

Strategies and **T**actics for **R**ecruiting
to **I**mprove **D**iversity and **E**xcellence

Equitable Search Resources

Search Stage-Specific Strategies and Resources

Below are stage-specific strategies and resources to help mitigate the presence and impact of implicit bias in faculty searches.

STAGE 1

Define Criteria and Qualities Required for the Position

- Write the ad using broad research area
- Discuss the meaning of the words 'fit', 'excellence', 'quality' before reviewing applications
- Discuss diversity and its meaning to the department and within the search committee
- Develop a candidate desired qualities rubric for initial reviews and final decisions
<https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2022/08/Sample-Rubrics.pdf>
- Signal and evaluate value for diversity by requesting a diversity statement

STAGE 2

Actively Recruit a Diverse Pool

Develop a proactive, departmental strategy for year-round recruiting that goes beyond your own network.

1. Benchmark the number of women and BIPOC receiving PhDs in the discipline and measure the applicant pool against the available pool of PhDs

a. National Science Foundation (NSF) Survey of Earned Doctorates:

<https://www.nsf.gov/statistics/srvydoctorates/>

b. National Center for Education Statistics:

<https://nces.ed.gov/programs/digest/>

c. Science and Engineering Indicators:

<https://www.nsf.gov/statistics/2018/nsb20181/>

2. Proactively build relationships with diverse scholars at national conferences

3. Broaden the institutions from which you recruit and seek out research collaborations

4. Curate a list of national and field-specific scholars from groups underrepresented in your field. [Here is an example.](#)

5. Searching for Excellence and Diversity: A Guide for Search Committees (University of Wisconsin-Madison):

Pages 25-42 detail best practices for actively recruiting an excellent and diverse pool of applicants. <https://bit.ly/wiscstride>

Review and Identify the Long / Short List

Take care not to eliminate candidates based on bias.

- Agree on objective criteria and apply consistently across all applicants. See sample rubrics
<https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2022/08/Sample-Rubrics.pdf>
- Completely review all applications, not just those from top ranked universities
- See Letter Reader Bias Resource
<https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2022/08/Things-to-Remember-When-Reviewing-Writing-Letters-of-Recommendation.pdf>
- Be attentive to name biases and spend time reevaluating diverse applicants
- Give everyone or no one the benefit of the doubt
- If you waive objective requirements, do so consistently and be able to explain why
- Do not make assumptions about mothers / fathers and their ability to do the job
- Ensure the short list is diverse with more than one diverse candidate
- Ask and ensure that everyone has been judged equally on their promise
- Provide candidate tips for online screening interviewing
<https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2023/11/Job-Candidate-Virtual-Interview-Checklist.pdf>

Conduct an Effective On-Campus Interview

- Ask if there are individuals or groups with whom the candidate wants to meet
- Value each candidate as a scholar, not as a token of their gender, race, etc.
- Aim for diverse and welcoming audiences when scheduling meetings
- Create a list of questions, asked of every candidate, to allow for comparison on common factors
<https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2022/08/Best-Practices-for-Faculty-Interviews.pdf>
- Federal/state laws protect certain classes
 - See Northeastern Provost's Guide for Conducting Interviews on the Provost's website:
https://provost.northeastern.edu/wp-content/uploads/2024/10/Guidelines_for_conducting_interviews.pdf
 - Inform all candidates of Northeastern resources and benefits such as dual career support, family leave, child care center, etc.
- Do not ask inappropriate questions about protected classes:
 - family status, race, religion, gender, age, arrests, citizenship/nationality, disability, sexual orientation, and/or pregnancy, even if you have good intentions
- Even if you know protected information, it is illegal to use it when making a hiring offer/decision
- Read the candidate CV before meeting with each candidate
- Provost's Office Resources on Faculty Hiring:
<https://provost.northeastern.edu/resources/faculty/>
- Share the Prospective Faculty Welcome Packet with candidates.
https://provost.northeastern.edu/wp-content/uploads/NUProvost_Faculty_Welcome-Packet_V07_compress.pdf

STAGE 5

Recommend Finalist(s) to the Chair

- Use consistent objective criteria in the final evaluation of every candidate
- Complete evaluation matrix within 24 hours of each candidate's visit
- Defend the reasons why each candidate was recommended or not recommended

Diversity Statement

ADDITIONAL RESOURCES

Setting Expectations with Candidates

- Job Candidate Diversity Statement Checklist (Handout)
<https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2022/08/Job-Candidate-Diversity-Statement.pdf>
- FIU Guidelines for Writing a Diversity Statement:
<https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2021/10/2020-fiu-diversity-statement-guidelines.pdf>

Evaluating Diversity Statements

- Inside Higher Ed: How to Write an Effective Diversity Statement Job Candidate Opinion
 - <https://www.insidehighered.com/advice/2018/01/25/how-write-effective-diversity-statement-job-candidate-opinion>
- INVEST Mechanism (Initiative to AdVance Excellence in Science and Technology) for equitable hiring framework
 - <https://faculty.northeastern.edu/advance/wp-content/uploads/sites/5/2021/10/COS-Equity-in-INVEST-Hiring-2020.pdf>

Diversity, Equity and Inclusion Interview Questions

- University of Washington Diversity Statements and Interview Questions:
 - <https://bit.ly/uw-dei-interview>

Prioritizing Diversity Statements

- The Effective Diversity Statement - Inside Higher Ed Publication
 - <https://www.insidehighered.com/advice/2016/06/10/how-write-effective-diversity-statement-essay>
- Demystifying the Diversity Statement - Inside Higher Ed Publication
 - <https://www.insidehighered.com/advice/2018/01/25/how-write-effective-diversity-statement-job-candidate-opinion>
- Northeastern's Academic Plan:
 - <https://academicplan.northeastern.edu/>