

# Guidance on Diversity in Faculty Searches

## What Search Committees *Can* Do

### 1. Conduct broad and intentional outreach

Prior to launching the search, committees are encouraged to connect with the Associate Dean of Outreach and Belonging for support in developing a customized outreach plan. Committees should actively recruit from a wide range of institutions, networks, and professional organizations to build a **robust and diverse<sup>1</sup> applicant pool**. This includes reaching out to underrepresented groups, emerging scholars, and interdisciplinary communities to ensure talented candidates are aware of the opportunity. In accordance with applicable law, at the conclusion of the recruitment phase, a candidate's race, ethnicity, sex, color or national origin may not be considered as further discussed below.

### 2. Ensure the applicant pool reflects the available talent

Search committees should review the availability pool prior to the recruitment phase to help formulate the recruitment strategy. During the recruitment phase the search committee can assess whether their pool is sufficiently broad and representative of the field. If it is not, additional outreach may be necessary before proceeding. HR can provide aggregate demographic data from Interfolio to support this assessment, which may be compared to relevant availability pools; however, individual-level demographic information about candidates is not provided.

### 3. Use structured evaluation tools

Developing and applying a clear rubric allows committees to evaluate all candidates consistently. Standardized criteria help reduce the influence of implicit bias and ensure that decisions are based on merit and relevant qualifications. Prior to launching the search, committees should take time to align on what they are seeking in candidates and determine the relative importance of each criterion. The Office of Outreach and Belonging can provide rubric templates that committees may adapt to fit the specific needs of the search.

### 4. Evaluate contributions that strengthen the department

Committees should consider how each candidate's expertise, experiences, and perspectives would enhance the department's teaching, research, and service missions. This includes identifying candidates who bring complementary strengths, fill gaps in existing areas, or introduce innovative approaches that advance the unit.

## What Search Committees *Cannot* Do

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<sup>1</sup> Diversity includes, but is not limited to, diversity based on race, ethnicity, color, national origin, gender, sex, sexual orientation, veteran's status and political affiliation.

### **1. Make decisions based on race or other protected characteristics**

Committees must not select, rank, or exclude candidates based on race, ethnicity, gender, or other protected characteristics. All hiring decisions must be grounded in job-related criteria and qualifications.

#### *Resources*

Prohibition on the Consideration of Race of Ethnicity in University Programs and Activities - <https://policies.jhu.edu/doc/fetch.cfm/elu0HbTw>