1. The Search Committee

- Recruit a diverse search committee
  - UA Guide to Successful Searches - "Committee Size and Composition"
  - ODIEX Recruitment Strategies p.1 - "Launching Your Search #2"
  - CU Best Practices p.10 - "Selecting Search Committee Members"

- Identify a diversity advocate on the search committee
  - CU Best Practices p.28 - "Tools for the Diversity Advocate..."

- Schedule a training for the full search committee on successful recruitment strategies
  - Laura Hunter
  - Program and Research Manager
  - Office of the Provost
  - Room 412F
  - lahunter@email.arizona.edu
  - (520) 626-5502

2. The Position Description & Application

- Include specific language about contribution to diversity and inclusion
  - UA Guide to Successful Searches - "Diversity Commitments"
  - CU Best Practices p.16 - "Diversity Language"

- Consider asking applicants to submit a personal diversity statement
  - UA Guide to Successful Searches - "Application Materials"
  - CU Best Practices p.16 - "Language Inviting Applicants to Include Diversity Statements"

- Highlight the strengths of the university and college
  - UA Writing the Advertisement - "Marketing the Position with the Advertisement"
  - ODIEX Recruitment Strategies p.1 - "Building Your Pool #5"

3. Recruiting Applicants

- Identify target publications to advertise
  - UA Advertising for the Position - "List of Publications"
  - CU Best Practices p.30 - "Advertising Resources"

- Utilize active recruiting strategies
  - UA Guide to Successful Searches - "Developing the Recruitment Plan"
  - ODIEX Recruitment Strategies p.1 - "Building Your Pool #4"
  - CU Best Practices p.17 - "Active Recruiting"

- Consider campus funding sources to expand recruitment efforts
  - ODIEX - Strategic Priorities Faculty Initiative

4. Reviewing Applicants

- Review the role of unconscious bias with committee members
  - ODIEX Recruitment Strategies p.2 "Reviewing Candidates #6"
  - ODIEX Recruitment Strategies p.3 "How do unconscious assumptions shape hiring?"
  - CU Best Practices p.12 - "Interventions to avoid common biases or errors in search process"
<table>
<thead>
<tr>
<th>Ensure all committee members review all applications</th>
<th>CUBest Practices p.27 - &quot;Sample Candidate Evaluation Form&quot;</th>
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<tbody>
<tr>
<td>5. Interviewing Candidates</td>
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<tr>
<td>Include an interview schedule and list of key campus resources in invitation email</td>
<td>CU Best Practices p.21 - &quot;On-Campus Visits and Interviews&quot;</td>
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<td>Review guidelines on questions that are not acceptable to ask</td>
<td>CU Best Practices p.23 - &quot;Guidelines for Interview Questions&quot;</td>
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<tr>
<td>Utilize a standardized set of interview questions, including questions about contributions to diversity and inclusion</td>
<td>CU Best Practices p.24 - &quot;Guidelines for Assessing Candidate’s Ability to Work/Teach in a Diverse Environment&quot;</td>
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<tr>
<td>Utilize a standardized review form for committee members and others to document interview notes for each candidate</td>
<td>CU Best Practices p.27 - &quot;Sample Candidate Evaluation Form&quot;</td>
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<tr>
<td>Utilize a standardized set of reference questions, including questions about contributions to diversity and inclusion</td>
<td>CU Best Practices p.22 - &quot;Checking References&quot;</td>
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<td>6. Making an Offer</td>
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<td>Maintain ongoing communication with candidates about the status of the search process</td>
<td>UA Guide to Successful Searches - &quot;Applicant Communication&quot;</td>
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<tr>
<td>Consider sharing with candidates what aspects of the offer can be discussed in negotiations</td>
<td>CU Best Practices p.21 - &quot;Negotiating the Offer&quot;</td>
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<td>7. Evaluating the Search</td>
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<tr>
<td>Conduct a post-search debrief to evaluate the search process</td>
<td>CU Best Practices p.22 - &quot;Evaluating the Search&quot;</td>
</tr>
<tr>
<td>Consider seeking feedback from candidates who turned down offers to better evaluate search process</td>
<td>CU Best Practices p.18 - &quot;Reviewing Candidate Shortlist&quot;</td>
</tr>
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