Checklist for MCS Search Committee Chairs for Effective, Inclusive Searches
With links to suggested best practices and resources

Work with Department Head to define the search broadly.

Suggested Best Practices In Reducing Bias:
- See practices at other research universities.

Form a committee that includes people with different backgrounds to evaluate applicants from many perspectives.

Write an advertisement to attract excellent candidates from a variety of backgrounds and to help the committee develop criteria for evaluating those applicants.

Suggested Best Practices for Broadening the Pool:
- See minimum statements about diversity required for print ads at Carnegie Mellon.
- Develop both an advertisement and a detailed online position description to make position attractive and welcoming to a wide range of applicants.
- Integrate diversity as a desirable qualification in the online advertisement.

Create a search plan for broadening and diversifying your applicant pool through emails, calls, listservs, and ads to encourage people to apply.

Suggested Best Practices for Broadening the Pool:
- Create a list of people to contact personally who can recommend applicants.
- Place ads in venues that particularly welcome diverse audiences.
- Obtain statistics for your discipline’s recent Ph.D.s for very rough diversity goals.
- Choose an online system to manage applications and ensure that the legally required diversity data is collected properly. Contact Curtis Meyer (curtis.meyer@cmu.edu) if interested in AcademicJobsOnline or Courtney Bryant (cbryant@andrew.cmu.edu) in Equal Opportunity Services about legal requirements.

Remind your committee to review at least two of the resources about implicit bias and be willing as chair to adopt procedures that reduce this bias.

Suggested Best Practices In Reducing Bias:
- Arrange a discussion of implicit bias in the first search committee meeting; contact Rea Freeland (rf51@andrew.cmu.edu) and Curtis Meyer (curtis.meyer@cmu.edu) to facilitate discussion of implicit bias in first search committee meeting.

Dean’s Office Review Before Searching (required) — materials to send in advance of meeting

Follow the search plan to encourage applications from excellent and diverse candidates.

Suggested Best Practices In Broadening The Pool:
- Engage your committee members to broaden the network of contacts, explicitly asking colleagues for recommendations of women and underrepresented minorities who could be excellent candidates.
- Monitor aggregate data on the diversity of the pool via Equal Opportunity Services or AcademicJobsOnline and expand search as needed.

Discuss the evaluation criteria for reviewing applicants and reducing the list to a size that can be carefully assessed for creating the short list.

Suggested Best Practices In Reducing Bias:
- Develop ground rules [ .pdf] for inclusive committee meetings. (pp 11–16)
- See a sample evaluation form for guiding evaluations.
- Review approaches to reducing bias during evaluations, e.g. giving evidence and explaining reasons for including or excluding a candidate. (See Recommended Resources)

Dean’s Review of Short List (required) — Send short list to Dean with pool statistics.
Prepare to interview by discussing standard interview questions, informing faculty about illegal interview questions [.pdf] and preparing for candidate’s questions.

*Suggested Best Practices In Interviewing and Recruiting:*

- Talk to Equal Opportunity Services for information about dual careers resources.

Summarize the search in a debriefing report (required) — information of interest for improving future searches.