

## Texas State University-San Marcos Guidelines for Recruiting and Hiring a Diverse Faculty

### Ongoing Department Efforts:

1. Network:

Continuously network in anticipation of the opening. Expand your opportunities to connect with diverse members of your academic community. Monitor publications and research for potential candidates. Take every opportunity to invite, include and recommend a diverse set of your peers to the university – most notably - in emergency hire and lecturer positions.

2. Build the Adjunct Pool:

Develop and maintain a large, diverse, and qualified adjunct pool. This pool would provide a generous selection for short-term instructors and would also furnish a list of candidates to appoint as interim instructors in the case of an unsuccessful search.

3. Conduct a Department Needs Assessment:

Strategic Assessment: Conduct an assessment of the current department needs, determine future needs and give key stakeholders an opportunity to share their perspective. Department members should solicit input from internal and external stakeholders by using interviews, surveys or other appropriate research instruments. The assessment would analyze the gap between the current structure of the position and the future needs of the department. External labor market conditions should be examined including current demographics, lists of recent doctoral recipients, nature of the competition for specialists in this area, etc.

Diversity Component: The assessment should include an analysis of the current diversity within the department with specific emphasis on current department demographics as well as the diversity of perspective and/or research areas represented. Areas of strength and weaknesses should be identified and used in crafting the recruiting plan.

Outcome of the Assessment: The results of the department needs assessment provide a structure for the department to develop strategic plans and design faculty position descriptions to meet the established department goals. In addition, the assessment results provide search committees with information necessary to design a recruiting plan, job description and guidelines for screening applicants.

## Search Committee Efforts:

### Step One: Search Committee Process

Search committee members should be chosen because they reflect diverse perspectives, characteristics and opinions. The committee should adopt a set of ground rules for their discussions that encourages the free exchange of diverse opinions with an expectation that different perspectives will be represented. The committee should agree beforehand on the method of resolving conflicts and reaching agreement.

### Step Two: Recruiting Plan

Job Description: The job description consists of at least two essential elements: explanation of the duties to be performed and list of qualifications necessary for consideration. The department and the search committee should look for opportunities to include diversity-related skills, multicultural perspective and/or experience as part of the requirements, especially in positions that include teaching responsibilities. The job description should include a clear list of the requirements necessary for consideration. These requirements represent the standard that will be used in the screening process.

Plan for Distribution of the Announcement: This plan addresses two recruiting goals: 1) to locate applicants that meet the needs identified by the assessment and 2) to attract a large, diverse, high-quality applicant pool. Past recruiting history should be reviewed for strengths and weaknesses.

Assistant Professor Search Committees should make contact with:

- Directors of Graduate programs at regional doctoral granting institutions
- Directors of local and national “Preparing Future Faculty” programs  
Preparing Future Faculty programs by discipline can be located on the web at: <http://www.preparing-faculty.org/PFFWeb.Discipline.htm>
- Graduate Directors at the leading doctoral-granting institutions that produce the largest numbers of minority PhD’s in the specific discipline
- Directors of graduate minority fellowship programs

Advertising costs can be kept to a minimum by utilizing recruiting sources on the web. Job announcement should be posted on all discipline-specific professional organizations, especially those targeting underrepresented groups.

### **Step Three: Creating a Standard**

The search committee incorporates all the assessment information from key stakeholders to answer the following questions prior to screening any candidates:

1. What criteria will be used to screen candidates?
2. What evidence will the committee accept as proof of the credentials and/or qualifications?
3. What experiences will the committee consider to indicate the candidate has the required knowledge, skills and abilities?

Diversity Notes:

- This process allows the committee to broaden diversity by allowing a wider range of background experiences.
- The real determination of our willingness to be inclusive of all differences lies in our ability to assign value to persons with different backgrounds.
- All hiring decisions represent a balance between keeping the standards high, distributing those standards equitably, and selecting the best-qualified applicant.
- The composition of “the best qualified” is derived from a process of decision-making that places value on a person’s background experiences. These decisions should be made prior to review of any applications and agreed upon by the committee members.

### **Step Four: Assessing the Candidates**

The committee uses the standards agreed upon in Step 3 to screen candidates. Candidates should be screened using only those qualifications listed on the job description. All candidates should be assessed using the same standard. In addition, applicants should be compared against the assessment information, (i.e. how the applicants meet the standard, how the applicants add to the diversity in the department, and how the applicants meet the need identified by the assessment). Care should be taken to avoid comparing applicants against each other.

### **Step Five: Selection Process**

In choosing candidates for interviewing, the committee should indicate the reasons for their selection as well as the reasons other applicants were not selected. These reasons should be based on the screening criteria.

**Equity and Access Office  
Faculty Hiring Evaluation Checklist**

Process Review:

1. Was the PPS (07.01; 07.02) process followed?
2. Was the paperwork submitted to Equity and Access with ample time for review?

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Equity Review:

3. Were all candidates held to the same standard?
4. Was the standard consistent with the job description?
5. Did all candidates receive equitable treatment?

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Access Review:

6. What was the academic quality of the applicant pool?
7. What was the diversity (personal characteristics) of the applicant pool, if known?
8. What was the depth of the applicant pool: diverse perspectives, knowledge, skills, abilities (KSA's), etc.?

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Diversity Review:

9. How does this hire add to the diversity of the department?
  - From an academic and/or professional perspective
  - From a personal background perspective

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Department Goal:

10. How does this hire meet the overall needs of the department and university?

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## Equity and Access Review: Guidelines for Search Committees

### Process Review:

- Follow the process as outlined in the appropriate PPS (i.e. 07.02)
- Allow ample time for review
- Communicate early and often with the Office of Equity and Access – we're here to help.
- Send applicant folders with log.
- Make your assessment visible - use a matrix or chart

### Equity Review:

- Hold all applicants to the same standard
- Use criteria listed in the job description
- Make judgments consistent with the criteria when assessing applicants

### Access Review:

Make a commitment to fill a large, diverse pool of qualified candidates.

- Consciously examine bias and assumptions associated with the search.
- Create a job description likely to yield a wide and inclusive pool of candidates.
- Develop a broad description of scholarship, experience and disciplinary background – rather than narrow.
- Whenever possible, use “preferred” instead of “required” and “should” instead of “must.”
- Develop an aggressive and comprehensive recruitment plan that uses multiple recruitment strategies, focusing on personal networking and targeted mailings.

### Diversity Review:

- Base recruiting and screening process on department assessment.
- Expand the evaluation criteria.
- Prior to the actual screening, determine the evidence you are willing to accept as proof that candidates meet the posted criteria.

# Recruitment links

## General Diversity Links

\* [Affirmative Action Register](#)

National EEO Recruitment publication directed to females, minorities, veterans, and disabled persons as well as to all employment candidates. Specializes in higher education listings.

\* [America's Job Bank](#)

Over 1,000,000 hits per month. Free postings.

\* [California Chicano News Media Assoc. Job Bank](#)

Free postings

\* [Career Mosaic](#)

It is the recipient of numerous awards for ease of use, functionality, and design and was highlighted on "Good Morning America" as "the most easy to use site."

\* [Career Path](#)

CareerPath.com brings to the Web the largest database of job listings from more than 83 affiliated newspapers across the United States.

\* [CLNet](#)

Chicano/a Latino/a Networking Site

\* [ColorLines](#)

The nation's leading magazine on race, culture, and organizing

\* [Diversity Employment](#)

Mainly technical and financial positions

\* [Diversity Search](#)

Reasonable prices for job postings

\* [Equal Opportunity Publications, Inc.](#)

On-line and hard copy recruitment magazine for minority college students and professionals in all fields including engineering, computer science, technology, finance, business, health care, liberal arts, and education

\* [Federal Jobs Digest](#)

The largest free career site on the Internet. Free job postings for government and private sector positions.

\* [Higher Ed Jobs Online](#)

Focusing on jobs in Higher Ed only. Section for Extension related positions.

- \* [Hispanic Outlook](#)  
Looking to recruit quality minority educators
- \* [JobTrak](#)  
Targeting recent college graduates
- \* [Jobs Online](#)  
Over 75,000 jobs in the bank. Free for employers/job seekers.
- \* [Media Resource Center](#)  
Listings and contact information for African American and general media and organizations for journalists of color
- \* [Minorities in Broadcasting Job Bank](#)
- \* [Minorities' Job Bank](#)  
Free with UW-Extension Membership
- \* [Minority Career Network](#)  
The Minority Career Network has been designed specifically to help minority professionals find positions that best suit their interests, aptitudes and needs.
- \* [Nation Job](#)  
In addition to their main site, they use a series of Specialty Pages to get you results. They also cross-post jobs to America's Job Bank, Alta Vista Careers, and Yahoo! Classifieds to expand your reach even farther!
- \* [National Assoc. of Minority Media Executives](#)
- \* [National Diversity Newspaper Job Bank](#)
- \* [National Urban League Job Site](#)  
In conjunction with Career Mosaic, large site.
- \* [State Jobs](#)  
Your Source for Jobs at All Major U.S. Companies, State and Federal Government Agencies!
- \* [The Job Resource](#)  
Job bank for recent college graduates run by students at Stanford.
- \* [The Monster Board](#)  
One of the largest employment sites on the Internet with a great reputation.

- \* [UW Student Job Center](#)

Free postings for undergraduate, graduate, and postgraduate positions at UW.

- \* [Wisconsin Job Net](#)

Civil service and private sector job openings in Wisconsin.

## **African American Links**

- \* [Black Broadcasters Job Bank](#)

Free job postings

- \* [Black Career Women](#)

An organization designed to significantly enhance the professional development of black working women

- \* [Black Collegian](#)

Print publication and Internet postings

- \* [Black Engineers' Society Job Bank](#)

- \* [Black Issues in Higher Education](#)

- \* [Black MBA Association](#)

- \* [Blacks in Government](#)

- \* [Future Black Faculty Database](#)

- \* [National Alliance of Black School Educators](#)

NABSE, a 5,000 plus member, nonprofit organization is the nation's largest network of African Americans

- \* [National Black Journalists Association](#)

- \* [NY Assoc. of Black Journalists Job Bank](#)

## **Asian American Links**

- \* [National Association of Asian American Professionals](#)

The National Association of Asian American Professionals is a non-profit 501(c)(3), all-volunteer organization whose mission is to promote the personal and professional development of the Asian American community

\* [Asian Professional Exchange](#)

This organization serves as a place where Asian American professionals can explore new career paths

\* [Korean American Professionals Society](#)

A nonprofit organization dedicated to improving the social and professional well-being of Korean Americans throughout the Puget Sound region

## **Lesbian, Gay, Bisexual, Transgender Links**

\* [National Gay and Lesbian Journalists Assoc.](#)

## **Hispanic Links**

\* [Diversilink](#)

Home of the Society of Hispanic Engineers

\* [Hispanic MBA Association](#)

Free job postings after you register

\* [HISPANIC Online Career Center](#)

Hispanic Online serves as America Online's Center of Latino life.

\* [Hispanic Publishing Group](#)

Now in its tenth year of publishing, HISPANIC Magazine has more than 250,000 subscribers, reaching upwardly mobile Hispanic professionals, entrepreneurs, members of Hispanic organizations, students, and opinion leaders

\* [Latino Web Job Bank](#)

Low cost job postings

\* [LatPro Network](#)

Free postings for bilingual positions.

\* [National Society of Hispanic MBAs](#)

Free job bank

\* [Oregon Council for Hispanic Advancement](#)

OHCA's mission is to provide leadership for educational opportunity, economic development and social justice for Hispanics in Oregon, Southwest Washington and Western Idaho

\* [Saludos Web](#)

Hispanic Recruitment Site, reasonable prices for listing positions.

## **Native American Links**

- \* [American Indian Science & Engineering Society](#)

A national, nonprofit organization which nurtures building of community by bridging science and technology with traditional Native values

- \* [Native American Business Link](#)

Free job listings

- \* [Native Web Job Postings](#)

- \* [Network of Indian Professionals](#)

NIP is a not for profit organization dedicated to professional and cultural development, community service, philanthropy and the overall advancement of South Asian-Americans

- \* [Tribal Employment Newsletter](#)

\$80 per posting or \$129 per year unlimited postings!

## **People with Disabilities**

- \* [Careers and the Disabled](#)

Recruitment magazine for people with disabilities

- \* [JobAccess](#)

Employment for people with disabilities

- \* [New Mobility Magazine](#)

For more than 10 years, New Mobility has been the leading magazine dedicated to Disability Culture and Lifestyle. Written by and for wheelchair users, New Mobility provides a forum for sharing life experience. For learning what really works in daily life.

## **Sites for Women**

- \* [Career Women](#)

Postings are free for a limited time!

- \* [Interagency Committee of state employed women](#)

ICSEW is comprised of representatives from Washington state agencies and institutions of higher education. Its focus is on state management of policies, procedures, regulations, and legislation requisite to improving employment conditions and career opportunities for women.

\* [Minority and Women Doctoral Directory](#)

A registry of employment candidates who have recently received, or are soon to receive, a Doctoral or Master's degree in their respective field from one of approximately two hundred major research universities in the United States.

\* [Office of Women in Higher Education](#)

The mission of the Office of Women in Higher Education (OWHE), its programs, and The Network (a state-based affiliate) is to identify qualified women leaders, develop their leadership skills, and advance them into deanships

\* [Women In Higher Education](#)

Reach 12,000 women on campus

\* [Women in Technology International Career Site](#)

## Higher Education

\* [Academic Employment Network](#)

This career service lists available positions in primary and secondary schools and colleges for faculty, staff and administrators.

\* [Academic Position Network \(APN\)](#)

Education related positions

\* [Academy of Management Online](#)

\* [American Sociological Association](#)

Internet job postings

\* [Black Issues in Higher Education](#)

\* [Chronicle of Philanthropy Job Bank](#)

\* [College and University Personnel Assoc. CUPA Job Bank](#)

\* [Higher Ed. Jobs On-line](#)

Free job postings on extensive site with registration.

\* [H-Net's Job Guide for Humanities & Social Science Jobs](#)

\* [Internet Resources by College Majors](#)

\* [Jobs in Government and Public Administration](#)

## List of job banks

\* [Jobs in Higher Education](#)

Extensive list of links to job banks for all fields

\* [Nation Job](#)

Jobs in this section are in the Education/Teaching/Child Care fields

\* [National Assoc. of Colleges and Employers Job Bank - NACE](#)

\* [Scholarly Societies Project](#)

Huge listing of societies and organizations by academic field

\* [University Continuing Education Association Position Openings Page](#)

\* [University Job Bank](#)

Subscription-based site for University positions

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