

A GUIDE FOR FACULTY SEARCH OFFICERS AND SEARCH COMMITTEES: INCREASING THE DIVERSITY OF THE FACULTY AT PRINCETON

- **Form a diverse search committee:**
 - The search officer and department chair should compose a committee that includes faculty with different perspectives and expertise, and, if possible, faculty from underrepresented groups. Studies have found that diverse committees are more likely to make diverse hires.
- **Prepare a broad job description and advertisement:**
 - Defining the field of the search too narrowly may needlessly limit the pool of applicants. Compose the broadest possible position description that meets the needs of the department.
 - Consider adding language to the job description that conveys the University's mission to foster a heterogeneous and inclusive campus community. For example, "Princeton is especially interested in candidates who, through their research, teaching, and service, will contribute to the diversity and excellence of the academic community."
- **Develop a comprehensive search plan:**
 - The search officer assists the search committee in developing a search plan for the DOF that includes: (1) a draft advertisement; (2) a list of the members of the search committee; and (3) the process proposed for developing the applicant pool, including whatever advertising and outreach will be done.
- **Advertise widely:**
 - Search committees should consider specialized periodicals or other resources (e.g., minority and women's organizations or networks) in the discipline that will allow them to reach a more diverse audience.
 - The search committee chair should contact colleagues in the field and department chairs from a broad range of institutions to alert them to the search and solicit their recommendations for candidates.
 - Ask explicitly for the names of women and underrepresented minority candidates when soliciting recommendations.
- **Attract a representative applicant pool:**
 - Discipline-specific PhD production rates for women and underrepresented minorities at peer research institutions are shared with the department chair and search officer when the DOF authorizes a search.
 - This information should be shared with the search committee, along with EEO summary data for the applicant pool.

- Search officers can access individual applicants' demographic data as well as summary pool data through AHIRE by logging into <https://www.princeton.edu/acad-positions/priv/admin>. They can run various reports by clicking the Reports Tab in the search listing. "EEO Full Report" shows details regarding how each applicant self-identified, including gender and ethnicity information. "EEO Summary Report" shows number counts by category.
- Only the DOF and the search officer have access to the "EEO Full Report" link, and the search officer may share only the summary data with the search committee. This information will allow the members of the search committee, in consultation with the search officer, to decide whether they are satisfied with the makeup of the applicant pool prior to the development of a medium or short list.
- The search officer should review all of the individual applicant information and bring promising candidates to the attention of the search committee.
- **Select representative medium and/or short lists:**
 - Compare the demographics of the short/medium list to those of the applicant pool. If the applicant pool is notably more diverse, the search officer should go back and make sure that qualified diverse candidates have not been overlooked.
 - If at all possible, plan to interview more than one woman. Research has shown that female candidates are more likely to be chosen when compared to a mixed-gender pool.
 - These lists must be approved by the DOF before any invitation for a campus visit is extended or any offer is made.
- **Use the interview/campus visit strategically:**
 - Interviews and visits should be organized in a consistent manner for all candidates. Determine what core set of questions or themes will be taken up with every candidate (e.g., potential research program, possible teaching initiatives, mentoring of a diverse student body). Use an interview question rubric to evaluate candidate responses.
 - For junior faculty, the department or search committee chair should talk to each of the candidates about the department's mentoring program and its policies and procedures for evaluation and promotion.
 - The search chair should also distribute information about potentially relevant policies (e.g., family leave, child care, dual career assistance) to all interviewed candidates regardless of gender or ethnicity.