ADVANCE Fall Leadership Workshop—Small Group Activity Feedback
"Recruiting and Hiring for Inclusive Excellence"
November 27, 2012

Question: Given what you have just heard, what can you do differently to be more intentional to build a more inclusive faculty in two or more of the following recruiting/hiring procedures?

1. **Language use in job ads**
   a. Make inclusive language part of real job ad, not just the boilerplate template
   b. Look at ads in different disciplines
   c. Think of a way to link in new faculty code language to ad
   d. Board search is better for diversity, especially for large departments
   e. Balance searches (broad and narrow)
   f. Look at subfields—some can be quite diverse
   g. Use inclusive language such as "interdisciplinary," "feminist/critical race," "partner" (instead of spouse)

2. **Selecting search committee members**
   a. Bring in people from industry
   b. Diversity training

3. **Choosing a search committee chair**
   a. Larger, longer term commitment, like chairing department committee
   b. Not personally invested in search

4. **Developing and expanding the short list**

5. **Negotiating with the dean/provost**
   a. Keep dean apprised of mission
   b. Negotiating with dean for another position
   c. You may not get another chance
   d. Bring in more money and more resources
   e. Make sure money is available for diversity focused conferences (including sending others to national conferences, for example, SACNAS)
   f. Partner hiring—have a specific place to go for partner hires—info, timelines, etc.
   g. Have specific contact person for partner hiring in dean's office
   h. Multiple hires with single position
   i. Extra funding to bring in diverse candidates; more resources for identifying the pool (e.g. get 25% more money if pool is diverse)
   j. Getting a better tool kit

   k. More periodic interaction

   l. Funding for diverse speakers

6. **Choosing the criteria to use to assess candidates**
   a. Avoid numerical rankings of candidates

7. **Strategizing about resistant faculty and managing faculty push-back**

   a. Codifying criteria by which we will evaluate faculty and incorporate all those criteria into the job description

   b. Need leadership from the chair in leading a conversation that diversity criteria (e.g. that mentoring of underrepresented groups is important)

   c. Having these conversations in a large group that includes voting lecturers, such as a faculty meeting
     Problem: how to get emeritus faculty (who typically harbor old-fashioned ideas) to stop exerting their influence and opinions on hiring decisions?