

Inclusive Excellence in Faculty Appointment A Checklist to Guide Implementation of Best Practices

This checklist is a tool for Deans, Associate Deans, Department/Area Chairs, and Search Committee Chairs. The best practices listed below are codified in the **SPS A1 Faculty Recruitment and Selection Policy** and companion **Handbook**, which provide a **framework for advancing inclusive excellence** through the preparation, outreach, assessment, and selection phases of **all search and nomination processes** undertaken to recruit and retain faculty into **academic appointments and professorships**, as well as to recruit and retain **research chairholders**. The **Handbook** provides additional implementation resources.

- 1. A trained [Employment Equity \(EE\) Facilitator](#) or official Equity Advisor participates on every Committee
- 2. Committees are diverse with requisite perspectives and expertise, including EDG representation*
- 3. All Committee members complete [unconscious bias](#) and HRS [equitable recruitment training](#)
- 4. Employment Equity Gaps are obtained from the EE Facilitator and reviewed by the Committee
- 5. The Job Ad signals commitments to accessibility, employment equity, inclusive excellence
- 6. A consistent agreed upon reference letter protocol is established and followed
- 7. Both broad and targeted outreach strategies are used to recruit diverse talent
- 8. All applicants are invited in the Ad to self-identify by completing an Applicant Diversity Survey
- 9. All applicants are asked in the Ad to submit a statement of contributions to EDI and inclusive excellence
- 10. The evaluation criteria rubric integrates EDI and inclusive excellence contributions
- 11. Evaluation decisions are thoroughly deliberated to surface any biases or inequities
- 12. The diversity of long/shortlists is tracked to reach in, revisit, and advance strong EDG candidates
- 13. Interview questions include assessment of EDI and inclusive excellence contributions
- 14. Employment Equity Goals are prioritized when multiple finalists are in the ‘zone of excellence’**
- 15. A [Search Summary Report](#) is completed after every search process
- 16. [Equitable Negotiation Principles for Appointment Offers](#) are applied
- 17. Strategies are implemented to support, develop, and retain new appointments

*** Constituting Diverse Appointment Committees**

Committees should strive to have an appropriate level of gender and racial diversity, and should aim for a “critical mass” of equity-deserving groups (EDGs) – striving for 50% women and 30% addition EDGs.

**** Framing the ‘Zone of Excellence’**

The concept of a ‘zone of excellence’ is used to encourage “expanded ways to measure excellence”, inviting Committee members to consider the totality of a prospective candidate’s accomplishments and promise for future research, teaching, and service excellence within the context of a range of qualifications identified in an evaluation criteria rubric and that integrate EDI considerations. The zone of excellence framework contemplates that there could be more than one excellent candidate who will be deserving and capable of delivering on the expectations that come with filling the role. This framework stands in contrast to the paradigm that there is necessarily ‘one best’ candidate, often determined through very narrow and conventional academic conceptualizations of excellence which have been shown to exclude women, racialized, and Indigenous faculty members.