



Best Practices Checklist for Faculty and Staff Recruitment and Retention

➤ **Creating and Maintaining a Diverse Workforce**

- Ensure strong and visible leadership as the model for a commitment to diversity
- Include a commitment to diversity and inclusion into formal, long-term plans (mission, strategic plan)
- Establish committees and organizations to both inform top management and to support diversity
- Evaluate organizational policies, practices, and attitudes which may adversely impact diversity
- Form support groups and mentorship programs for minority faculty and staff
- Conduct consistent assessments of the organization's diversity efforts
 - Identify needs and problem areas
 - Make recommendations and implement changes where needed

➤ **Position Opening**

- Contact VP to determine if position is in a job group that has a placement goal in the Affirmative Action Plan (AAP)
- Develop an inclusive, up-to-date job description
- Check for bias in the [language](#) of the job description
- Include diversity values and commitment evaluation criteria in the job description

➤ **The Search Committee**

- Select a diverse committee with multi-faceted experiences and/or disciplines
- Contact [Office of Institutional Diversity and Inclusion](#) (OIDI) and [Human Resources Management](#) for Search Committee training
- Use the unique qualifications of committee members to provide diverse ideas during the search

➤ **Networking and Outreach**

- Brainstorm on methods to attract a diverse applicant pool
- Make connections with and reach out to potential applicants
- Contact [Historically Black Colleges and Universities](#) (HBCUs), and other minority serving institutions [Hispanic Serving Institutions](#) (HSI's)
- Contact [peer and peer plus universities](#) to network within these institutions
- Be pro-active—do not wait for responses to ads only
- Maintain [records](#) of all networking and outreach efforts



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➤ Advertising and Recruiting

- Discuss strategy if position has an AAP placement goal
- Create ad language that conveys a commitment to diversity and makes both the position and the community attractive
- Include Affirmative Action/Equal Opportunity Employer language in ads
- Include general and targeted diversity ad locations
- Contact OIDI for advertising resources
 - [The National Registry of Diverse & Strategic Faculty](#) (institutional license)
 - Access to database of minority faculty seeking positions
 - Post positions for minority faculty applicants to view
 - Excel database containing minority publications by discipline available on OIDI website or can be customized for each search by request
 - Listing of traditional minority-serving institutions available on OIDI website
- Maintain records of all advertising and recruiting efforts

➤ Interview Process

- Screen applicants using a consistent process and utilize a rubric based on position needs
- Reduce potential bias in evaluating applicants; some factors which may cause bias include names, dates, involvement in organizations (i.e., religious or political affiliations)
 - May wish to conduct “blind” reviews where factors such as these are redacted or removed by a neutral, third party before evaluation process occurs
- Develop an interview question bank void of potentially biased or unlawful questions
- Develop a consistent interview schedule for every candidate
- During the interview, remain focused on the applicant’s qualifications/credentials and the position’s needs
- Include time for candidate to explore local community and culture

➤ Hiring and Retention

- Provide support network for newly hired faculty/staff member
- [Provide training](#) to all department members to promote diversity and inclusion as a regular part of faculty/staff development
- Use diversity values and commitment criteria in the evaluation process