Planning the Search

- Departments are encouraged to construct an official retention plan for new hires that includes information about mentoring and other support for pre-tenure faculty. Be sure to include any information on third year review, tenure and promotion and support available to prepare for these milestones of a successful career.

- Find out what has happened to women who were not hired in previous searches. Where are they now? Does it appear that something interfered with your assessment of their likely success?

- Develop broad hiring goals. Meet with the appropriate faculty and staff to review the needs of the department and develop hiring goals. Get consensus on areas of specialty and other specific requirements, while planning to cast the hiring net as widely as possible.

- Make sure that the position description does not needlessly limit the pool of applicants. Some position definitions may exclude female and minority candidates by focusing too narrowly on subfields in which few females and minorities specialize.

- Establish selection criteria. Consider, among those criteria, the ability of the candidate to add intellectual diversity to the department, and demonstrated ability to work with diverse students and colleagues. Make sure that hiring criteria are directly related to the requirements of the position, clearly understood, and accepted by all members of the committee.

- Get committee consensus on how different qualifications will be weighted. Plan to create multiple short lists based on different criteria.

- Develop a realistic timeline for recruiting and interviewing, working backwards from a target completion date.

- Establish procedures for screening, interviewing candidates, and keeping records including nominations, applications, letters to candidates, affirmative action forms and search committee notes before advertising the position and before materials from applicants begin to arrive.

- Establish a process for managing rumors. Discuss confidentiality issues with committee members and faculty members in the department.

- Be clear on what the role of the committee is. In some cases the committee is authorized only to recommend the final candidates to be invited for interviews. In others, the committee identifies the candidates, coordinates the on-campus interview process and makes a hiring recommendation to the appropriate Chair or Dean.

- Construct a job advertisement with language that underscores the department’s commitment to diversity. The description should include minimum qualifications and experience desired.
Advertise widely in national publications, through personal contacts, listservs, mailing lists, professional and academic conferences, and websites. Positions can be advertised with organizations and publications that are targeted to women and minority audiences, in addition to advertising in publications for general distribution. This inclusive advertising may be placed in nationally known publications such as *Black Issues in Higher Education* or *The Hispanic Outlook in Higher Education*, or in specialized publications such as a newsletter for a women’s section of a national academic organization.

Adapted from:
- University of Michigan [http://www.umich.edu/~advproj/handbook.pdf](http://www.umich.edu/~advproj/handbook.pdf)
- University of Washington Toolkit [http://www.washington.edu/admin/eoo/forms/ftk_01.html#III](http://www.washington.edu/admin/eoo/forms/ftk_01.html#III)
- UCSD “Best Practices for Faculty Recruitment” brochure