivate an ongoing relationship with local and national organizations representing diversity groups, as well as with students and faculty at colleges and universities that educate diverse graduate students.
- Incorporate new research findings and data about minority groups into the everyday practices of your department or faculty and use this as a basis to convene information forums, roundtables, retreats, and opportunities to present new and emerging research and 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.
- Review with search committee members information on evaluation bias, and some suggestions for avoiding discrimination.
- Critically analyze the job description and advertisement, making sure that they are geared towards inclusiveness
- Mail/email position announcements to diverse groups and organizations, using the many resources provided on this website.
- Quickly reimburse any 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 make available a person of similar background, interests, ethnicity, or gender to give their perspectives on the campus and local community climate.

Better:

In addition to the above:

- Wrote a position description that attracts a diverse group of applicants, making sure that it includes the equity statement.

- Make personal contact by letter or phone to faculty of colour, visiting scholars, and/or individuals who have made diversity-related presentations on campus.
- Establish a bank of CVs and contacts for promising graduate students.
- Use listservs, online bulletin boards, and other forms of technology to announce positions and recruit potential candidates.

Best:

In addition to the above:

- Educate the search committee and provide opportunities for discussion on diversity and equity issues, hiring myths, stereotypes and biases (particularly those outlined in *Faculty Recruitment – The Search Committee*)
- Use personal and professional networks, contacts, and recommendations to seek leads to potential minority candidates.
- Initiate recruitment trips to universities which prepare a significant number of minority PhD graduates.
- Incorporate recruitment networking into professional conference attendance by all departmental faculty.
- Establish a pool of potential candidates through the Visiting Scholars program.
- Advise the candidate of any incentives that might be negotiable (e.g., salary package, startup funding, reduced workloads, grant opportunities, partner/spousal employment, tuition waivers).
- Cover the cost of an additional campus/area visit to explore housing.

After the Search

Good:

- Honour 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 to answer any concerns that might develop in the first few days/weeks/months.
- Provide mentoring and professional development opportunities.

Best:

In addition to all of the above:

- Continue efforts to diversify the faculty and other departmental 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 campus and community-wide gatherings to highlight the research, teaching, and service contributions of diverse faculty members.