

## **Recruiting New Colleagues Tip Sheet: Diversifying Applicant Pools**

Before considering the following tips for diversifying your respective applicant pool, take into account the following four “overarching questions:”

- a) What is the current representation across demographic variables within my specific unit?
- b) What quantitative and qualitative data do I have to substantiate my response to (a)?
- c) Why does my unit, specifically, want to diversify applicant pools other than my responses to (a) and (b)?
- d) How do the responses to all of the above relate to possible (or potential) Diversity and Inclusion Action Plans for my unit?

The responses to each of these questions will help you and your unit think more creatively around issues of diversity and inclusion, while also helping you sustain diversity and inclusion efforts and initiatives.

### **General Tips for Diversifying Applicant Pools**

- Emphasis on Diversity and Inclusion should come from members at the top of your unit and department, and leadership should be able to articulate the importance of diversity and inclusion in tangible ways
- The terms “diversity,” “inclusion,” and “excellence” are all interrelated and mission-critical
- Diverse applicant pools are preconditions for excellence, as well as help reframe what the current unit or department values and supports
- When writing job advertisements, address diversity and inclusion early on (don’t wait until the last few lines of the ad) and opt for a “broad” job description when possible
- Job ads that speak to a sense of belonging will include references to “openness,” “excitement around different perspectives and disciplines,” “valuing each members’ talents and passions,” and committing to “nuanced and creative problem-solving.”
- Job ads that speak to a sense of “exclusivity” might have the unintended effect of favoring “dominant” forms of thinking, or the need to “fall in line” or “subscribe” to certain lines of thought, research, performance metrics, etc., all of which might unjustly assign unintended value
- When possible, try not to simply recruit to fill the exact area of expertise, discipline, or job portfolio that a previous colleague performed, rather work with colleagues within your department or unit to prioritize, reframe, refresh, and analyze where a field of study or area of focus is headed
- It should be noted that “open and broad” searches statistically attract more diverse and socially representative applicant pools

### **General Tips for Search Committees**

- The search committee should review diversity and inclusion programs, policies, and practices within their own particular units or departments, as well as at the institutional level; when details are lacking (or inconsistent), the search committee should share their findings with administrators in an effort to convey as cogent and clear a message as possible around diversity and inclusion
- Search committees that actively and intentionally seek to connect excellence with diversity and inclusion will also apply the same frame to evaluating the applicant pool, as well as getting the most out of on-campus interviews
- Search committees should, themselves, be representative of the campus community, and efforts should be made to look outside of a specific unit or department when necessary
- The search committee’s credibility around diversity and inclusion can be improved by working to increase their competence and awareness around implicit bias, interrater reliability, and their awareness of challenges and successes for promoting inclusion and diversity in their specific fields