

University of Arizona Mel and Enid Zuckerman College of Public Health
Committee on Inclusion and Equity
Faculty Hiring Strategies Checklist

1. The Search Committee

- ☐ Recruit a diverse search committee
- ☐ Identify a diversity advocate on the search committee
- ☐ Schedule ODIE training for full search committee on successful recruitment strategies

2. The Position Description & Application

- ☐ Include specific language about contributions to diversity and inclusion
- ☐ Consider asking applicants to submit a personal diversity statement
- ☐ Highlight the strengths of the university and college

3. Recruiting Applicants

- ☐ Identify target publications to advertise
- ☐ Utilize active recruiting strategies
- ☐ Consider campus funding sources to expand recruitment efforts

4. Reviewing Applicants

- ☐ Review the influence of unconscious bias with committee members
- ☐ Utilize a standardized applicant evaluation rubric that includes contributions to diversity and inclusion
- ☐ Ensure all committee members review all applications

5. Interviewing Candidates

- ☐ Include an interview schedule and list of key campus resources in invitation email
- ☐ Review guidelines on questions that are not acceptable to ask
- ☐ Utilize a standardized set of questions, including addressing contributions to diversity and inclusion, for each of the following:
 - ☐ Interview questions
 - ☐ Candidate review forms
 - ☐ Reference questions

6. Making an Offer

- ☐ Maintain ongoing communication with candidates about the status of the search process
- ☐ Consider sharing with candidates what aspects of the offer can be discussed in negotiations

7. Evaluating the Search

- ☐ Conduct a post-search debrief to evaluate the search process
- ☐ Consider seeking feedback from candidates who turned down offers to better evaluate search process

1. The Search Committee

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| ☐ Recruit a diverse search committee | ☐ UA Guide to Successful Searches - "Committee Size and Composition" |
| ☐ Identify a diversity advocate on the search committee | ☐ ODIEX Recruitment Strategies p.1 - "Launching Your Search #2" |
| | ☐ CU Best Practices p.10 - "Selecting Search Committee Members" |
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| ☐ Schedule ODIEX training for the full search committee on successful recruitment strategies | ☐ CU Best Practices p.28 - "Tools for the Diversity Advocate..." |
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2. The Position Description & Application

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| ☐ Include specific language about contributions to diversity and inclusion | ☐ UA Guide to Successful Searches - "Diversity Commitments" |
| | ☐ CU Best Practices p.16 - "Diversity Language" |
| ☐ Consider asking applicants to submit a personal diversity statement | <hr/> |
| | ☐ UA Guide to Successful Searches - "Application Materials" |
| | ☐ CU Best Practices p.16 - "Language Inviting Applicants to Include Diversity Statements" |
| ☐ Highlight the strengths of the university and college | <hr/> |
| | ☐ UA Writing the Advertisement - "Marketing the Position with the Advertisement" |
| | ☐ ODIEX Recruitment Strategies p.1 - "Building Your Pool #5" |

3. Recruiting Applicants

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| ☐ Identify target publications to advertise | ☐ Consult MEZCOPH Human Resources - publication recommendations |
| | ☐ UA Advertising for the Position - "List of Publications" |
| | ☐ CU Best Practices p.30 - "Advertising Resources" |
| ☐ Utilize active recruiting strategies | <hr/> |
| | ☐ UA Guide to Successful Searches - "Developing the Recruitment Plan" |
| | ☐ ODIEX Recruitment Strategies p.1 - "Building Your Pool #4" |
| | ☐ CU Best Practices p.17 - "Active Recruiting" |
| ☐ Consider campus funding sources to expand recruitment efforts | <hr/> |
| | ☐ ODIEX - Strategic Priorities Faculty Initiative |

4. Reviewing Applicants

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| ☐ Review the influence of unconscious bias with committee members | ☐ ODIEX Recruitment Strategies p.2 "Reviewing Candidates #6" |
| | ☐ ODIEX Recruitment Strategies p.3 "How do unconscious assumptions shape hiring?" |
| | ☐ CU Best Practices p.12 - "Interventions to avoid common biases or errors in search process" |
| ☐ Utilize a standardized application evaluation rubric that includes contributions to diversity and inclusion | <hr/> |
| | ☐ MEZCOPH Document - "Candidate Evaluation Tool" |
| | ☐ CU Best Practices p.27 - "Sample Candidate Evaluation Form" |
| ☐ Ensure all committee members review all applications | <hr/> |
| | ☐ UA Guide to Successful Searches - "Committee Participation" |

5. Interviewing Candidates

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| ☐ Include an interview schedule and list of key campus resources in invitation email | ☐ ODIEX Recruitment Strategies p.2 "Campus Visits and Ongoing Recruiting #9" |
| ☐ Review guidelines on questions that are not acceptable to ask | ☐ ODIEX Document - "Campus Invitation Email Template" |
| | ☐ CU Best Practices p.21 - "On-Campus Visits and Interviews" |
| ☐ Utilize a standardized set of questions, including questions about contributions to diversity and inclusion - Interview questions | ☐ UA Appendix C - "Questions to Avoid" |
| | ☐ CU Best Practices p.23 - "Guidelines for Interview Questions" |
| ☐ Utilize a standardized set of questions, including questions about contributions to diversity and inclusion - Candidate review forms | ☐ UA Appendix B - Library of Interview Questions - "Understands Diversity Issues and Creates Supportive Environment..." |
| | ☐ ODIEX Recruitment Strategies p.2 "Reviewing Candidates #8" |
| ☐ Utilize a standardized set of questions, including questions about contributions to diversity and inclusion - Reference questions | ☐ CU Best Practices p.24 - "Guidelines for Assessing Candidate's Ability to Work/Teach in a Diverse Environment" |
| | ☐ UA Guide to Successful Searches - "Interview Documentation" |
| | ☐ ODIEX Recruitment Strategies p.4 - "Use an Evaluation Tool" |
| | ☐ CU Best Practices p.27 - "Sample Candidate Evaluation Form" |
| | ☐ UA Appendix E - "Sample Reference Check Questions" |
| | ☐ CU Best Practices p.22 - "Checking References" |

6. Making an Offer

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| ☐ Maintain ongoing communication with candidates about the status of the search process | ☐ UA Guide to Successful Searches - "Applicant Communication" |
| | ☐ UA Appendix F - "Sample Letters to Applicants and Candidates" |
| ☐ Consider sharing with candidates what aspects of the offer can be discussed in negotiations | ☐ CU Best Practices p.21 - "Negotiating the Offer" |

7. Evaluating the Search

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| ☐ Conduct a post-search debrief to evaluate the search process | ☐ UA Guide to Successful Searches - "Wrapping Things Up" |
| | ☐ CU Best Practices p.22 - "Evaluating the Search" |
| ☐ Consider seeking feedback from candidates who turned down offers to better evaluate search process | ☐ CU Best Practices p.18 - "Reviewing Candidate Shortlist" |