

Strategies for Expanding the Pool of Candidates

Creating a broad and diverse pool of candidates is an important part of the search process. The task of the search committee is to publicize the position to bring it to the attention of all protected groups and to actively identify and recruit qualified candidates from members of these groups.

The following activities are recommended for use in specific searches and as strategies for expanding the network of protected group members.

The informal, "word-of-mouth" approach to recruitment, in addition to advertising, is one of the most successful ways to identify candidates. Making direct contact with academic departments, administrative units, professional organizations, and colleagues, is an effective method of expanding your search.

Personal Contacts

- Contact protected group members who have received significant grants or professional recognition and ask for the names of promising women and minority scholars or administrators.
- Use a personal approach. Outstanding potential candidates often do not apply for advertised positions; they must be contacted by a member of the search committee.
- If an individual declines a nomination or does not respond to your letter of inquiry, then consider contacting him or her to discuss the reason for declining.
- Target specific protected group members whose work or contributions you admire. Post position descriptions that reflect many areas of their skills. Ask individuals for names of students they have mentored.

Professional Associations and Conferences

- Encourage faculty and administrators attending professional conferences or visiting other universities to combine their visits with recruitment efforts for present and future positions. They can solicit curricula vitae and resumes from promising candidates.
- Keep national higher education associations informed of present and possible future positions. A number of these associations have special interest groups or minority caucuses with strong networks.
- Maintain membership and actively participate in minority caucuses in professional association(s).

- Maintain ongoing communication with caucuses comprised of protected groups.
- Request the names of potential candidates from caucuses comprised of protected groups in relevant professional and academic associations.

Consider lobbying professional organization(s) to develop a national recruitment strategy for members of protected groups.

Publications and Search Assistance

- Use the Minority and Women Doctoral Directory, located in the Office of Diversity and Compliance Services, to locate qualified candidates.
- Maintain contact with professional organizations, associations, and agencies that have job referral services.
- Publish discussions of affirmative action issues in newsletters or brochures that are sent to constituent groups and alumni/alumnae, informing them of the department's commitment to affirmative action and enlisting their assistance.
- Use journals to advertise position vacancies that have wide readership of protected groups.
- Use search firms with proven records of success in locating protected group members in higher education.

Other Institutions

- Collaborate on research or publications with protected group members at other institutions.
- Establish a working relationship with similar departments or administrative units at institutions with substantial numbers of protected group members. Some possibilities are: sharing research facilities and exchanging faculty and administrators, teaching for a quarter, delivering a paper, or making informal visits to discuss job openings with faculty, staff, and students.
- Contact colleagues at other colleges and universities about new professionals who are members of protected groups.
- Contact alumni/alumnae publications at universities where protected group members are well represented and share announcements of available positions.
- Contact affirmative action offices at other universities. Some maintain lists of women and minorities at their institutions who are looking for employment.

In Your Department

- Designate a faculty member and/or committee to work with the department chair in focusing on affirmative action efforts.
- Invite protected group members to participate in an on-campus seminar as a special guest of your department.
- Invite scholars and administrators who are protected group members from other institutions to participate in symposia, visiting professorships, seminars, and workshops. A one-year visiting professorship to replace a faculty member who is on leave will help meet your instructional responsibilities and strengthen the link between HSU and a similar department at another institution.
- Conduct departmental curriculum reviews to enhance minority perspectives that are missing and/or are important to the growth of students and faculty.
- Establish postdoctoral programs for protected group members to provide experience and professional growth.
- Create a resource pool of protected group member candidates from this and previous searches. Continually update your database with new names provided by women, minorities, students, and alumni/alumnae from HSU and other institutions.

With Other Departments

- Consider joint appointments with related departments.
- Review availability data provided by the Office of Human Resources/Affirmative Action.

Expanding Your Contacts

- Talk with students about their studies of work by members of protected groups in the field, whose work they admire.
- Request names of potential candidates from anyone with firsthand knowledge of women and minority candidates at HSU and other CSU institutions and UC institutions as well as from institutions with strong programs in your discipline or administrative area.

- Maintain close contact with protected group member graduates of HSU and encourage them to recommend the university for graduate training, faculty positions, and administrative opportunities.
- Consider protected group members who have held part-time or temporary positions in your department or administrative unit.
- Maintain current listings of protected group member alumni/alumnae and their professional involvement.