

## Appendix A. Active Recruitment of Faculty Candidates

Recruiting a strong and diverse pool of candidates is critical to hiring for excellence. Nothing you do later in the search process can make up for a shortage of excellent candidates. Growing the pool requires a conscious effort—placing an ad and waiting for applications is not sufficient. Some excellent candidates may not see themselves in your advertised position without some encouragement. Think broadly and creatively about recruiting candidates, and do so continuously, not just when the search process gets under way. This is a responsibility not just for members of the search committee, but for all faculty interested in maintaining and improving the level of scholarship in the department.

### Tips for Building a Large and Diverse Pool of Candidates

- When writing the ad, develop a broad definition of the position and the desired scholarship, experience, and disciplinary background. Be clear about what is really required and what is preferred. If appropriate, use “preferred” instead of “required,” “should” instead of “must,” etc., when describing qualifications and developing criteria.
- Consider including “experience working with/teaching diverse groups/diverse students” as one of your preferred criteria in the job ad.
- Contact colleagues at a wide range of institutions and ask them to suggest potential candidates. Faculty not on the search committee can do this as well. Be sure to ask specifically for the names of women and underrepresented minority candidates.
- Follow up by calling potential women and underrepresented minority candidates and encouraging them to apply. Cite their work and tell them why they are a good candidate for your position. Meet with prospective candidates at conferences or during seminar visits to their home departments.
- Make lists of professional meetings, societies, members of these societies, etc., and use them to recruit candidates. Many professional societies include faculty search events in their programs.
- Consider recruiting established faculty at other smaller institutions. If they already have a record of accomplishment, it is easier to evaluate their likelihood of doing well in your open position.
- Think long term and cultivate your pipeline of potential candidates even in years when you are not hiring. Establish a tradition in your department of faculty attending meetings and reporting back in the fall on attendees who may be good potential hires.
- Invite potential candidates to give seminars in your department, even if they’re not yet looking for jobs. If they have a good experience, they may be more encouraged to apply for positions at UD in future years. It also gives them the opportunity to add to their CV and practice their talk.

Above all, remember that at this point your goal is to expand your pool of potential candidates. Sifting and winnowing will occur later in the process.