Inclusive Excellence Recruitment
Guidelines for Faculty and Staff

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Message from Chief Diversity Officer

It is Southern Utah University’s mission to prepare future leaders for a diverse world, it is critical for us to understand the importance of diversity and inclusion and the role they play in our lives. We must not only recognize the need for diversity and inclusion, but welcome them.

To fully prepare our students to compete in a global market, we must not only develop a campus environment that understands the significance of globalization and changing domestic diversity trends but also recognizes and appreciates all forms of diversity.

We must also be committed to fostering a work environment that embraces all forms of diversity and allows for growth and development of all of its employees. Southern Utah University is a community that strives for the inclusion of all, regardless of ethnicity, race, genetic information, national origin, age, gender, sexual orientation, veteran status, socioeconomic background, religion or disability. Southern Utah University is committed to increasing the diversity of its faculty and staff. This commitment begins with an open and inclusive search process.

Southern Utah University has a need to focus on the recruitment of a diverse faculty and staff. Therefore, departments should pay special attention to issues of diversity, equity and inclusion within their respective area.

The recruitment of diverse faculty and staff requires a real commitment to an inclusive and proactive searches that build a diverse applicant pool. To do this, we must conduct more proactive searches to attract the best and brightest applicants. A proactive search requires using personal and professional networks, discipline specific organizations and websites, listservs and social media that specialize in the recruitment of diverse faculty and staff to successfully identify diverse applicants. The Office of the President and the Office of Equity and Inclusion are committed to increasing the number of diverse faculty and staff and with your help we can achieve this goal.

We would like to offer you this booklet as a resource for your recruitment success.

Thank you.

Schvalla R. Rivera, Ph.D., CDE
Assistant to the President for Equity and Inclusion
Preparation for an Inclusive Search

1. Build a diverse search committee
   A search committee that is diverse will bring varying perspectives and experiences to the search process. When building a search committee that inclusive, efforts should be made to include underrepresented groups. Some search committees include graduate students, members of external and related departments. This allows for greater diversity and inclusion while not overburdening underrepresented persons within the department with extreme service obligations. This does not mean that underrepresented persons should be relied on to be the only advocates of diversity and inclusion. Inclusive Excellence is the responsibility of every member of the search committee. All members should be committed to attracting and recruiting diverse and excellent candidates for the position and to provide a fair and equitable search experience.

2. The initial meeting should develop a recruitment plan not assess candidates.
   The first meeting should occur before the applications are due for the position. This initial meeting should develop a recruitment plan that will include decisions about best approaches to attract diverse candidates, the criteria that will be used to evaluate candidates, and how the search committee will operate.

3. Make sure you know and follow institutional policies and procedures, as well as federal and state laws in the search process.
   - Southern Utah University is committed to a policy of equal employment opportunities and follows affirmative action guidelines.
   - Southern Utah University is committed to the fundamental principle of equal opportunity and equal treatment for every prospective and current employee and strives to create a campus environment which understands, fosters, and embraces the value of diversity. No person shall, on the grounds of race, color, sex, sexual orientation, religion, national origin, age, disability, veteran status, or genetic information, be excluded from employment or participation in, be denied the benefits of, or otherwise be subjected to discrimination, under any program or activity conducted by Southern Utah University.

   The above statement should be included in all job advertisements

   •  **Non-Discrimination Statement**
     https://www.suu.edu/nondiscrimination/
The following non-discrimination statement should be included in handbooks and policies as appropriate as they are developed, updated and/or placed online. This includes, without limitation, personnel policies, admissions policies, academic policies, and student affairs policies.

**Nondiscrimination Statement**
Southern Utah University is committed to maintaining a community which recognizes and values the worth of every person; fosters tolerance, understanding, and mutual respect among its members; and encourages individual commitment to personal responsibilities as well as personal rights. As part of its pursuit of academic excellence, the University seeks to develop and nurture diversity. The University believes that diversity among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Southern Utah University does not discriminate against any member of the University community on the basis of race, religion, color, national origin, sex, sexual orientation, gender identity, age, disability status, veteran status, pregnancy, pregnancy-related conditions, genetic information, or other bases protected by applicable law in employment, treatment, admission, access to educational programs and activities, or other University benefits or services.
For more information or assistance, please contact the SUU Office of Ethics and Compliance (Title IX).

**Role of the Search Committee Chair/Hiring Authority:**
The search committee chair/hiring authority should appoint a search committee to review applications and to make recommendations for selection. As you consider possible committee members, always be mindful of the University’s commitment to diversify the workforce. It is important to include minorities, women and individuals from a cross-section of the University departments on your search committee to ensure that a diverse range of people and views will assist in making an important hiring decision.

The Office of Equity and Inclusion serves as a resource for the chair/hiring authority and the search committee to help your department or office find the best qualified candidate, while furthering the University’s commitment to attract, support, and retain highly qualified diverse faculty and staff. Therefore, the Office of Equity and Inclusion is available to discuss the position, to offer best practices in diversity recruitment, answer questions about Affirmative Action and to clarify appropriate recruiting procedures. The Office of Equity and Inclusive can also assist by suggesting additional resources, if appropriate, to affirmatively recruit women and minority applicants.
After all approvals have been completed and the position is posted, the search chair/hiring authority should contact the Office of Human Resources to arrange a meeting/training with the search committee to review guidelines, departmental gaps and goals, and the search process. Search committees may request individualized training from the Office of Human Resources as needed. If search committee members have already attended a search training class, no further training is required.

**Responsibilities of the Search Chair/Hiring Authority:**

- Schedule and oversee search committee meetings
- Work to with Office of Equity and Inclusion to review diversity initiatives and consult on job announcements and search committee training.
- Receive applications
- Explain the expectations and purpose of the search committee, as stated by your Department Chair and/or Dean
- Provide copies of applications and job announcement to each search committee member
- Coordinate outreach efforts
- Manage communication and maintain confidentiality during the search process. All committee members must keep discussions completely confidential.
- Ensure compliance with federal and state laws, Utah Board of Regents, and SUU policy
- Develop a systematic process for screening applicants to determine the best qualified applicants
- Develop a rubric for applicant assessment
- Arrange and conduct conference calls among search committee members, if needed
- Schedule on-campus interviews
- Provide the Office of Human Resources and the CDO with a diversity recruitment plan (including strategies to recruit minority candidates including resources utilized, rubric, interview questions)
- Send Office of Human Resources and CDO the shortlist of candidates
- Send OFFICE OF HUMAN RESOURCES and CDO a copy of candidate agenda

**Role of the Search Committee:**

The essential role of the committee is to identify, review, evaluate, and recommend candidates to fill positions. The search committee should also ensure that all applicants are considered
equitably throughout the process. In addition, committee members should make every effort to reach and attract individuals from underrepresented groups.

**Responsibilities of the Search Committee:**

- Be committed to the University’s effort to enhance diversity of faculty and staff
- Assist search chair/hiring authority in conducting outreach efforts
- Review applications to determine if applicants meet requirements as listed in the posting
- Adhere to strict confidentiality. All discussions about the candidates and the search process must not go beyond the meeting room.
- Develop a rubric for applicant assessment
- Screen and interview applicants
- Determine the process by which references will be checked and letters of recommendation requested
- Make recommendations
- Be fair, impartial, and open-minded during the review and consideration of all applicants/candidates

**Advertising and Recruitment Plan:**

For your search to be successful, it is imperative that you develop a recruitment plan that prevents exclusion of diverse applicants. In addition, avoid spending funds in areas that have not been helpful in recruiting qualified diverse applicants previously. Search committees should invest significant time in brainstorming various advertisement and recruitment plans to broaden the applicant pool of qualified individuals, which would also include efforts to reach out to qualified members of underrepresented groups. This means going above and beyond traditional recruiting methods. For a list of possible recruitment resources, please review Appendix A.

**Recruitment Beyond the Statement:**

**Strategies for Building a Diverse Applicant Pool**

There are numerous innovative strategies to help departments build a diverse applicant pool of qualified individuals. Here are some examples:

- Contact colleagues at other institutions to see if they would like to recommend women and underrepresented faculty or Ph. D/graduate students.
- Request names of potential candidates from women and members of underrepresented communities at Southern Utah University and at institutions with strong graduate programs for diversity and inclusion in your discipline.
- Ask and/or attend women’s and caucuses for underrepresented communities at conferences for names of potential candidates.
- Place announcements in newspapers, journals, publications, and websites aimed specifically at under-represented groups.
- Contact Ph.D. candidates about a year before degree is awarded.
- Create pipeline programs in the discipline.
- Identify qualified junior or mid-level faculty at other institutions and send job announcements. Telephone calls and letters to nominees and applicants can send a strong message of openness and welcome.
- Market position openings (present and future) at conferences.
- Send announcements and request nominations from departments in Historically Black Colleges and Universities and Hispanic, American Indian and Asian serving institutions. For a list of institutions see the Office of Equity and Inclusion resources and visit their website at (coming soon).
- Maintain close contact with candidates throughout the recruitment process.

Effective searches utilize creative and aggressive strategies to identify qualified applicants. Make technology work for you. Web advertising is often an effective and affordable means of reaching your target audience, as well as qualified women and minorities. In addition to advertising on the web, personal contact and networking with colleagues to source applicants has proven to be another effective means of identifying qualified candidates.

**Screening Applicant Pool:**

When developing the rubric to screen applicants, diversity and inclusion should be included to ascertain the applicant’s understanding and commitment to diversity. After the search committee/hiring authority develops a rubric and the rubric receives approval from the Office of Human Resources, the committee will begin the process of reviewing and screening the applicant pool. At this stage, the committee must clearly understand what qualities, skills, experience and knowledge are required to successfully perform the job as described in the advertisement and job description. The selection criteria should relate to the stated qualifications in the ad or job description and all candidates must be evaluated using the same criteria.

Once the applicant pool has been approved, you may begin to review the applications. The initial screening of applicants should be based on the minimum qualifications as listed on your...
rubric. All applicants not meeting the minimum requirements should not be considered. The applicants who meet the minimum requirements will be further evaluated based on preferred qualifications, departmental needs, and any other selection criteria that the committee has agreed upon in advance.

**Approval of Short List of Candidates**

The committee may want to create a matrix to help narrow the field of qualified applicants to a short list. The short list is usually the “semi-finalists” and they are normally pre-screened via telephone.

**Telephone Interviews**

Telephone interviews can be an effective and inexpensive prescreening method to assist the search committee in determining which candidates to invite for an on-campus interview. This stage of the process should reflect our institution’s desire to hire personnel with experience and understanding of diversity and inclusion. If you plan to conduct telephone interviews, make sure they are performed consistently and professionally. Questions should be uniform and must be related to the qualifications and responsibilities advertised in the job posting. Although the search committee is encouraged to use a list of standard questions, you can ask some questions that are specific to the candidate or triggered by the candidate’s response. There may be something in the applicant’s background that may be unique and may warrant additional questions, e.g., different kinds of research or other type of experiences. These different questions are appropriate as long as they are job related.

**Interviewing and Selection Process:**

When the field of candidates has been narrowed down to the candidates to invite for an on-campus interview, the search committee/hiring authority should change the statuses of applicants to “Selected for Interview’. When the list of candidates is approved, the search committee will proceed to the interviewing preparation process.

**Tips for Planning the On-Campus Interview**

Interviews must be planned and conducted in a manner that is fair and equitable for all candidates. Fairness and consistency are instrumental in the interview process. Here are some tips to promote equal opportunity during interview:

- Develop an interview agenda that follows a consistent format for each candidate and ensures an equitable process. *(Include on the agenda a time for an affinity group to*
Provide each candidate a copy of the agenda prior to the campus visit, or at the very least, at the beginning of the visit.

Ensure the interview schedules are the same or similar for each candidate. If receptions or meals are part of one candidate’s interview schedule, then they must be a part each candidate’s interview schedule.

Develop interview questions that directly relate to skills, abilities, and experience that are required of the position. Review the questions in advance to be certain they do not show any hidden biases or assumptions.

Avoid questions regarding personal life or questions related to race, genetic information, color, sex, sexual orientation, religion, national origin, family status, age, or disability. Remember this key point: when the question is unrelated to the position requirements, don’t ask it!

If a candidate offers information that you are not allowed to ask, do not pursue the topic. Simply change the topic right away.

Be consistent – ask the same core questions to all candidates.

Before the campus visit, ask all candidates if they require special accommodations for their interview. At no time shall any candidate be asked if he or she has a disability.

Developing Interview Questions:
The following are a list of questions you may ask:

Questions Related to Teaching/Working in a Diverse Environment:

- What do you see as the most challenging aspects of an increasingly diverse academic community?
- How have you mentored, supported, or encouraged students on your campus? What about minority students, women, LGBTQ+, or international students?
- Describe your experiences of working in a diverse environment. How did you foster mutual respect for differences?
- How do you view diversity course requirements for students?
- In what ways have you integrated multicultural issues as part of your professional development?
- How have you worked with students and others to foster the creation of climates receptive to diversity in the classroom, in the curriculum, in the department?
- If you were to get this job, what would you do to create a work environment that is based on mutual respect in the workplace?
- What does it mean to have a commitment to diversity and how would you apply that commitment at this university?
Questions Related to Research, Publications and Funding:

- How do you implement diversity and inclusion into your research?
- Describe your research. What are you currently working on? What is your five year plan?
- What other research areas are you interested in pursuing in conjunction with undergraduates, graduate students or other colleagues?
- How do you plan to financially support your research?
- What specific research projects would you want to undertake if you receive this position? Are the current facilities adequate to take on these projects? If not, what equipment would be needed?
- What are your plans for publishing?
- What experience do you have in writing grant proposals/obtaining funding for research projects?

Questions Related to Teaching and Mentoring:

- Describe your involvement and accomplishments in relation to nurturing the academic success of women and students of color?
- Has diversity played a role in shaping your teaching and advising styles? If so, how?
- What do you consider an appropriate (or desirable) balance of teaching and research?
- Describe your teaching philosophy?
- How do you feel your teaching style can serve our students?
- What do you think are the key components of successfully mentoring students?
- What classes have you taught recently?
- What courses would you like to teach?
- Describe how you typically structure your courses?
- How do you determine which textbooks to choose for a particular class?
- What innovative instructional methods do you employ in the classroom?
- Describe any accomplishments or interests you might have in broadening the curriculum, introducing innovative teaching methods, mentoring students or responding to the needs of special groups, or other areas, that may not be reflected in your vita?
- What courses have you created or proposed in the past five years?

Questions Related to Service and Outreach:

- How do you see your responsibilities relative to the public service component of this position?
- What department and/or college committees have you served on?
• What student associations have you advised?
• Describe a professional service assignment that you have completed and are very proud of its results.

**Questions for Administrative & Professional Faculty Positions:**

• What are some of the strategies – either individual or collective – that can make the campus a more welcoming place to students, faculty, and staff? Or, describe your involvement and accomplishments in diversity-related initiatives in your previous positions.
• Explain why this position interests you at this particular time in your career?
• What is the most important accomplishment, achievement or innovation you brought to your present (past) job?
• What has been your greatest work-related disappointment? How did you handle it?
• How would you describe your leadership style? Share several examples to illustrate your approach?
• What are your experiences with juggling compelling people needs against an extremely heavy workload?
• Tell me about a difficult situation when it was necessary for you to keep a positive attitude.
• Give a specific example of something you did that helped inspire enthusiasm in others?
• Why do want to work here?
• What are the most significant challenges facing higher education today?
• Was your work ever criticized? If so, in what way? How did you improve?

**Permissible and Prohibited Interview Questions:**

OFFICE OF EQUITY AND INCLUSION encourages you to contact our office or OFFICE OF HUMAN RESOURCES for assistance with pre-interviewing preparation, including the legality and appropriateness of interview questions. Please review the list of EEOC Pre-employment Inquiries (below) to help you develop interview questions.

<table>
<thead>
<tr>
<th>Categories</th>
<th>*Permissible Questions</th>
<th>Prohibited Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Inquiries as to whether or not applicant meets minimum/maximum age requirements</td>
<td>Any inquiry which may reveal applicant’s age, requiring birth certificate or proof of age</td>
</tr>
<tr>
<td>Arrest Records</td>
<td>None</td>
<td>Any inquiry relating to arrest</td>
</tr>
<tr>
<td>Category</td>
<td>Information Provided</td>
<td>Prohibited Practices</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Child Care</td>
<td>None, unless asked of all applicants</td>
<td>Inquiry into child care arrangements of only female applicants</td>
</tr>
<tr>
<td>Citizenship/National Origin</td>
<td>What languages do you speak fluently? Do you currently have authorization to work in the US? Do you require employer sponsorship?</td>
<td>Any inquiry into name, citizenship, visa status, place of birth, place of relatives’ birth, language used at home, address or duration of residence, national origin or ancestry</td>
</tr>
<tr>
<td>Conviction Records</td>
<td>Inquiry into convictions if job-related</td>
<td>Any inquiry about conviction, unrelated to job requirements</td>
</tr>
<tr>
<td>Credit Rating</td>
<td>Inquiries about credit history that relate to the job in question</td>
<td>Inquiries relating to credit rating or history that does not relate to the job in question</td>
</tr>
<tr>
<td>Creed or Religion</td>
<td>Whether applicant can meet work schedule with reasonable accommodation if necessary</td>
<td>Applicant’s religious affiliation, church, parish, or religious holidays observed</td>
</tr>
<tr>
<td>Disability</td>
<td>Can you perform all the essential job functions with or without a reasonable accommodation?</td>
<td>Any inquiry into current or past disability or illness, need for accommodation (unless requested by candidate), Worker’s Compensation claims, or past on-the-job injuries</td>
</tr>
<tr>
<td>Education</td>
<td>Inquiries regarding to degrees or equivalent experience.</td>
<td>Questions regarding national, racial, or religious</td>
</tr>
<tr>
<td></td>
<td>Information regarding courses relevant to a particular job.</td>
<td>affiliations of schools attended.</td>
</tr>
<tr>
<td>Family/Marital Status</td>
<td>Have you ever worked under a different name?</td>
<td>Any inquiry or discussion about marital status, children, pregnancy, child care arrangements, family plans, maiden name</td>
</tr>
<tr>
<td>Gender/Sexual Orientation</td>
<td>None</td>
<td>Any inquiry which would indicate gender or sexual orientation</td>
</tr>
<tr>
<td>Categories</td>
<td>Permissible Questions</td>
<td>Prohibited Questions</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Genetic Information</td>
<td>None</td>
<td>Information about an individual’s genetic tests, information about genetic tests of family member, family medical history, requests for, and receipt of, genetic services by an individual or family member</td>
</tr>
<tr>
<td>Height and weight</td>
<td>None, unless necessary for the job</td>
<td>Height and weight requirements unrelated to job</td>
</tr>
<tr>
<td>Military status</td>
<td>Type of education and experience related to the job</td>
<td>Any request into type of discharge or request of military service records</td>
</tr>
<tr>
<td>Name</td>
<td>Whether applicant has worked under another name</td>
<td>Inquiries to determine national origin, ancestry, or prior marital status. Requirements of prefix Mr., Miss, Ms., Mrs.</td>
</tr>
<tr>
<td>Organizational Affiliations</td>
<td>Applicant's membership in professional organizations if job-related</td>
<td>Inquiry into candidate’s membership into organizations which are not job related</td>
</tr>
<tr>
<td>Photographs</td>
<td>None</td>
<td>Photographs should not be requested or obtained of any candidate</td>
</tr>
<tr>
<td>Political Affiliations</td>
<td>None</td>
<td>Questions about candidates political affiliation or lack of political affiliation</td>
</tr>
<tr>
<td>Pregnancy</td>
<td>None</td>
<td>Any inquiry into pregnancy, medical history of pregnancy or family plans</td>
</tr>
<tr>
<td>Race, Color, Ethnicity</td>
<td>None</td>
<td>Inquires about a candidate’s race, color, complexion, ethnic background, or ancestry is not</td>
</tr>
<tr>
<td>References</td>
<td>Names of character or professional references</td>
<td>Name of applicant’s pastor or religious leader</td>
</tr>
<tr>
<td>Sex</td>
<td>None, except where sex is a bona fide occupational qualification</td>
<td>Sex of applicant, where sex is not a bona fide occupational qualification</td>
</tr>
</tbody>
</table>
Union Affiliations | None | It is illegal to discriminate on the basis of union membership
Worker’s Compensation | None | Past workers’ compensation claims

* Remember: permitted questions may be asked only if asked of all candidates.

Reference Checks:
Reference checking provides the search committee/hiring authority with information about the applicant’s past job performance and knowledge, skills, abilities, and other job-related characteristics. Reference checks can be conducted early in the hiring process to assist in identifying a smaller group of finalists, or at a later stage, to help select one candidate from among finalists, or after a finalist has been selected, but before the offer of employment to verify the candidate’s job-related information. When contacting your finalists, you may inform them that you will be contacting their references using the following statement:

“You are being considered as a finalist for the position of_________. At this stage of our search, Southern Utah University would like to contact your listed references as well as other persons not listed in your references who may have knowledge regarding your credentials and abilities.”

Points to Consider:

- To maintain a fair and equitable process, the reference check cannot solicit illegal, irrelevant, or unnecessary information. Questions asked should only relate to the candidate’s past job performance and/or requirements associated to the position being filled.
- Develop a list of questions prior to calling the references.
- Contact the same number of references for all candidates.
- It is permissible to contact references other than those provided by the applicants; however, the applicants must be informed prior to contacting the references.
- When calling the reference, identify yourself and the purpose of the phone call. Verify dates of employment, job titles, education, licenses, and/or credentials.
- If committee member seek references beyond the candidate’s references, then it must have approval by the search committee chair before proceeding. Furthermore, it must be online information. All reference information must be brought to the search committee’s attention.
Selecting Final Candidate:

After the interviews are completed, the search committee will deliberate to discuss and review the evaluations of the candidates. For staff positions, the search committee chair will communicate their recommendation of candidates to the hiring authority. For faculty positions, the chair of the Search committee will communicate their recommendation of candidates to the Chair of the Department, who will communicate with the Dean.

Closing the Search:

Once the Dean or the hiring authority has selected the finalist for the position, he/she/they will submit the recommended candidate to OFFICE OF HUMAN RESOURCES. The hiring authority shall prepare the offer letter and submit electronically via e-mail to OFFICE OF HUMAN RESOURCES for review.

The Office of Human Resources will review the applicant for minimum qualifications. If the candidate meets the qualifications, then HR will notify the hiring authority via email to proceed with the pre-employment process. The hiring authority or designee should notify, preferably in writing, all applicants who were interviewed that another candidate has been selected. Prior to making a verbal offer to the applicant, the hiring authority will need to contact OFFICE OF HUMAN RESOURCES to obtain an offer letter template. The hiring authority should complete the template and return it to OFFICE OF HUMAN RESOURCES via email for approval. After approval, the hiring authority can contact the applicant with the offer letter along with the additional employment requirement forms. The hiring authority will also continue additional closing procedures designated by OFFICE OF HUMAN RESOURCES.

Retention Strategies for Women and Underrepresented Groups:

Hiring departments should be proactive in welcoming new hires, particularly women and underrepresented groups, by developing an atmosphere that is supportive and safe; as well as, providing assistance to secure a smooth transition.

The following are some tips to acclimate new hires to Southern Utah University:

- Introduce new hire to your department; as well as, other faculty and staff members which s/he may associate with in the future.
- Arrange a tour of Southern Utah University.
- Identify someone who may serve as a mentor for new hire.
- Recommend leadership role on an important university committee.
Appendix A

BLACK/AFRICAN-AMERICAN Resources:

The Journal of Blacks in Higher Education
http://www.jbhe.com/

National Alliance of Black School Educators
http://www.nabse.org/

National Black MBA Association, Inc.
http://www.nbmbaa.org/

National Urban League, Inc.
http://nul.iamempowered.com/

The Black Scholar
http://www.theblackscholar.org/

Latinx Resources:

Association of Latino Professionals
http://www.alpfa.org

Hispanic Association of Colleges and Universities
http://www.hacu.net/hacu/default.asp

Hispanic Outlook in Higher Education
http://www.hispanicoutlook.com

Latinos in Higher Education
http://www.latinosinhighered.com

National Society of Hispanic MBAs
http://www.nshmba.org/CareerCenter

Saludoa Hispanos
http://www.saludos.com

NATIVE AMERICAN Resources:

Tribal College Journal of Higher Education
http://www.tribalcollegejournal.org
Resources for WOMEN:

Advancing Women
http://www.advancingwomen.com

American Association of University Women
http://www.aauw.org

Women in Higher Education
http://www.wihe.com

GENERAL Recruitment Resources:

Academic Careers
http://www.academiccareers.com

Academic Diversity Search
http://www.academicdiversitysearch.com

Academic Keys
http://www.academickeys.com

American Association for Affirmative Action
http://www.affirmativeaction.org/careercenter

American Association of University Professors
http://www.aaup.org

American College Personnel Association
http://www2.myacpa.org

American Educational Research Association
http://www.aera.net

College and University Professional Association
http://www.cupahr.org

Diverse Issues in Higher Education
http://www.diverseeducation.com
Diversity Link
http://www.diversitylink.com

Diversity Search
http://www.diversitysearch.com

Equal Opportunity Employment Journal
http://www.eoejournal.com

Equal Opportunity Publications, Inc.
http://www.eop.com

Faculty for the Future
http://www.facultyforthefuture.net

Higher Education Jobs
http://www.higheredjobs.com

IM Diversity
http://imdiversity.com

INSIGHT Into Diversity
http://www.insightintodiversity.com

National Conference on Race & Ethnicity in American Higher Education
https://www.ncore.ou.edu

National Employment Minority Network
http://www.nemnet.com

The Chronicle of Higher Education
http://www.chronicle.com/section/Home/5

DATABASES/DIRECTORIES Resources:

Diversity Employers Job Board
https://www.diversityemployers.com/

NORC Career Outcomes of Doctoral Recipients
http://www.norc.org/Research/Projects/Pages/survey-of-doctorate-recipient.aspx

Data from Survey of Doctorate Recipients helps to forecast labor demand and supply in many fields.
Nemnet
http://www.nemnet.com/
Nemnet is a national minority recruitment firm committed to helping schools and organizations in the identification and recruitment of minority candidates.

The Directory of Minority Doctoral Students
http://www.cic.net/students/doctoral-directory/search

An on-line directory of minority Ph.D, M.F.A., and M.L.S. candidates and recipients at schools that are a part of the Committee on Institutional Cooperation (CIC).

The Faculty for The Future Project
http://www.engr.psu.edu/fff/

The website focuses on linking women and minority candidates from engineering, science, and business with faculty and research positions at universities.

Rice University’s NSF ADVANCE Program’s National Database of Underrepresented Ph.D. Students and Postdocs
http://www.advance.rice.edu/NIFP.aspx?id=224

This searchable database contains application entries and CVs of underrepresented graduate students and postdocs in science, engineering, and psychology fields.

Ford Foundation Fellows
http://sites.nationalacademies.org/pga/fordfellowships

National Minority Faculty ID Program
http://www.theregistry.ttu.edu

University Job Bank
http://www.universityjobs.com

LGBTQIA Resources:

Out and Equal
http://outandequal.org/lgbtcareerlink/

Consortium of Higher Education Professionals LGBT Resource Professionals
http://www.lgbtcampus.org/

Diversity Working
http://www.diversityworking.com/communityChannels/gayAndLesbian/
Out for Work
http://www.outforwork.org/about/who.asp

National Gay and Lesbian Task Force
http://www.thetaskforce.org/

Lambda Legal
http://www.lambdalegal.org/

National Black Justice Coalition
http://www.nbjc.org

Transgender Law & Policy Institute
http://www.transgenderlaw.org

Campus Pride
http://www.campuspride.org

**DISABILITY Resources:**

Getting Hired
http://www.gettinghired.com

**VETERAN Resources:**

America Wants You
http://www.americawantsyou.net

MilitaryHire.com
http://www.militaryhire.com

**RESOURCES BY DISCIPLINE:**

**Accounting/Finance**

Accounting & Financial Women's Alliance Annual Conference
http://www.afwa.org/events

American Society of Women Accountants
http://www.afwa.org

American Women's Society of Certified Public Accountants
http://www.awscpa.org/careers.php
Association of Latinos Professionals of Finance and Accounting
http://www.alpfa.org

National Association of Black Accountants, Inc.
http://www.nabainc.org

Athletics
Black Coaches Association
http://www.bcasports.org

Biological Sciences
American Institute of Biological Sciences
http://www.aibs.org/home/index.html

American Society for Microbiology
http://www.asm.org

Business
Academy of Management Online
http://aom.org

Association for Information Systems
http://start.aisnet.org

Association to Advance Collegiate Schools of Business
http://www.aacsb.edu

Chemistry
American Chemical Society
http://portal.acs.org/portal/acs/corg/content

ChemJobs
http://www.chemjobs.net

National Organization for the Advancement of Black Chemists and Chemical Engineers
http://www.nobcche.org

Society for the Advancement of Chicanos, Hispanics, and Native Americans in Science
http://www.sacnas.org

Computer/Science
American Association for the Advancement of Science  
http://www.aaas.org

American Association of Physics Teachers  
http://www.aapt.org

American Indian Science & Engineering Society  
http://www.aises.org

American Physical Society  
http://www.aps.org

Association for Women in Science  
http://www.awis.org

Dice (career hub for technology professionals)  
http://www.dice.com

Just Garcia Hill  
http://www.justgarciahill.org

National Organization of Gay and Lesbian Scientists and Technical Professionals  
http://www.noglstp.org/

Out in Science, Technology, Engineering, and Mathematics, Inc.  
http://www.ostem.org/

Society for Advancement of Chicanos and Native Americans in Science  
http://sacnas.org

Women in Technology International  
http://www.witi.com

World Computer Society  
http://www.computer.org/portal/web/guest/home

**Education**

American Educational Research Association  
http://www.aera.net
Engineer
Society of Women Engineers
http://www.swe.org

Society of Hispanic Professional Engineers
http://www.shpe.org

American Indian Science & Engineering Society
http://www.aises.org

National Society of Black Engineers
http://www.nsbe.org

Geology
American Geological Institute
http://www.agiweb.org

Association for Women Geoscientists
http://www.awg.org

The Geological Society of America
http://www.geosociety.org

National Association of Black Geologists and Geophysicists
http://www.nabgg.com

Health Sciences
Academic Physician & Scientist
https://www.aamc.org/services/careerconnect

History
Organization of American Historians
http://www.oah.org

International Education
National Association of International Educators
http://www.nafsa.org

Journalism
Asian American Journalists Association
http://www.aaja.org
National Association of Black Journalists
http://www.nabj.org

National Association of Hispanic Journalists
http://www.nahj12.com

Native American Journalists Association
http://www.naja.com

Library Sciences

Asian/Pacific Librarians Association
http://www.apalaweb.org

Association of College & Research Libraries
http://joblist.ala.org/ad_rates.cfm

Black Caucus of the American Library Association
http://www.bcala.org

Mathematics

American Mathematical Society
http://www.ams.org/home/page

American Statistics Association
http://www.amstat.org

Association for Women in Mathematics Newsletter
https://sites.google.com/site/awmmath/awm/newsletter

National Council of Teachers of Mathematics
http://www.nctm.org

Music

The Society for Ethnomusicology
http://www.ethnomusicology.org

Nursing

American Nurses Association
http://www.nursingworld.org
Minority Nurse
http://www.minoritynurse.com

National Black Nurses Association
http://www.nbna.org

**Philosophy**

American Philosophical Association
http://www.apaonline.org

Jobs in Philosophy
http://www.jobsinphilosophy.org

**Physics**

American Physical Society: Committee on the Status of Women in Physics, Committee on Minorities in Physics
http://www.aps.org/

American Institute of Physics
http://www.aip.org

National Society of Black Physicists
http://www.nsbp.org

**Political Science**

American Political Science Association
http://www.apsanet.org

National Conference of Black Political Scientists
http://www.ncobps.org

**Psychology**

American Psychological Association
http://www.apsanet.org

Association for Psychological Science
http://www.psychologicalscience.org

Association of Black Psychologists
http://www.abpsi.org
National Latina/o Psychological Association
http://www.nlpa.ws

Society for Industrial and Organizational Psychology
http://www.siop.org

Sociology

Association of Black Sociologists
http://associationofblacksociologists.org

Spanish

American Association of Teachers of Spanish & Portuguese
http://www.aatsp.org
Attachment A
Office of Equity and Inclusion Search
Committee Checklist

Organizing the Committee
✓ Appointment of search committee chair and committee members by the hiring official, dean, department chair or designee
✓ Review and/or create charge to search committee
✓ Identify tasks to be completed by the search committee chair
✓ Identify tasks to be completed by the search committee
✓ Establish search committee meetings
✓ Complete online search committee training module
✓ Review importance of confidentiality and attendance at committee meetings
✓ Identify the person(s) responsible for meeting minutes, correspondence, travel arrangements, candidate itineraries, etc.

Organizing the Search
✓ Develop timelines for the search, including application deadline, initial review date, interview schedule, and target dates for submitting hiring recommendations
✓ Determine materials to be submitted by applicants and how they will be evaluated:
  • Cover letter
  • Curriculum vitae or resume
  • Letters of recommendation
  • List of references
  • Transcripts
  • Statement of philosophy, goals
  • Other: _________________________________
✓ Provide OFFICE OF HUMAN RESOURCES and Chief Diversity Officer with a diversity recruitment plan (including strategies to recruit underrepresented candidates including resources utilized, rubric, interview questions); as well as, the shortlist of candidates and copy of candidate agenda

**Position Description & Advertising the Position**
✓ Develop or review a position description with the department/unit head and all members of the search committee
✓ Ensure position description contains only job-related criteria; as well as, identify required and preferred qualifications
✓ Include EEO statements in all postings
✓ Identify journals, publications, websites, and other sources to advertise/announce the position including sources aimed specifically at underrepresented groups to broaden applicant pool
✓ Consult with the Chief Diversity Officer for further assistance with broadening the applicant pool, if necessary
✓ Retain copies of all advertisements and announcements for the search file

**Communicating with Applicants/Candidates**
✓ Send a letter of acknowledgement to all applicants
✓ Send an invitation to apply to all nominated individuals
✓ Review guidelines for questions that can and cannot be asked of applicants
✓ Keep applicants informed of the search process
✓ Notify candidates before conducting reference or employment checks
✓ Maintain confidentiality of applicants

**Reviewing Applications**
✓ Develop criteria and create evaluation/rubric sheet
✓ Make criteria as objective as possible, do not include any information that would exclude an individual on the basis of race, color, religion, sex, age, national origin, sexual orientation, disability, marital status, citizenship, or status as a veteran
Checking References
✓ Identify the persons to conduct telephone and written reference checks
✓ Determine the questions to be asked each reference; all references should be asked the same questions, allowing for individualized follow-up questions as needed
✓ Inform applicants prior to contacting references other than those provided by the applicants

Conducting Interviews
✓ Develop and design a plan and schedule for the interview process and campus visits being careful to avoid bias or unlawful discrimination
✓ Identify all persons and groups to be involved in the interview process
✓ Develop specific job-related questions to ask each candidate. All candidates should be asked the same questions, allowing for individualized follow-up questions as needed
✓ Review list of permissible and prohibited questions; as well as, suggested interview questions to help you develop interview questions

Evaluating the Candidates
✓ Evaluate candidates on their qualifications and the full range of their strengths and experiences
✓ Document all decisions, comparing credentials and qualifications of the excluded candidates to the finalist(s)

Selecting the Final Candidate(s)
✓ Search committees will send list of final candidates for staff positions to Hiring Authority or faculty positions to Department Dean
✓ Hiring Authority or Department Dean will select the final candidate from the list of recommended candidates
✓ After offer has been accepted, the hiring authority or designee should notify, preferably in writing, all applicants who were interviewed that another candidate has been selected
Documenting the Search

✓ Collect all search committee materials and forward the materials to Human Resources; search committee records will be filed and maintained by Human Resources for three (3) years

✓ The file should include, but not limited to:
  • Materials submitted by each candidate
  • Copies of job announcement
  • List of interview questions
  • Summary of search committee meetings with committee members’ notes
  • Rubrics and/or list of criteria
  • List of recommended candidates for hire
  • List of members on the search committee

✓ Provide OFFICE OF HUMAN RESOURCES and Chief Diversity Officer with a diversity recruitment plan (including strategies to recruit underrepresented candidates including resources utilized, rubric, interview questions); as well as, the shortlist of candidates and copy of candidate agenda