

ADVANCE Stevens

Faculty Recruitment Best Practices

1 CREATING THE SEARCH COMMITTEE

- Develop awareness of bias in conversations, especially gender bias and microaggressions.
- Consider group dynamics, including rank, status, personalities, and token status, so all feel free to speak and express opinions.
- Include women and minorities who encourage other women and minorities to apply.

As your committee embarks on faculty recruiting, the following information will assist you in creating a fair and equitable process. Your committee may already practice some of the points. Others that are less familiar might serve as valuable guidelines for discussion or action.

2 PLANNING THE SEARCH

- Review the needs of the department and develop specific hiring goals.
- Review search and hiring policies and procedures:
bit.ly/SITFacultySearchGuide
- Discuss how women and members of underrepresented groups will be actively recruited.
- Be a partner and family friendly throughout the process.
- Keep records of good practices

3 DECIDING EVALUATION CRITERIA

- Articulate what is important for the position before assessing candidates.
- All committee members should agree to the criteria and how different qualifications will be weighted.
- Create and consistently apply specific evaluation rubrics.
- Beware of possible biases in support letters.
- Value female and minority candidates as scholars and educators.
- Increase information: referencing only vitas is more likely to result in biases than is assessing more extensive information (references, publications).
- Follow through consistently for all candidates.
- Be flexible in the number of finalists. “Three” is not the magic number.

4 WRITING AND DISTRIBUTING THE JOB AD

- Review specific departmental needs and then develop a clear position description that includes minimum qualifications and necessary experience - the broader the better.
- Use proactive language.
- Convey interest in diversity and be welcoming in the ad.
- Define target audiences and reach those audiences with well-placed ads.
- Don't rely on ads alone. Adopt active recruiting policies whereby search committees identify candidates, especially from underrepresented groups.
- Initiate recruitment trips to universities and conferences.
- Consider candidates thriving at less well ranked institutions who might be interested in moving.

The NSF ADVANCE Program's national database lists current women PhD students and postdoctoral scholars in the sciences, mathematics, engineering, and psychology: <http://www.futurefacultydb.org/>

5 ORGANIZING AND CONDUCTING CAMPUS INTERVIEWS

- Counteract unintended bias by re-examining the CVs of women and underrepresented candidates who are considered strong candidates. Research shows that women's applications are often more critically reviewed.
- Treat all candidates equally and use inclusive language.
- Provide candidates with information about department mentoring practices and promotion & tenure criteria.
- Explain to candidates the interview process and present a timeline for results.
- Offer all candidates information on whom to contact for any special requirements or circumstances, such as the need for partner resources or disability accommodation.
- Conduct reference checks before inviting candidates to campus.
- Arrange for candidates to meet faculty and students who share similar cultural backgrounds. Research shows that when women candidates were not offered such opportunities, they wondered about the kind of climate that exists for women in the department.
- Arrange for candidates to meet with both graduate and undergraduate students. Research shows that the absence of such meetings raised concerns both about their quality and their integration into department life.

6 POST-INTERVIEW ACTIVITIES/NEGOTIATIONS

- Provide candidates with items to consider during negotiations. Candidates for the same job receive the same lists.
- Consider the research demonstrating that women and men negotiate and self-promote differently.
- Offer women and/or members of underrepresented groups salaries on par with those of the majority men in the department.

This document was adapted from the UNH ADVANCE Institutional Transformation "Faculty Recruitment Best Practices," which was developed with assistance from the following NSF ADVANCE websites: University of Washington, University of Michigan, Northeastern University, University of Rhode Island, and Rutgers University.