



## Strategies for Generating Diverse and Inclusive Candidate Pools

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## Adherence to Search Best Practices

If a candidate pool lacks diversity or appears to be non-inclusive, the first question is whether Search Best Practices were conducted. Review your practices to determine if anything was missed. Adherence to Search Best Practices inherently promotes diversity and inclusion efforts by encouraging departments and schools to have a clear strategic vision, consistency in their search practices, vigilance against implicit bias, and follow up re-examination of search outcomes.

## Outreach

Self-selection out of a search is a major challenge in generating a diverse pool of excellent candidates. The reasons for potential candidates to opt out of applying include:

- 1) narrow search criteria.
- 2) reputation for not being inclusive.
- 3) concerns about school and/or department climate for underrepresented scholars.
- 4) misperceptions about likelihood of being a viable candidate.
- 5) personal reasons.

While there is no assurance that outreach efforts will be successful, a proactive outreach strategy is vital. Prior to the initiation of a search, there should be a department/school faculty-wide effort to identify potential applicants, including established scholars, rising post-docs, graduate students, interns, or scholars in the early stages of their career who would contribute to candidate pool diversity and excellence. They can be contacted and encouraged to apply for the position. Some candidates may be too junior or otherwise unavailable, however the effort may nonetheless pay dividends in unforeseen ways such as the identification of other potential candidates as well as the overall message that diversity and gender equity are a high priority at Yale and part of our long term strategy to promote and maintain faculty excellence. Do not assume that a candidate is beyond being encouraged to apply.

## Buy-In by Search Committee and Faculty

Efforts to increase diversity and inclusion are only as effective as the motivation and commitment of the faculty and search committee. If the faculty are not committed to gender equity or diversity, this will be evident in the overall search effort, search outcomes, as well as the climate that is presented to the short list of candidates who are invited to campus. Department/School faculty should be reminded that efforts to increase diversity and inclusion are not at the expense of faculty quality or excellence. This is a



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stubborn and damaging misperception that can contribute to implicit bias and severely compromise efforts in ways that are not readily apparent. Faculty wide conversations and discussions about diversity and inclusion should be part of faculty meetings prior to the initiation of a search. The Deputy Provost for Faculty Development and Diversity is available to assist with facilitating these discussions. Finally, faculty should be reminded that efforts to increase faculty diversity and inclusion are not an option, but a priority of the President, Provost, and other members of the Yale leadership.

### Consult with Peer Institutions

Each school/department faces unique challenges in regards to diversity and inclusion efforts. Peer institutions who have experienced successes at diversity and inclusion efforts may be open to sharing their best practices and strategies. Do not assume that potential rival departments/schools will treat their methods as proprietary. Strategies are commonly shared between Yale and peer institutions.

### Revisiting Applicant Recruitment Efforts

If at the deadline of a search, a candidate pool appears to lack diversity and inclusion, the committee should regroup and examine potential causal factors. The reasons may be as simple as administrative errors or oversights. If the committee is aware of potential excellent candidates who did not apply for the position, the diversity representative and/or search chair may contact those scholars to ask why they have not applied. Some reasons may be insurmountable, however they may also involve misinterpretations of the search goals, doubts about Yale's commitment to diversity and inclusion, the reputation of the department or school in regards to its commitment to excellence through diversity, or other factors that can be addressed. In any case, efforts should be revisited.

### Revisiting the Short List

If the search committee finds that their short list of candidates is not diverse or inclusive, the committee should revisit all of the candidates in the original pool and re-examine the reasons why they were excluded from the short list. Committees should be mindful that a short listed candidate may be someone who is an area of scholarship that is not the immediate focus of the search. If limited resources are an issue, the search chair should consult with the school dean.

### Making Candidates Aware of University Wide Diversity and Gender Equity Efforts



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Candidate visits are not only opportunities to assess their scholarship, but also an opportunity to inform the candidate of the university's efforts to promote faculty excellence through greater diversity and inclusion. This may include brief introductions to strategic stake-holders within the Department, School, or Provost Office. Even if the visitor proves to not be the final candidate, it serves as an educational opportunity for those candidates to inform colleagues of Yale's commitment to diversity and inclusion. This may facilitate greater success in future searches.

### Who should I contact for questions, resources, and assistance?

Richard Bribiescas, Deputy Provost for Faculty Development and Diversity  
Professor of Anthropology and Ecology & Evolutionary Biology  
2 Whitney Avenue, 4<sup>th</sup> Floor, Room 447  
[richard.bribiescas@yale.edu](mailto:richard.bribiescas@yale.edu), phone: 203-432-2049

Karen Anderson, Associate Provost for Faculty Development and Academic Resources  
2 Whitney Avenue, 4<sup>th</sup> Floor, Room 448  
[k.anderson@yale.edu](mailto:k.anderson@yale.edu), phone: 203-432-4450

Tracy Edwards, Senior Executive Administrative Assistant for Deputy Provost Bribiescas and Associate Provost Anderson  
2 Whitney Avenue, 4<sup>th</sup> Floor, Room 454B  
[tracy.edwards@yale.edu](mailto:tracy.edwards@yale.edu), phone: 203-432-0251