

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