

**Recommended Practices (Research-Informed, Field-Tested) for Recruiting and Hiring Excellent and Diverse Faculty**

When in the process	Focus & actions	Specifics
Define and design the search	Define search broadly	<ul style="list-style-type: none"> <li><input type="checkbox"/> Include diverse areas, methods, etc.</li> <li><input type="checkbox"/> Define the position broadly enough to get a large, diverse pool of applicants</li> </ul>
	Build an effective search committee	<ul style="list-style-type: none"> <li><input type="checkbox"/> Include diverse content knowledge, methodological approaches</li> <li><input type="checkbox"/> Include diversity of personal characteristics, backgrounds, ranks</li> <li><input type="checkbox"/> Include those openly committed to diversity and excellence</li> <li><input type="checkbox"/> Establish expectations &amp; processes for open communication</li> </ul>
Launch the search	Advertise to generate a broad pool	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ads include commitments to diversity &amp; advertise widely</li> <li><input type="checkbox"/> Request the materials that will be used in the evaluation</li> <li><input type="checkbox"/> Clarify the content of all required applicant materials</li> </ul>
	Prime the pump	<ul style="list-style-type: none"> <li><input type="checkbox"/> Consult networks: actively reach out to women &amp; URM scholars</li> </ul>
Plan for review of applications	The committee meets to define criteria & create an evaluation tool	<ul style="list-style-type: none"> <li><input type="checkbox"/> Define criteria &amp; build consensus before evaluating applications</li> <li><input type="checkbox"/> Thoughtful evaluation: use a simple tool</li> <li><input type="checkbox"/> Reminders to consider all data &amp; to check for biases</li> </ul>
Review applicants	Thoughtfully review applicants	<ul style="list-style-type: none"> <li><input type="checkbox"/> Systematic evaluation using agreed-upon criteria</li> <li><input type="checkbox"/> Make a long “short list”</li> </ul>
	Meetings	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish norms and processes</li> <li><input type="checkbox"/> Challenge biases as they arise</li> <li><input type="checkbox"/> Discourage sidebar conversations; bring issues to the entire group</li> </ul>
	Online interviews	<ul style="list-style-type: none"> <li><input type="checkbox"/> Interview list approved before interviews begin</li> <li><input type="checkbox"/> Establish evaluation criteria and tools before interviews begin</li> <li><input type="checkbox"/> All short-listed candidates must be interviewed</li> <li><input type="checkbox"/> Use consistent list of interview Qs across candidates</li> </ul>
Host effective campus visits	Human & material resources	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish evaluation criteria and tool before interviews begin</li> <li><input type="checkbox"/> Ensure candidates meet diverse group of colleagues</li> <li><input type="checkbox"/> “Sell” institution through brochures &amp; materials &amp; ensure the same packet goes to all candidates</li> </ul>
	To ask or not to ask	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Qs that cannot be asked: Department Chair sends a letter clarifying this to all with whom candidates will be in contact</li> <li><input type="checkbox"/> See STEAD web page: “Summary of Legal Interview Questions”</li> </ul>
After the visits	Recruit aggressively	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use all available resources to bring excellence to UCD</li> <li><input type="checkbox"/> Are multiple candidates feasible? Discuss with Dean</li> </ul>