

# Presentation Guide to Diversity

## Dean's Guide to Faculty Diversity

Deans can emphasize the importance of implementing an ongoing recruiting strategy and support retention plans that specify how a department and college will ensure the success of newly hired faculty members. Deans can recruit resources among departments and also develop synergistic recruitment and retention strategies for the university.

- Promote faculty diversity as an effective strategy to position the university to compete for research and educational opportunities. This concept needs to be reinforced both with upper-level administrators and department heads/chairs.
- Set aside lines for targets of opportunity and dual career situations that occur in searches.
- Explore ways to combine efforts for searches across departments. Coordinate targets of opportunity across colleges.
- Include evaluation of the department's diversification plan as part of the head/chair evaluation.
- Ensure that search committee members are appropriately oriented. Meet with them to emphasize institutional priorities, including diversity.
- Work with departments to sustain the momentum of the hiring process. Ensure rapid and responsive decisions to requests from the head/chair.

## Department Head's Guide to Faculty diversity

Diversity is the result of the cumulative recruitments to a department as well as the relative success of the department in retaining and advancing faculty. A department head/chair leads their faculty in development of a diverse faculty.

### **Recruitment:**

- Promote faculty diversity as an effective strategy to position the university to compete for research and educational opportunities.
- Search early and constantly. Encourage faculty to identify future candidates at their disciplinary conferences even when searches are not active.
- Ensure search committee members are informed on current research on gender and ethnic bias in evaluation processes, including cognitive errors or unconscious biases.
- Ensure the search committee considers all dimensions of the position when evaluating the applications of the candidates. Consider indicators of future scholarly productivity; potential for broad collaborations; teaching interests including experience with diverse communities or populations; potential for good departmental "citizenship". Consider using a matrix analysis of each candidate's strengths and weaknesses for these job dimensions.
- Establish a visit schedule for each candidate that includes interviews with potential collaborators from other departments and with key academic organizations.

- Meet with the candidates at the start of the visit to clarify the position description; inform candidates of progressive departmental environment: faculty mentoring, opportunities for professional development, teaching skill enhancement, transparency of tenure and promotion process.
- Discuss seriousness of department's commitment to "family friendly" environment (e.g., stopping the tenure clock, leave options, etc.).
- Meet with the candidates at the conclusion of the interview to answer any remaining candidates' questions.
- Maintain effective communication with all interviewees until position is filled.
- Sustain the momentum of the hiring process; keep negotiation conversations moving, prompt the administration to finalize the written offer in a timely manner.
- Ensure that candidate-tracking data are collected from at least 70% of applicants to enable a careful comparison of the applicant pool to national availability data.

### **Retention**

- Insist on respectful collegial behavior in all contexts.
- Allocate departmental resources using transparent processes that rely on faculty input.
- Promote and nominate faculty for awards and recognition at the university and national level.
- Develop meeting items with faculty and keep meetings on agenda.
  - Solicit ideas from people who are "quiet" at meetings. Facilitate discussions so that everyone can express opinions and ideas, not just one or two members.
  - Hold meetings during the workday, not after hours.
- Enforce university policies and procedures to sanction inappropriate behaviors.

<http://diversefaculty.nmsu.edu>