

College of Arts & Humanities
Recommendations for TT Search Best Practices
for Supporting Diversity and Inclusion
Endorsed by the A&H Chairs Council, March 22, 2017

Preface:

The College of Arts and Humanities values diversity among its faculty for several reasons, the first of which are fairness and equality of opportunity. We share a common value of being inclusive and aim to have our hiring practices reflect that shared commitment. At the same time, being inclusive of diverse perspectives, cultures, and histories strengthens our curriculum and our programs, benefiting students by preparing them to navigate through a complex world of complementary and overlapping identities. Ultimately, the College takes seriously issues of diversity and inclusiveness in its hiring practices because doing so promotes our College mission of *“Reflecting and engaging cultural diversity in its academic and creative programs,” “Providing a transformative educational experience for students that focuses on the education of the whole person,”* and *“Educating students to be global citizens who are equipped to make independent judgments using imagination and reason.”*

*Recommended Best Practices:**

1. Each department will attempt to form a search committee and elect a chair prior to the end of the Spring semester. This will help move up the timeline for creating the job descriptions and processing the initial paperwork.
2. Identification of appropriate criteria set out in the job description is a critical step. The job description should be crafted in order weight candidates who bring diverse perspectives and life experiences to their teaching and scholarship.
3. Candidates are expected to submit applications that address how their commitment to diversity is evidenced in their teaching and scholarship / creative activities. The job description should include a statement that addressing this commitment to diversity is required, typically as part of the candidate’s statements on teaching and research or as a separate statement.
4. The College will sponsor “college-level” workshops on best recruiting practices, addressing effective recruitment strategies, along with the nuts and bolts of reviewing files, interviewing candidates, and avoiding implicit bias.
5. Prior to reviewing candidate files, search committee members should meet with the Dean to discuss selection criteria. The goal is to carefully delineate how each criteria set out in the ad is expected to be instantiated in the candidate’s file. At this meeting, the Dean and the committee will also discuss strategies to avoid implicit bias. Typically, this meeting will be held after the job description is finalized, but before files are reviewed.
6. When presenting a list of “semi-finalists” to the Dean for approval, the committee is not held to an arbitrary number (e.g., 12 semi-finalists), but instead should look for a natural distinction among the candidates. At this stage, more interviews of a wider diverse pool may be better than fewer interviews of a narrow, select group. The key issues are (a) that the candidates were evaluated on the agreed up on criteria, and (b) the committee could imagine that with certain additional information, the applicant is a promising candidate.

7. When presenting recommended finalists to the Dean for approval, the committee should provide a summary of all candidates that *have not been* rejected. This might be as few as one or two or as many as six or eight. The point is that the live applicant pool may be larger than the list of candidates invited to campus. In recommending finalists to the Dean, the committee's memo must address the search criteria as agreed to in Step 5, which includes how each candidate will enhance diversity and inclusiveness on campus and in the department.
8. While three on-campus interviews are the norm, four invitations to campus will be considered especially if it results in a more diverse finalist pool. Either way, if the initial round of on-campus interviews does not produce a viable candidate, additional candidates may be invited to campus. All on-campus interviews will include appropriate meals and other support for the committee and candidate.
9. When presenting recommendations to the Dean after the on-campus interviews, the committee should not rank the applicants. Rather, the applicants should be divided into "acceptable" and "not acceptable." The memo should address the strengths and weaknesses of each applicant in terms of the criteria set out in the position description. The memo must address all search criteria.
10. When multiple qualified candidates emerge, the Dean may recommend to the Provost multiple hires, including when doing so enhances diversity and inclusivity on campus.

* *The best practices are intended to be compatible with University Policy. Should there be an unintended conflict, the University Policy shall prevail.*