

Faculty Recruitment: Good Search Practices

- ✓ Diversify the search committee. Members should represent a variety of backgrounds, and include women and underrepresented faculty. At least one committee member should attend the URI Affirmative Action workshop.
- ✓ Generate a search pool, don't just tap it. Use creative recruiting methods to generate a search pool which represents the diversity available amongst STEM scholars.
- ✓ Reduce salience of gender or race/ethnicity. 25 - 30% of the candidate pool should be composed of underrepresented groups; otherwise candidates' gender / racial characteristics become more salient than qualifications.
- ✓ Build personal networks with women and underrepresented groups during conferences so that during a search you can invite applications from those whose areas of interest match the position description. When extending such invitations, use personalized letters or phone-calls; they have a higher return rate than impersonal form letters.
- ✓ Remember that a commitment to diversify curricula and scholarship also include a commitment to diversify the faculty.
- ✓ Information about work-family policies must be proactively presented - people will often not ask (see *bias avoidance* in Appendix C).
- ✓ Provide candidates with the opportunity to speak with others in related academic departments outside the search committee. Also provide all candidates the opportunity to speak with members of URI groups such as ADVANCE, Faculty of Color, the Multicultural Center, Affirmative Action, etc. Make sure all candidates get such opportunities, not just underrepresented or women candidates.
- ✓ Use wider/multiple criteria to gauge excellence. Those with different backgrounds, non-traditional career paths, etc. may offer different strengths not traditionally valued. Be aware that psychological biases may lead you to judge the same qualifications and experiences differently depending on the candidate's race/ethnicity or gender.
- ✓ Build in formal checkpoints. Regularly through the search process, check to ensure against evaluation biases.
- ✓ After hiring an underrepresented candidate, avoid overburdening her with multiple committees or student advising. Though the burden of preparing for new classes while beginning a new research program is challenging for anyone, women and underrepresented faculty -- precisely because of their scarcity on university campuses -- often find themselves overly inundated with committee assignments and student advising.

