**BEST PRACTICES FOR BROADENING THE POOL**

**NETWORK**
- At professional conferences, make conscious efforts to establish relationships with scholars and promising graduate students from underrepresented groups.
- Invite scholars from underrepresented groups to deliver departmental seminars related to their research.
- Establish relationships with colleagues at institutions with a good record of PhD students from underrepresented groups.

**ACTIVELY SEARCH FOR CANDIDATES**
- Advertise early and broadly in publications targeted to scholars from underrepresented groups, in addition to your discipline’s standard journals.
- Contact administrators from fellowship programs in your field and NU colleagues for recommendations.
- Solicit the assistance of committees or individuals in professional societies who are working to increase the representation of underrepresented groups in your field.
- Approach candidates from underrepresented groups even if they are believed to be unavailable.

**COLLECT AND REVIEW DATA**
- Review annual data on the rate of PhD attainment by women and underrepresented minorities in the field for the past five years at AAU institutions, at NU, and at the institutions NU faculty considers to be peers.
- Before the deadline for applications, gather data from FRS on the composition of those who have applied. Extend the deadline and broaden advertising and networking if the applicant pool is not representative of the PhD pipeline pool for a junior position.

**BROADEN THE POOL**
- Resist the temptation to assume that the pipeline is too small or that faculty from underrepresented groups in the market will be immediately hired by other institutions.
  - One study showed that when the applicant pool contained at least 25% women, evaluators were more likely to view female applicants as well-qualified, even for roles in male-dominated fields.\(^1\)
  - A study of Ford Fellowship recipients from underrepresented groups showed that over half were not aggressively recruited for any faculty positions, and that only 11% were recruited by multiple institutions.\(^2\)

**DEFINING THE POSITION**
- Define the position in broad terms, listing several alternative topics and approaches and a range of courses to be taught. Searches are opportunities to move in scholarly directions that reflect the future of the field rather than simply replace a departing colleague.
  - At the University of Michigan, one department dramatically increased the applications and hires from underrepresented groups.\(^3\)
- Encourage applicants to submit a diversity letter including past and/or potential contributions to enhancing diversity, equity, and/or inclusion.

**THE SEARCH COMMITTEE**
- Broaden search committee composition in academic perspectives, field expertise, and demographic make-up, bringing in members of other departments if necessary.
- Designate a senior member of the committee the equity representative.
- Make an effort to appoint members with demonstrated commitments to diversity.
- Committee members should become familiar with literature on bias.
Materials adapted principally from:


Notes: