

WHAT IS THIS GUIDE ?

This Guide has been provided as a reference tool for search committee chairs as they prepare their recruitment plans to advertise and attract a diverse pool of applicants.

There are several resources available in this guide; however, this guide is far from exhaustive as the possibilities for advertising positions grow daily. It is incumbent upon the search committee chair to communicate regularly and often with Human Resources and the Office of Equal Opportunity to discuss and vet the best methods possible to promote the vacancy.

BUILDING DIVERSE APPLICANT POOLS

Effective Advertising Tips

- Advertise in a variety of media
- Request names of potential candidates from women and minorities at your institution and at institutions with strong graduate programs for women and minorities in your discipline.
- Ask women and minority caucuses within relevant professional and academic associations for the names of potential candidates. It would be beneficial to maintain ongoing communications with these caucuses on a broad range of issues.
- Contact Deans, Chairs, Human Resource Directors, and colleagues at other institutions via email to share the approved advertisements and encourage them to distribute accordingly. The email message confirms your attempt to broaden your advertising efforts and affords the Dean, Chair, Human Resource Director and/or colleague the opportunity to quickly distribute your ad to interested parties. As Search Chair, you will want to save and/or print those email referrals for the search file as proof that the effort was made.
- Emailing the approved advertisement to listservs in your field and or other associations for which you hold membership is also another means of broadening your advertising efforts.
- Contact professional organizations, associations, and agencies that have a job referral service.
- Use a personal approach in recruiting candidates. Phone promising candidates and encourage them to apply. Consider encouraging women and minorities who have held part-time or temporary positions at the university.

- Always include statements on a department's commitment to affirmative action on all your advertisements and web sites.
- For some positions you may want to include web advertising to enlarge your pool of applicants. Be sure to include sites targeted to women and minorities.
- At the conclusion of the search, track the varied ways that applicants noted they became aware of the position. Compare those venues or outlets to the list of efforts made by the search committee to broaden. Determine which were effective, ineffective and why. Save this document and refer to it when it is time to repeat the search for the particular position to maximize your advertising dollars and efforts.

OTHER TIPS

Committee Importance

- Recruitment begins with the **search committee**.
- A more **diverse committee** is more likely to look for a more **diverse applicant pool**.
- **If there is not enough diversity** in the department, explore other options.
 - look to **other offices and departments** for diverse faculty
- Search committee includes the university's commitment to **diversify the workforce**
- The committee itself should be **diverse**
- One member has participated in a **diversity recruitment workshop**
- Two or three members will serve as **advocates for women and minorities**
- All requests and inquiries will be referred to the chairperson
- Determine means in which the committee members will **communicate** with one another
- Meet with faculty and staff to **review specific needs** of the department
- Develop a position description differentiating between what is **needed** and what is **desired** (minimum qualifications and desired experience)

- Answer questions such as: which classes must this individual teach and which classes can be taught by someone else already in the department?
- Is a Ph.D. necessary, or would experience in another area add something new to the department?
- Recognize that a candidate may have sufficient education and experience to teach a course, even though his or her primary area of **expertise** is in a **related field**.
- **All Committee members** should be included in the evaluation process
- **Committee should devise** predetermined selection criteria to rate applications on minimum qualifications
- **Schedule interviews with adequate time** and spacing between each. **Allow equal time** for each candidate to meet with the same personnel.
- Take into consideration that **non-alumni candidates do not have the same advantage here**. By not knowing the people on campus, they may need to spend more time to feel comfortable.
- Allow candidates to **interact with faculty** in several ways.
- Question and Answer Sessions and other **less formal interactions**
- Use a **set of common questions** with all candidates to allow comparative judgment and to insure that pertinent information is received.
- Keep good records of good practices employed during the search and remove or revise those that were less successful

- If minority candidates were offered positions and did not accept, consider as many identifiable factors as possible for the rejection. Consider how the department can make itself more attractive to these candidates.

Advertising Actively

- Advertising may be the **most important part of the recruiting process**. Without effective advertisements, the qualified and necessary staff may never be located.
- Determine what will be used to **market the job announcement** (professional networks, web site, and publications)
- Set a **closing date** at least **30 days after** the appearance of the ad; give potential applicants an opportunity to see the ad!
- Develop **two** information packets
- One to send to **all candidates**
- One to send to **only those selected** for an interview
- In this packet, include brochures of the University and community
- It is not simply enough to wait for applicants to come to you. Take an **active role** in seeking potential candidates.
- Acknowledge all applicants **in writing** upon receiving application
- Hand out **pamphlets and brochures** during professional conferences.
- Make **announcements to job referral services**. Web sites and organizations have been created for the specific purpose of recruiting minority members.

- **Contact colleagues** at other institutions to see if they would like to **recommend** anyone for the position.
- Use **existing faculty and graduate students** to market open positions.
- When doing this it is important to encourage them to seek candidates beyond those who are most like themselves
- If recommendations are received, **contact by phone** to welcome the candidate.
- **Initiate recruitment trips** to universities which prepare a significant number of minority Ph.D. graduates