




**Visiting Professor Recruitment
Procedures and Guidelines
2016-17**

VISITING PROFESSOR SEARCH SCHEDULE

2015



This schedule provides deadlines for some of the main steps in the Visiting Professor search process. Detailed descriptions are available within the Search Procedures and Guidelines document. Any of these steps can be accomplished earlier than the deadline but all steps must be completed.

		Refer to Page #
	Dean receives authorization for search from Provost.	4
	Search committee meets with Associate Vice President (AVP) for Faculty Affairs to discuss recruitment strategy and diversity goals. Call 664-3236 to schedule a meeting.	4
	Submit Endorsement Packet to Associate Vice President (AVP) for Faculty Affairs, signed by the School Dean. Includes: <ul style="list-style-type: none"> • Endorsement for Position Opportunity Announcement form • Candidate Professional Qualifications and Duties of the Position form • One page recruitment and advertising strategy • Advertising Request form and ad copy • Selection criteria • Interview question for each criteria 	6
	Deadline for submission of applications from the candidates will be up to 30 days from posting.	7
	Approval to Interview packet must be submitted to AVP for Faculty Affairs prior to contact with applicants. Approval to Interview Form	9
	Faculty Search Committee conducts phone interviews.	9
	Dean submits Visiting Professor Offer form to Faculty Affairs. Committee submits Final Recruitment Report. Final Recruitment Report	10
	Disposition Letters are sent to all applicants.	13



Visiting Professor Search Checklist

Searches are normally approved in the spring or summer prior to the fall search process. See Appendix for forms referred to below.

This document is intended as a **quick reference** for the steps to be followed in completing a search. Details are in the Search and Screen Guidelines.

Approval and Planning

- Request and receive approval for search from University Provost.
- Establish a search committee and develop recruitment strategy.
- Attend introductory meeting with AVP for Faculty Affairs.
- Complete and submit *Endorsement Packet* to Faculty Affairs for approval. Packet includes:
 - [Endorsement for Position Opportunity Announcement form](#)
 - [Candidate Professional Qualifications and Duties of the Position form](#)
 - One page recruitment and advertising strategy
 - [Advertising Request form](#) and ad copy
 - Selection criteria
 - Interview question for each criteria

POA is Posted.

Application Review

- Faculty Affairs notifies committee when applications are ready for review.
- Committee reviews applications against established criteria. Letters of Recommendation and additional materials can be requested directly from applicants at this time.
- Send *Approval to Interview* form to Faculty Affairs for approval.
- Schedule and conduct phone interviews. Faculty Affairs will send out a Supplemental Questionnaire form to each interviewee via email.

Closing the Search

- Select finalist. Send finalist information to Dean who will extend offer of employment with Provost approval. Dean submits Visiting Professor Offer Form to Faculty Affairs. Offer letter is prepared by Faculty Affairs and sent to President for signature.
- Complete and submit *Final Recruitment Report* to Faculty Affairs.
- Faculty Affairs sends outcome emails to other candidates notifying them of their non-selection once they have received the signed offer letter.

Table of Contents

	Page
Introduction.....	3
Search Committee.....	3
Building Diversity.....	4
Position Opportunity Announcement	5
Recruitment Strategy	5
Advertising.....	5
Endorsement Packet.....	6
Developing the Screening/Interview Process	7
Reviewing Applications and Checking References	7
Approval to Interview	9
Review Finalists, Telephone Offer of Employment and Offer Letter	10
Final Recruitment Report.....	11
Final Recruitment Letters	13
Campus Orientation	14
Appendix	15
Endorsement for Position Opportunity Announcement (POA)	
Sample POA	
Candidate Professional Qualifications and Duties of the Position form	
Advertising Request form	
Approval to Interview form	
Final Recruitment Report	
Visiting Professor Offer form	
Reference Check Questions	
Advertising Sites to Consider	

Visiting Professor Faculty Search Procedures and Guidelines

I. Introduction

The Sonoma State University Visiting Professor recruitment process is designed to encourage departments to recruit a broad and diverse pool of applicants. It also ensures that the hiring process is conducted with equal consideration, access and exposure for all potential candidates.

The first step for any search is a meeting between the search committee and the Associate Vice President (AVP) for Faculty Affairs to discuss recruitment strategy for equal opportunity recruitment.

The CFA contract (12.31) specifies that the Visiting Faculty is a one-year non-renewable appointment. The appointment of this person cannot result in the displacement or reduction in time base of a current lecturer. In the order of work, a department may offer work to a Visiting Faculty in the Fall semester after filling all three-year contract lecturers and before any one-year lecturers. However, in Spring you must fill the one-year lecturer entitlements BEFORE assigning work to the Visiting Faculty. The Visiting Faculty member is expected to teach 12 units each semester and provide 3 units of service comparable to a Tenured/Tenure track faculty member. In addition, the Visiting Faculty member is considered a temporary employee and as such cannot ask the University to sponsor them for an H-1 Visa. They can however apply for a J-1 Visa for the purpose of a one-year teaching assignment, but the Visa cannot be renewed.

II. The Search Committee

A. Confidentiality

1. The deliberators of the search committee, including consultants, as well as application materials, should be treated with strict adherence to confidentiality. No discussions should take place with other SSU faculty members or other persons not directly participating in the search process. If confidentiality is not maintained both during and after the recruitment process, it can lead to cancellation of the search and/or a complaint being filed by a candidate. It can also have a chilling effect on applications for future positions in the department and the University.

B. Membership

1. A Search Committee is elected by the department from the tenured faculty in the department (CBA 12.22) and should be composed of at least three faculty members as voting members. Probationary faculty can serve on the search committee at the request of the department, with the Dean's recommendation and approved by the Associate Vice President (AVP) for Faculty Affairs. FERP Faculty may be members if the search is complete while they are in service. Departments should not ask faculty who are on a Sabbatical or Difference in Pay to serve on the search committee.
2. In small departments or programs that do not have enough qualified faculty to constitute a search committee, faculty from other departments may be elected to serve on the committee.

- a. Variations: If the department is interdisciplinary or if the department wishes to increase the diversity of its search committee, it may request faculty members from other departments. The request is approved by the School Dean/Director at the request of the department chair.
 - b. In special circumstances, other persons such as retired faculty, administrators, community members, etc. may be able to serve as consultants to the committee. Please discuss the possibility of using a consultant with the School Dean/Director and Faculty Affairs in advance.
3. Only members of a search committee may vote. Consultants do not vote.
 4. A Search Committee selects a chair from its membership. The chair selected should have some recent experience with the tenure-track recruitment process.
 5. Committee members should participate in all committee meetings and must participate in all interviews. Occasional emergency arrangements may be approved (please consult with Faculty Affairs in advance). Failure of committee members to participate in all deliberations may result in a cancellation of the search process.

C. Initial Meetings

1. The School Dean/Director may meet with the search committee soon after the search is approved by the Provost and the committee is established. The School Dean/Director will give the committee its formal charge, and discuss with the committee qualifications for the position, both required and recommended, along with any programmatic or diversity goals which have been established for the position.
2. The search committee schedules an individual meeting to discuss search strategies and diversity goals with the AVP for Faculty Affairs. All members of the committee must attend the meeting, including the committee chair. This meeting must be held before the Endorsement for Position Opportunity Announcement (POA) packet is approved. The Administrative Coordinator is encouraged to attend the meeting. Please call Faculty Affairs at x43236 or x42192.

III. Building Diversity

Sonoma State Diversity Statement

We at Sonoma State University strive to create a campus climate in which the will to build trust among people - and groups of people - is widely shared, and opportunities for enhancing diversity and a sense of community are encouraged and supported. We stand committed to fostering and sustaining a pluralistic, inclusive environment that empowers all members of the campus community to achieve their highest potential without fear of prejudice or discrimination.

We strive to build an exemplary educational community characterized by:
an intellectual environment that is both challenging and nurturing, encouragement and support for curriculum and pedagogy dedicated to diversity issues, commitment to social justice and equality,

respect for human diversity, and a genuine appreciation of how the many differences among us enrich a liberal arts and sciences university.

We encourage every member of our university community to embrace the underlying values of this vision, and to demonstrate a strong commitment to supporting, retaining, and attracting students, faculty, and staff who reflect the diversity of our larger society.

IV. Position Opportunity Announcement, Recruitment Strategy, Advertising, Endorsement Packet

A. Position Opportunity Announcement

1. The development of the Candidate Professional Qualifications and Duties of the Position form is the first phase and, in effect, the criteria against which all applicants will be judged. A good announcement is specific enough to attract good applicants and flexible enough to enable you to select among a variety of qualified applicants. You will be asked to identify both essential and desirable qualifications.
2. The search committee will list the required qualifications and duties of the position on the Candidate Professional Qualifications and Duties of the Position form. It will then be included in the online POA.
3. The POA will be posted for up to four (4) weeks before you can gain access to the pool.
4. Should your POA not attract a sufficient pool, your Dean can recommend to re-post the position. It would be considered a brand new search. Candidates from the first pool would have to re-apply should you reach consensus to repost. You cannot extend the search without re-posting.

B. Recruitment Strategy and Advertising the Position

1. A one page recruitment strategy is required.
2. Advertising the position is a major component of a good recruitment strategy. The principal goal is to ensure qualified applicants from diverse sources throughout the country know about the position and are encouraged to apply. No effort should be spared in developing a large, and extremely diverse, pool of candidates. Consider those publications, list serves and web sites that will broaden the applicant pool.

Resources for Recruitment Advertising

See Appendix for a listing of organizations, search committees may want to consider.

3. A good recruitment strategy is an active one. **This does not include formal interviews at national, regional or state professional meetings or conferences.**

Examples of recruitment strategies:

- Attending national, regional and state professional meetings. Providing information to prospective applicants and candidates. These are not interviews and should not be indicated as such. (Meet and greet only!)
- E-mail graduate departments in the discipline, forwarding a copy of the POA and asking that they forward to their graduates.
- Contact colleges in and out of academe.
- Diversity recruiting via publications and/or direct mailings/contacts.

Recruitment committees are often tempted to use interviews at conventions in order to save the expense of campus visits. While professional conventions provide excellent opportunities to recruit applicants for positions, there are several problems with using them for formal interviews. If screening interviews are to be held at a convention to eliminate some semi-finalist candidates, then all search committee members should be present, and the same screening questions must be asked of all candidates.

A preliminary review of all candidates must have been done prior to arranging the convention screening. If other applicants deemed equally qualified, are not in attendance at the convention, then opportunities for an identical or very similar screening interview must be arranged for them. Given all these constraints, convention interviews are rarely feasible as a formal step in the screening process. In most cases, convention meetings are better used for information meetings.

4. All advertising requests must be submitted with the endorsement packet and must be consistent with the final version of the POA and with university policy. All ad copy has to be approved via an Advertising Requisition form and signed by the School Dean/Director and by the AVP for Faculty Affairs. The department will be notified electronically if any changes are required.
5. Faculty Affairs posts the position announcement to the SSU Job Opportunities, SSU Faculty Affairs, CSU Career Opportunities, HigherEdJobs.com and Higher Education Recruitment Consortium (HERC) webpages.

Other advertising is placed and paid for by the department. The department places all ads/notices in national association newsletters or periodicals after the POA has been approved by Faculty Affairs. A list of suggested websites is included in the Appendix.

C. Endorsement Packet

1. Once you have developed your professional qualifications, duties of the position, and recruitment strategy, the Endorsement Packet should be signed by the School Dean/Director. Copies of all forms are available on the web at: <http://www.sonoma.edu/aa/fa/all-faculty/forms.html>
2. The Endorsement Packet includes:
 - Endorsement for Position Opportunity Announcement form
 - Candidate Professional Qualifications and Duties of the Position form
 - One page recruitment and advertising strategy
 - Advertising Request form and ad copy
 - Selection criteria
 - Interview question for each criteria

D. Applicant Information and Acknowledgement

1. Applicants will apply online using our SSU E-Recruit System. The applicants must submit all materials themselves. The materials they submit include:
 - a. Cover Letter
 - b. Curriculum Vitae
 - c. Attachments: Statement of Research Interests, Teaching Philosophy, Student Evaluations, and Contact Information for 3 References.
2. Letters of Recommendation are not submitted with the application. They are requested directly by the committee after the selection of finalists. Should a particular search feel the need to receive letters of recommendation for semi-finalists after a first screening, they should get the approval of the Dean. The committee will be responsible for requesting those from the semi-finalists.
2. A confirmation email is sent to all applicants once the online application is submitted. Applicants are directed to email questions about the search itself to the Committee Chair. Questions regarding the application process can be referred to facultysearch@sonoma.edu.

V. Developing the Screening/Interview Process

- A. The committee's proposed questions and criteria were submitted with the POA. Before reviewing applications, the committee should agree upon the relationship between questions and criteria.
- B. The search committee reviews the criteria to be used in screening/interviewing. You will find that much of the task of developing screening criteria was done during the drafting of the Candidate Professional Qualifications and Duties of the Position form. You may not add criteris not clearly stated in the POA.
- C. The weight given to the various qualifications, which translate into criteria, may vary. You may determine that one or more of the recommended qualifications are of greater value than others and weight them accordingly. At this point in the process, it may be helpful for the search committee to discuss what kinds of evidence each member considers appropriate to each criterion. For instance, what do you mean by "effective teaching?"
- D. The next step is to review your interview/screening question for each criterion. It will assist your process if, next to each proposed criterion, you indicate the number of the question(s) which links to it.

VI. Reviewing Applications and Checking References

A. Review Applications

1. Members of the search committee should review all applications as soon as applicant materials are available on the secure website. The materials will be available within 3 days after the deadline. Faculty Affairs will send notice of availability and link to secure site where applicant

files can be reviewed by all committee members.

2. The committee should determine which applicants should be invited to interview, which are alternates (if any), and which are considered but not competitive.

B. Screening and Reference Checks

1. The only evidence that can be evaluated is that which was requested of all candidates. This includes the application, vita, cover letter, interview and any other materials requested of all candidates by the committee (e.g. teaching evaluations, statement of research interests).
2. Rating sheets based on your established criteria and questions can be used to evaluate and compare candidates for interview selection and can assist the search committee in making objective decisions.
3. When screening applications, you are seeking evidence of the candidate's ability to perform the position as announced. If you are in doubt about specific qualifications due to incomplete information in the application materials, and the candidate appears to be a competitive one, call the candidate and request clarification. If there are candidates applying whom you know personally or who have previously taught for the department, attempt to limit your questions to their application materials.
4. Once the committee has narrowed down to a smaller semi-finalist pool, members should contact the applicants notifying them that they are semi-finalists, answer any questions they may have about this unique position, and obtain the candidate's permission to call their references. Please remind the applicants this is a one year assistant professor position with no promise of future employment.
5. References are then contacted. Committee members should handle any negative information very carefully and use it only if it is confirmed by two or more references. It is wise for at least two committee members to divide up the reference calls for each candidate.
6. The purpose of the reference check is threefold: to verify prior employment, to confirm the committee's preliminary assessment of the candidate's strengths and weaknesses, and to obtain an employment recommendation.
7. There is a trend in the business community not to provide any information other than a confirmation of the dates of employment. However, the University can be subject to a "negligent search" lawsuit based on the failure to conduct a sufficient background check prior to an offer of employment. Therefore, every effort should be made to verify a finalist's qualifications prior to recommending him/her for interview or hire.
8. The search committee should select 3-5 candidates for the final interview process.

VII. Submit the Approval to Interview Packet and Interview

A. Submit Approval to Interview Packet

1. The Approval to Interview Packet should include:
 - Approval to Interview form
 - Copy of your questions and criteria
2. The Approval to Interview packet should be submitted to Faculty Affairs at least a week prior to the date you wish to begin interviewing.
3. Within two days after the Approval to Interview packet has been forwarded to Faculty affairs, the committee will be notified if there are any issues or if the packet has been approved. **No interviews can be scheduled until after receiving notification of approval from Faculty Affairs.**

B. Interviews

1. In determining which candidates to invite to interview, the search committee should include only those candidates whom it deems to be qualified and competitive. “Courtesy” interviews for those who are known to members of the committee, but who are not competitive, should be avoided as they can and often do create serious problems later in the search process. This includes all candidates who are serving or have served in temporary positions at SSU.
2. Prior to the phone interview, you may wish to send the candidate a packet of information about your department and the University. A list of the questions for the interview should be included if this is to be a phone interview.
3. While an approved set of interview questions is part of the search process, committees should exercise reasonable flexibility in follow-up questions that clarify responses to the approved questions. For example, comments such as “Well, you seem to have answered the next question already...we were going to ask you...is there anything you’d like to add...”. Applicants should always be given time at the conclusion of the interview to provide any other information they wish in support of their candidacy and to ask any questions they have regarding the position and the selection process.
4. Remember that candidates are to be evaluated on job-related factors only. Many candidates are nervous during the interview and it is the committee’s responsibility to work through apprehension and assess the candidate’s qualifications for the position. Even if it becomes clear rapidly that the candidate is not competitive, continue courteously throughout the interview.
5. You learn most about the candidates when they are talking. Spend a minimum of time discussing the position in the formal interview and a maximum of time exploring the candidate’s

qualifications.

6. It is essential that both the committee and the candidate are able to make the correct match of job versus interests and qualifications. Make sure that the interview allows the committee to assess the candidate's ability to perform according to the required and recommended job criteria and that the candidate understands both the position and its significance to the University.
7. Potential Pitfalls: The candidate may not be asked questions in a number of key areas such as marital status or child care arrangements. This prohibition includes informal questions outside the interview.

VIII. Review Finalists, Telephone Offer of Employment and Offer Letter

A. Review Finalists

1. Once the search committee has selected the candidate(s) it wishes to recommend to the department chair and School Dean/Director, it should review its findings with them in a formal meeting. It is then the responsibility of the School Dean/Director to recommend a finalist to the AVP for Faculty Affairs.
2. **Discussion**
 - a. It is not uncommon for the members of the search committee to disagree initially on the ranking of all candidates or about particular characteristics or qualifications of different candidates. The meeting with the department chair and School Dean/Director should permit all committee members to discuss their perspectives on the candidates recommended. The goal is to achieve a thorough review from diverse perspectives. Carefully considering the essential and desirable criteria should assist in the committee's deliberations.
 - b. Always use your criteria outlined in the POA in your discussions. Do not stray into criteria not listed or approved.

B. Telephone Offer of Employment

1. After verbal consultation with the AVP for Faculty Affairs and confirmation has been received regarding the offer, the School Dean/Director calls the finalist and makes a preliminary offer of employment. Any changes beyond the previously agreed terms should be discussed with and approved by the AVP for Faculty Affairs.

C. Offer Letter

1. Upon receipt of a verbal commitment from the candidate, the School Dean notifies the AVP for Faculty Affairs of the final offer. The Dean submits the Visiting Professor Offer form to Faculty Affairs.
2. Once the terms of the offer have been approved by all appropriate parties (including the candidate being recommended), Faculty Affairs, with all of the terms and conditions of

employment, will produce the letter of offer.

3. Faculty Affairs will notify the department chair, committee chair and School Dean/Director when the finalist signs and returns the letter of offer.
4. Remember that only the President of the University or designee is authorized to make offers of employment. Difficulties may arise and the recruitment process may be delayed or terminated at any stage prior to the formal offer of employment. Thus it is essential that confidentiality be maintained throughout the process.

IX. Final Recruitment Report

A. Functions of Final Recruitment Report

1. The Final Recruitment Report is the formal record of the outcome of the search. It is an official document and is used in a complaint process, legal subpoenas, and CSU reports.
2. At the conclusion of the recruitment, all committee notes must be shredded.
3. The Final Recruitment Report packet contains the singular search justification documentation. It should, when viewed as a whole, make clear to any reader the reasons for the selection of the finalist, the reason for the ranking of the number two candidate (if any), and the non-selection of all others who were interviewed. All candidates listed on the Approval to Interview form to be interviewed must be included on the Final Recruitment Report. If the search was cancelled, the reason(s) must be stated on this form.
4. The Final Recruitment Report should not be hand written.

B. Format of Final Recruitment Report

1. The notes should be succinct statements (six to eight lines); however, a clear justification regarding each candidate is required. You do NOT have to come up with a statement for each criterion and you do not have to have a statement for the exact same subset of criteria for all the candidates. A sentence or a few phrases for the criteria that matter most will be fine. "Criteria that matter most" are those that distinguish this candidate from the others – both positively and negatively – and those that are crucial to the department. The form should present the facts upon which the employment decision was made. Whenever possible, mention statements made by the candidate in the interview which influenced the decision (e.g., "Candidate indicated that she has no experience with large lecture sections and did not feel that she would be effective") in light of the stated criteria and in response to the approved questions.
 - a. Examples of possible statements for the notes in the form for candidates not selected:
 - Candidate presented outdated material and was unable to provide recent examples when students asked; or
 - No experience in directing internships or independent studies; candidate said he would need help in doing so during the first semester/year; or
 - Candidate was unable to answer questions concerning new courses she might wish to develop

b. Avoid Comparative Statements

- The form will be reviewed as a group and the successful candidate's relative merit will be evident if pertinent factual information is contained for each candidate (e.g., for Candidate A, "Had five years teaching experience in the field" and for Candidate B, "Had one year of teaching experience," is better than indicating on Candidate B, "Had less experience than the individual selected").

c. Avoid Subjective Statements

- Decisions should be based on the approved criteria only and statements such as "The committee felt that he would not be able to work with the department" would be inappropriate. Rather, the note should indicate the objective basis for such a conclusion (e.g., "Candidate presented no evidence of ability or interest in committee work").
- Avoid ranking with statements of "Was ranked #3 on this criterion" or "weak"). A direct factual statement is preferable (e.g., "Knowledge in this area was not adequate – could not respond to this question").

d. Avoid any reference to personal contact

- The point is to consider evidence independent of personal contacts. Prior experience at SSU should not give the candidate special advantage. The notes may mention the number of years of working or teaching in the field and the quality of performance or the fact that the candidate has expertise in a particular field.

C. Confidentiality of Evidence

All information received during the recruitment process is considered to be "pre-employment" information, is confidential, and shall be maintained separately from an employee's Personnel Action File. The confidentiality of "pre-employment" materials applies to applicants who are or who have been SSU employees, as well as to external applicants who may eventually be employed at SSU.

D. Submit Final Recruitment Report

1. Within ten (10) working days of the acceptance or rejection of an oral offer, the Final Recruitment Report packet should be submitted to the School Dean/Director.
2. When Faculty Affairs reviews the Final Recruitment Report, it may contact the chair of the search committee and/or the department chair to request that the form be revised or to clarify a statement in the reports.
3. The signatures on the Final Recruitment Report are assertions that the selection process has been reviewed and that it is consistent with the University's recruitment policies and procedures and with academic standards. Once the recruitment has concluded, all of the formal electronic documentation regarding the selection process will be retained in Faculty Affairs for a minimum of five years.

4. Any materials not in an electronic format must be retained by the department for five years (i.e., copies of publications).

X. Final Letters

A. Faculty Affairs sends Regrets (Not Interviewed, Not Acceptable or Alternates not Interviewed)

1. Once the Approval to Interview form has been submitted, letters can be sent to those candidates who were not included on the Approval to Interview form.
2. The committee is encouraged to evaluate when these letters should be sent. In the event those candidates on the Approval to Interview form do not come to fruition, the committee may need to re-evaluate the pool.
3. If the committee deems that no candidate interviewed is acceptable and recommends cancellation of the search, or if the search is cancelled for any other reason, a letter should be sent.
4. Those candidates that were alternates would not receive a disposition letter until the Final Recruitment Report form has been submitted.
5. Discussion
 - Until such time as there is a signed acceptance of a letter of offer of employment, it is essential that contact with other non-recommended finalists not be initiated. If candidates who were interviewed and considered “acceptable” call to find out the status of the search, you may choose to let them know the current status of the search (e.g., “An offer has been made and we are waiting to hear from the candidate”).
 - Contact with the finalist should be limited to the department chair or School Dean/Director.

C. Send Regrets (Interviewed, Not Acceptable and/or Not Recommended)

1. At the time the finalist(s) returns the signed letter of offer, Faculty Affairs will send a letter to the remaining candidates, informing them of the outcome of the search. .
2. If any candidate who was interviewed requests information on the reason for their non-selection, the response given (by either the Search Committee Chair or Department Chair) should be succinct and should be based only on the information contained in the Interview Report. To avoid possible problems, the School Dean/Director and Faculty Affairs should review all such letters before they are sent.

D. Late Letters

1. A letter is sent to all applicants whose materials were submitted after the deadline and not considered for the search.

E. Search Cancelled

1. In the event a search is cancelled, each applicant is notified. The department determines who notifies the applicants on the Endorsement form.

XI. Campus Orientation

Given the amount of effort which went into the search on the part of the finalist(s) and the University, it is vital that we extend new faculty every courtesy once they arrive on campus and provide sufficient orientation to the University and its services. Several areas to cover include:

1. Ensure that they attend the Fall and Spring Faculty Convocation so that they can be formally introduced and welcomed.
2. Ensure that office space is available for them in advance of their arrival with whatever furniture and supplies are available. If appropriate, anticipate needs for research space.
3. Ensure that they go through the Payroll and Benefits process within the first three days of the start of their appointment, or as soon as they arrive, so that the federal immigration requirements are met and their first paycheck is not delayed.
4. Refer all questions they may have regarding benefits to Human Services/Personnel and encourage them to attend the Orientation meetings sponsored by Human Services.
5. Inform them that a copy of the Unit 3 collective bargaining agreement is on reserve in the library and on-line.

Appendix

Recruitment Forms

These forms are available on the Faculty Affairs website. It will be either a “Fill and Print” PDF form, or a Word document that you may download and modify.

- Endorsement of Position Opportunity Announcement form
- Sample Visiting Professor POA
- Candidate Professional Qualifications and Duties of the Position form
- Advertising Request form
- Approval to Interview form
- Final Recruitment Report



**ENDORSEMENT FOR POSITION OPPORTUNITY ANNOUNCEMENT (POA)
FOR RECRUITMENT OF FACULTY POSITIONS**

INSTRUCTIONS

This form is used for departmental and administrative approval of the proposed faculty position and recruiting strategy. It is to be prepared with the advertising attachments noted below*. If you have questions regarding the use of this form, call Faculty Affairs at 664-2192. Send faxes to 664-4060.

TO BE COMPLETED BY SEARCH COMMITTEE

Department Name and Number:

Area of Specialization (Optional):

- Check one: Tenure-Track Instructional Faculty Lecturer Pool Other _____
 Coaching Faculty Visiting Professor
 Librarian (Tenure-Track) Librarian (Temporary)

Submit the following with this form:

- Ad Request form for any additional ads the department will post
- Recruitment Strategy description on an attached page
- Criteria and Interview Questions on an attached page
- Position Duties and Qualifications form

DISTRIBUTION OF NOTIFICATIONS

Faculty Affairs will send acknowledgement emails to applicants. Final notifications for temporary faculty searches will be sent by Faculty Affairs. For tenure-track searches, departments may send notifications, edited to meet department needs, for various stages of screening, or may ask Faculty Affairs to send standardized emails. For tenure-track searches, indicate which approach you wish taken with this recruitment:

Notification	Department	Faculty Affairs
Regrets to applicants who do not meet minimum qualifications	<input type="checkbox"/>	<input type="checkbox"/>
Regrets to applicants who are considered, but not competitive	<input type="checkbox"/>	<input type="checkbox"/>
Regrets to applicants who are interviewed, but not selected	<input type="checkbox"/>	<input type="checkbox"/>
Notice to applicants when a position has been cancelled	<input type="checkbox"/>	<input type="checkbox"/>

The department will prepare letters inviting potential candidates to apply and confirming interviews. Faculty Affairs will prepare the letter of appointment.

TO BE COMPLETED BY SEARCH COMMITTEE CHAIR

Approved: Yes No Comments: _____

Signature: _____ Date: _____

Forward to Dean

TO BE COMPLETED BY DEAN

Approved: Yes No Comments: _____

Signature: _____ Date: _____

Forward to Faculty Affairs

TO BE COMPLETED BY ASSOCIATE VICE PRESIDENT FOR FACULTY AFFAIRS

Approved: Yes No Comments: _____

Signature: _____ Date: _____

FOR USE BY FACULTY AFFAIRS

Requisition Number Assigned _____

- SSU Web Posting _____ CSU Web Posting _____
- HERC Posting _____ Department Chair notified on _____



FACULTY EMPLOYMENT OPPORTUNITY

DEPARTMENT OF *****

Temporary Faculty Position (Visiting Assistant Professor) One Year Full-Time, (academic year**)**

Refer to ***** (Faculty Affairs will assign number) on all correspondence and inquiries regarding this position.

THE UNIVERSITY

Sonoma State University is one of the 23 campuses of the California State University. Located in the Sonoma County wine country, 48 miles north of San Francisco, the University has an enrollment of approximately 9,000 students. As of spring 2013, the University had 497 faculty with 47% tenure-track. The University is comprised of six schools: Arts and Humanities, Business and Economics, Education, Extended and International Education, Social Sciences, and Science and Technology. Degrees are offered in 45 majors at the bachelor's level and 16 at the master's level. Sonoma State University occupies 274 acres in the beautiful wine country of Sonoma County, in Northern California. Located at the foot of the Sonoma hills, the campus is just an hour's drive north of San Francisco and 40 minutes away from the Pacific Ocean.

THE DEPARTMENT

To be approved by Dean

DUTIES OF THE POSITION

Department specific – Position Duties and Qualifications Form

Duties include teaching, advising, and departmental administrative responsibilities. Duties are 12 units of teaching per semester, and three units of departmental administrative work.

PROFESSIONAL QUALIFICATIONS

To be recommended for appointment, the candidate must have:

Department specific – Position Duties and Qualifications Form

RANK AND SALARY

** (To be determined by Dean)

HOW TO APPLY

Do not send materials to facultysearch@sonoma.edu. To apply for this position, go to www.sonoma.edu/jobs and select Job Opportunities. If you are not currently employed at Sonoma

State University, select the *External Applicants* box. You will be redirected to a list of all available jobs at Sonoma State University. Find and select the faculty position you are applying for to view the description and select *Apply Now*. If you have not applied for a job at Sonoma State University previously you will be asked to *Register Now* in order to proceed. After attaching the cover letter and curriculum vitae as one document, please proceed to complete and submit the application. Once you have submitted your application, a confirmation email will be automatically sent to you. To attach the additional required documents go to [My Career Tools](#) in your Careers Home page. Your statement of research interests may be a statement of scholarship and/or creative activity if appropriate to your discipline. If you encounter difficulties during the application process, please email facultysearch@sonoma.edu.

Please submit:

Required

- Cover letter
- Curriculum vitae

Additional Required Documents (My Career Tools)

- Statement of Research Interests
- Teaching Philosophy
- Student Evaluations
- Contact Information for 3 References

Letters of Recommendation will be requested from finalists only.

Official transcripts are required at the time of hire.

Sonoma State University hires only individuals lawfully authorized to work in the United States. All offers of employment are contingent upon presentation of documents demonstrating the appointee's identity and eligibility to work, in accordance with the provisions of the Immigration Reform and Control Act. **Sonoma State does not facilitate the process of applying for an H1B Visa for temporary positions.**

APPLICATION DEADLINE

The deadline to apply to this position is by *****.

Questions concerning this position may be directed to:

- *** (Department or Search Committee chair's name)
- *** Email: (chair's email)
- *** Phone: (department or chair's phone number)

Questions concerning the application process may be directed to: facultysearch@sonoma.edu.

***** PLEASE REFER TO THIS NUMBER ON ALL CORRESPONDENCE AND INQUIRIES REGARDING THIS POSITION.

EQUAL EMPLOYMENT OPPORTUNITY

The university is an Affirmative Action/Equal Opportunity Employer. We consider qualified applicants for employment without regard to race, religion, color, national origin, ancestry, age, sex, gender, gender identity, gender expression, sexual orientation, genetic information, medical condition, disability, marital status, or protected veteran status.

MANDATED REPORTING REQUIREMENT

This position is considered a “mandated reporter” under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 as a condition of employment.

CAMPUS SAFETY REPORTS

Jeanne Clery Act – Annual Security Report

Sonoma State University's Annual Security Report includes statistics for the previous three years concerning reported crimes that occurred on campus, in certain off-campus buildings or property owned or controlled by Sonoma State University and on the public property within, or immediately adjacent to and accessible from the campus.

The report also includes institutional policies concerning campus security, alcohol/drug use, crime prevention, reporting of crimes, sexual assault and other matters. You can download a copy of this report by accessing the Police and Parking Services web site: [Jeanne Clery Act - Annual Security Report](#), or receive a copy by contacting Police and Parking Services at (707) 664-2143.

Campus Housing Fire Safety Report

Sonoma State University's Annual Campus Housing Fire Safety Report, in compliance with The Campus Fire Safety Right-to-Know Act, contains information about fire statistics, fire safety systems, and safety practices and standards for campus housing. The [Campus Housing Fire Safety Report](#) is available at the Housing Services website or you can contact Housing Services at (707) 664-2541 to receive printed information or additional information.

BACKGROUND CHECK

Successful candidate is required to complete a background check prior to assuming this position.

SMOKE-FREE CAMPUS

Sonoma State University is in the process of working towards adopting a smoke-free campus policy. It is anticipated that January 1 smoking will only be permitted in designated areas and July 1 smoking will not be permitted anywhere on campus.

[View Benefits Summary](#)



SONOMA STATE UNIVERSITY

Department of *****
1801 East Cotati Avenue
Rohnert Park, CA 94928-3609

Jobs are advertised in the Office of the Provost



CANDIDATE PROFESSIONAL QUALIFICATIONS & DUTIES OF THE POSITION

INSTRUCTIONS

This form is used by the Department Search Committee to define the specifics of the faculty position for this search. This information will be inserted into the Position Announcement after approval by Dean and AVP of Faculty Affairs. If you have questions regarding the use of this form, call Faculty Affairs at 664-2192.

TO BE COMPLETED BY SEARCH COMMITTEE

Department Name:

Position Title:

Check one: Tenure-Track Instructional Faculty Lecturer Pool Other _____
 Coaching Faculty Visiting Professor
 Librarian (Tenure-Track) Librarian (Temporary)

DUTIES OF THE POSITION

Please provide a brief paragraph summarizing the overall duties of this position.

In addition please answer each of the questions below. If the question is not applicable leave blank.

1. Number of Courses/Units taught each semester:
2. Is there specific curriculum associated with this position? Please list.
3. What collaborative courses is the candidate expected to teach for Freshmen? Sophomores? Others?
4. What General Education Courses is the candidate expected to teach?

PROFESSIONAL QUALIFICATIONS

1. What Doctorate is required for this position? Please be specific
2. Are there other terminal degrees or doctorates you would consider for this position? *Must have Dean's Approval.
3. How many years of university teaching do you require for this position?
4. What kind of additional research/work experience do you require for this position?
5. Is there a specific 'Service' component attached to this position?
6. Are there any other qualifications which are desired but not required?

The following attachments will be requested of all applicants. If you have additional unique materials you need for review of this position, you will request those directly from semi-finalists/finalists for the position.

Required Documents: Cover Letter, Resume, Statement of Research Interests, Teaching Philosophy, Student Evaluations, Contact information for 3 references.

TO BE COMPLETED BY SEARCH COMMITTEE CHAIR

Approved: Yes No Comments:

Signature: _____ Date: _____

Forward to Dean

TO BE COMPLETED BY DEAN

Approved: Yes No Comments:

Signature: _____ Date: _____

Forward to Faculty Affairs

TO BE COMPLETED BY ASSOCIATE VICE PRESIDENT FOR FACULTY AFFAIRS

Approved: Yes No Comments:

Signature: _____ Date: _____

FOR USE BY FACULTY AFFAIRS

Requisition Number Assigned _____

- SSU Web Posting _____ CSU Web Posting _____
 HERC Posting _____ Department Chair notified on _____ Faculty Affairs 7/2014



POSITION OPPORTUNITY ADVERTISING REQUEST
For recruitment of faculty positions

INSTRUCTIONS

Submit this form with the Endorsement for Position Opportunity Announcement form to place recruitment advertising. Prepare a separate form for each advertisement and attach ad copy.

Faculty Affairs will post positions to SSU, CSU , HigherEdJobs.com and HERC (Higher Education Recruitment Consortium) websites. Additional advertising is placed and paid for by the department.

For questions regarding the use of this form, call Faculty Affairs at 664-2192. Send faxes to 664-4060.

TO BE COMPLETED BY SEARCH COMMITTEE

Department Name and Number

Position Advertised

Account Number to be charged

Requisition Number, if available

Publication/Website

Estimated Cost

TO BE COMPLETED BY SEARCH COMMITTEE CHAIR

Approved: Yes No

Comments: _____

Signature _____

Date: _____

Forward to Dean

TO BE COMPLETED BY DEAN

Approved: Yes No

Comments: _____

Signature _____

Date: _____

Forward to Faculty Affairs

TO BE COMPLETED BY ASSOCIATE VICE PRESIDENT FOR FACULTY AFFAIRS

Approved: Yes No

Comments: _____

Signature _____

Date: _____



APPROVAL TO INTERVIEW FOR FACULTY POSITIONS

Instructions

This form is used for departmental and administrative approval of the proposed interview group for all faculty searches. It also serves to record the search committee membership and recruiting actions taken. If you have questions regarding the use of this form, call Faculty Affairs, 664-2192. Send faxes to 664-4060.

Do not contact candidates for interview until form has been approved.

Department

Date

Position Title

Requisition Number

TO BE COMPLETED BY SEARCH COMMITTEE

List the names of the members of the search committee and indicate who is serving as the chair.

On a separate page describe any additional recruitment efforts beyond those indicated on the Endorsement for Position Opportunity Announcement. List professional meetings attended at which recruitment took place or contacts with persons or organizations to elicit names of candidates and attract a diverse pool of applicants.

List the candidates proposed for interview.

For searches for temporary pools, list the candidates, if any, with prior University experience in the department and indicate whether the department intends to evaluate them by review of the Personnel Action File or to interview them as well.

Name	Review Personnel Action File	Interview in addition to File Review
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

List the candidates being reserved as alternates, to be called if candidates listed above decline.

Attach the proposed criteria and interview questions (if not submitted previously). Submit a tentative schedule of the interview day for tenure-track searches. Candidates invited for an interview should complete an Application for Academic Employment. The form can be mailed to Faculty Affairs or faxed to 664-4060.

TO BE COMPLETED BY SEARCH COMMITTEE CHAIR

Approved: Yes No Comments:

Signature: _____ Date: _____

Forward to Dean

TO BE COMPLETED BY DEAN

Approved: Yes No Comments:

Signature: _____ Date: _____

Forward to Faculty Affairs

TO BE COMPLETED BY ASSOCIATE VICE PRESIDENT FOR FACULTY AFFAIRS

Approved: Yes No Comments:

Signature: _____ Date: _____

Faculty Affairs 8/2012

Instructions

This form is used for departmental and administrative approval of the selection logic of candidates interviewed for positions which do not establish a pool for hiring. It is also used to document the reasons for cancelled searches, withdrawals, declined interviews and declined offers. If you have questions regarding the use of this form, call Faculty Affairs, 664-2192. Send faxes to 664-4060.

Department

Date

Position Title

Requisition Number

Complete this section to record assessment of candidates interviewed or invited to interview

Candidate Name	Status *	Notes **

*Indicate status of candidate, using the codes below. For candidates coded A, you may also indicate a ranking by the use of a number after the "A."

H = Recommended for hire	DO = Declined offer	DI = Declined Interview
A = Qualified or acceptable	X = Not acceptable	W = Withdrew

** For codes H, DO, A, and X, list two to four criteria by number and describe the candidate's skills, knowledge, or abilities related to those criteria, as determined in the screening and interview process, which form the basis for your recommendation on the candidate's status.

For code DO, indicate candidate's reason(s) for declining the offer. For codes DI and W, indicate the date candidate withdrew and the candidate's reason for withdrawal from consideration, if given.

These recommendations are made in accordance with Sonoma State University policies on faculty recruitment, including equal employment opportunity and diversity.

**Complete this section, in addition to above, if search was cancelled.
List the reasons for cancelling the search.**

- Budget
 Change in Staff
 Inadequate candidate pool
 All offers declined
 Cancelled due to process irregularities
 Other

If reason is "Other", please elaborate:

TO BE COMPLETED BY SEARCH COMMITTEE CHAIR

Approved: Yes No Comments:

Signature: _____ Date: _____
Forward to Dean

TO BE COMPLETED BY DEAN

Approved: Yes No Comments:

Signature: _____ Date: _____
Forward to Faculty Affairs

TO BE COMPLETED BY ASSOCIATE VICE PRESIDENT FOR FACULTY AFFAIRS

Approved: Yes No Comments:

Signature: _____ Date: _____ Faculty Affairs 8/2012

REFERENCE CHECK QUESTIONS:

How long have you known Person X, and in what capacity?

What position was she/he employed in and what were her/his strengths/weaknesses?

Did she/he possess good interpersonal and communicative skills?

Was she/he reliable and trustworthy?

Would you rehire her/him?

Why do you think Person X applied for this position?

Is Person X really serious about moving into this type of position?

Do you have any other information you would like to add?

Many thanks for your responses.

Faculty Recruitment -- Attracting a Diverse Candidate Pool Job Listing Sites to Consider

This compendium of diversity resources has been compiled for the campuses participating in the Northern California Higher Education Recruitment Consortium.

<http://www.ihep.org/programs/the-alliance.cfm>

ALLIANCE FOR EQUITY IN HIGHER EDUCATION

The Alliance for Equity in Higher Education is a policy-based coalition comprised of the American Indian Higher Education Consortium (AIHEC), the Hispanic Association of Colleges and Universities (HACU), and the National Association for Equal Opportunity in Higher Education (NAFEO).

<http://www.aapd.com/>

AMERICAN ASSOCIATION OF PEOPLE WITH DISABILITIES

AAPD is the largest nonprofit, nonpartisan, cross-disability organization in the United States. Among the organization's purposes are furthering the productivity, independence, full citizenship, and total integration of people with disabilities into all aspects of society. AAPD publishes a quarterly newsletter.

www.aaup.org

AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

A website for the national association who assists in assuring the freedom and standards of teaching in higher education. Very interested in diversity and equal opportunity, the website has listings of committees devoted to underrepresented faculty issues, articles and news on diversifying campuses.

www.aauw.org

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

A membership based society promoting equal education for women and girls and professional educators. They do have links to other related sites including several that contain job postings, databases and other career related resources. There is advertising available in the AAUW publications, information given on their website. Posting on their website page, Jobmarket, in the Marketplace section is also an option.

www.acenet.edu

AMERICAN COUNCIL ON EDUCATION

An organization uniting 1800 colleges and universities with an overall objective to promote equal opportunity within the higher education system. Site also maintains resume banks for top administrative positions.

<http://www.acenet.edu/news-room/Pages/ACE-Womens-Network.aspx>

AMERICAN COUNCIL ON EDUCATION WOMEN'S NETWORK

The Office of Women in Higher Education (OWHE) provides information and counsel to many constituencies within the higher education community concerning policies, issues, and strategies that affect women's education and advancement.

www.diversityweb.org/

ASSOCIATION OF AMERICAN COLLEGES AND UNIVERSITIES

This AACU site, at the University of Maryland, offers an "interactive hub" for those in post-secondary education institutes looking for diversifying their faculties and students or who want diversity information. Provides a Resources/links list of organizations interested in promoting diversity, discussion boards, member profiles, and digest.

www.black-collegian.com

BLACK COLLEGIAN ONLINE, THE

A career site/online journal targeting minority graduates seeking professional positions. An offshoot of the Black Collegian Magazine.

www.newsreel.org

CALIFORNIA NEWSREEL

Offers a variety of diversity training videos, including Ethnic Notions: Black People in White Minds, the 58-minute video which provides a historical examination of racial stereotypes, with scholarly commentary to explain how these images have been used to fuel anti-black prejudice and justify black oppression; "a disturbing voyage through American history."

www.careersnow-online.com/

CAREERS NOW ONLINE

CareersNow-Online.com currently publishes three diversity job journals; Hispanic Hotline, Black Careers Now and Asian Pacific Careers. Print circulation for Hispanic Hotline is 8,000, Black Careers Now 5,000 and Asian Pacific Careers 5,000. The job journals are published monthly and circulate in California, Oregon, Washington, Nevada and Arizona.

www.civilrights.org/

CIVILRIGHTS.ORG

Civilrights.org is a collaboration of the **Leadership Conference on Civil Rights and the Leadership Conference on Civil Rights Education Fund**. Its mission: to serve as the site of record for relevant and up-to-the minute civil rights news and information.

www.cic.uiuc.edu

COMMITTEE ON INSTITUTIONAL COOPERATION

A Midwest consortium of universities that promotes programs and activities throughout the University system. Encourages collaboration between colleges. Site has a directory of Minority Ph.D., MFA, and MLS recipients who wish to increase their professional opportunities as well as offering a recruitment source for the universities. There is also a similar directory for women and science and engineering. Committee also uses Senior Diversity Officers connecting through conferences/forums linking campuses in sharing tips on diversity.

www.corpdiversitysearch.com/

CORPORATE DIVERSITY SEARCH, INC.

A nationwide executive search firm specializing in the placement of women and minorities.

<http://nrc58.nas.edu/fordfellowdirect/main/main.aspx>

DIRECTORY OF FORD FELLOWS

An online directory of those minority postdoctoral fellowship recipients awarded since 1980.

www.diversityinc.com/

DIVERSITY, INC.

Diversity Inc.'s editorial mission is to provide education and clarity on the business benefits of diversity.

www.diversitycentral.com

DIVERSITY CENTRAL

The online site for the Cultural Diversity at Work newsletter and related resources.

www.diversityjournal.com/

DIVERSITY JOURNAL

Forum for business diversity.

www.diversityresources.com/

DIVERSITY RESOURCES

Information and training materials about diversity in the workforce.

www.eop.com/

EQUAL OPPORTUNITY PUBLICATION, INC.

Publishers of *Equal Opportunity*, *Woman Engineer*, *Minority Engineer*, *CAREERS & the disABLED* and *WD-Workforce Diversity*, career magazines for affirmative action and workforce diversity.

http://www.hire-ability.org/about_us.html

HIRE THIS ABILITY

Recruiting qualified workers with disabilities is frequently described by employers as frustrating and perplexing. However,

there are some steps that can be taken to help simplify the process. First, let it be known you are actively seeking job candidates with disabilities. Be sure to send your vacancy announcements to disability-related organizations and agencies. State on your job announcements your interest in receiving applications from people with disabilities. Traditional recruitment techniques frequently do not work effectively because so many individuals with disabilities acquire their job skills and placement assistance in programs outside traditional job training and placement programs. Employers need to consider internal as well as external sources when seeking applicants with disabilities. Internally there may be potential applicants, including those who have acquired disabilities on or off the job.

www.hacu.net/

HISPANIC ASSOCIATION OF COLLEGES AND UNIVERSITIES

HACU represents 300 higher education schools with 2/3 of Hispanic students attending them. Useful for creating outreach and contacts links with institutions that educate a higher percentage of minority students. Those schools who do not qualify as a member, can become partners in the goals of advancement of Hispanic students.

www.hispanicoutlook.com

HISPANIC OUTLOOK IN HIGHER EDUCATION

The sole Hispanic journal for today's college campuses. The website and journal reach a broad cultural audience of educators, students, administrators, student services, community-based organizations plus corporations. Includes tips, articles, advertisement, etc.

<http://www.ptsem.edu/hti/>

HISPANIC THEOLOGICAL INITIATIVE

An organization that runs programs, networking and resource development for Hispanic scholars in order to increase their numbers in seminary and universities. Useful towards the goal of faculty recruitment is the HIT placement service that connects these students with access to employers and the employers with the students.

<http://jobs.hbcuconnect.com/>

ABOUT HBCUCAREERCENTER.COM

Dedicated to serving the Students and Alumni of [Historically Black Colleges & Universities](#), HBCUCareerCenter.com delivers the Internet's largest job collection specifically for HBCU Students and Graduates, all direct from the hiring companies and organizations that recruit HBCU talent. Using creative web development techniques, and input from leading Human Resources executives, we bring to the web the most effective system for connecting HBCU talent with the employer's that seek to recruit them.

<https://www.h-net.org/jobs/home.php>

H-NET JOB GUIDE

A free website service (posting) and resource for those seeking employment/employees in the Histories, Humanities and Social Sciences.

www.imdiversity.com

IMDIVERSITY.COM

This site is concerned with "connecting America's employers with multicultural job seekers." Provides access to open jobs via the Internet that are offered by the Employer members. To become a member, must see their sales department.

www.latpro.com

LATPRO.COM

LatPro created the first Hispanic / Latino and bilingual professional employment web site in 1997 and has deepened its market leadership every year with consistent innovation and recognition. Today, LatPro is by far the largest diversity employment web site in the United States and is the leading source for Spanish/English and Portuguese/English bilinguals throughout the Americas.

www.gardenswartzrowe.com/booklist.html

MANAGING DIVERSITY: A COMPLETE DESK REFERENCE AND PLANNING GUIDE BY LEE GARDENSWARTZ AND ANITA ROWE

The latest edition of the guide (which first appeared in 1992) reflects the rapidly changing demography of the American workforce. A blend of theory and practice, the guide offers approximately 100 charts, checklists, suggested activities, worksheets, systems audits, exercises, sample interview questions, and tip sheets to promote systemic diversity implementation. The authors show how to recruit, retain, mentor, and promote diverse employees to eliminate high turnover rates and build cohesive, productive, cross-cultural work teams.

<http://www.rochester.edu/diversity/faculty/directories.html>

MINORITY AND WOMEN DOCTORAL DIRECTORY

A minority registry of doctoral/master's degree (or soon-to-be) recipients entering the job market. Offers up-to-date contacts with these students as well as other pertinent information.

www.minorityexecsearch.com/

MINORITY EXECUTIVE SEARCH

Specializing in women and minority job placement nationwide.

<http://www.multiculturaladvantage.com/>

THE MULTICULTURAL ADVANTAGE

An online community for people of color with extensive links to information resources for career and recruitment, healthy living, family unity, life long learning and more. It also maintains a job bank.

www.nafeo.org

NATIONAL ASSOCIATION FOR EQUAL OPPORTUNITY IN HIGHER EDUCATION

An organization associated with Black Colleges and Universities, this organization promotes the advancement of minority students and minority educators and their issues. Their website offers job posting online and a Career Fair page where the postings are viewed along with other information.

<http://www.nbmbaa.org/>

**NATIONAL BLACK MBA ASSOCIATION, INC.
EMPLOYMENT NETWORK HOTLINE**

The NBMBAA is a non-profit organization of minority MBA's, business professionals, business students and entrepreneurs in both the private and public sectors throughout the country. Members share a commitment to education and business-the two keys to the economic development of the African American community. Advertisements will be electronically posted, and listings are sent to all chapters for distribution to members. Job postings are viewable online for 30 days.

<http://www.grad.washington.edu/nne/general/>

NATIONAL NAME EXCHANGE, THE

A program that serves member institutions and undergrad minority students, connecting those students interested in graduate study with schools looking for interested underrepresented students pursuing a graduate degree and who can potentially contribute to academia.

www.naaap.org/

NATIONAL ASSOCIATION OF ASIAN AMERICAN PROFESSIONALS

The NAAAP Vision provides a broad range of Asian American professional and educational services that meets the needs of individuals, corporations and government through the efforts, experiences, talents and dedication of our volunteers.

www.ncbi.org

NATIONAL COALITION BUILDING INSTITUTE

The National Coalition Building Institute (NCBI) is a nonprofit leadership training organization based in Washington, D.C. Founded in 1984, NCBI has been working to eliminate prejudice and intergroup conflict in communities throughout the world. Information on discussion groups, campus programs, training programs and more are available on the web site.

www.nmci.org/

NATIONAL MULTICULTURAL INSTITUTE

The National MultiCultural Institute (NMCI) was founded in 1983 to increase communication, understanding and respect among people of different racial, ethnic and cultural backgrounds, and to provide a forum for discussion of the critical issues of multiculturalism facing our society. The web site includes program and services information (including diversity training and consulting services), job and internship opportunities, and a catalog of publications.

www.nod.org/

NATIONAL ORGANIZATION ON DISABILITY

The National Organization on Disability was founded in 1982 at the conclusion of the United Nations International Year of Disabled Persons. As well as providing information on the organization and their programs, this site includes Frequently Asked Questions, an ADA Fact Sheet, Employment Resources, and lists of publications, press releases, contact information and links to related sites.

www.nsbe.org/

NATIONAL SOCIETY OF BLACK ENGINEERS

The National Society of Black Engineers (NSBE) with more than 10,000 members is the largest student-managed organization in the country. NSBE's mission is to increase the number of culturally responsible Black engineers who excel academically, succeed professionally and positively impact the community. The organization stimulates and develops student interest in the various engineering disciplines and to encourage and advise minority youth in their pursuit of an engineering career.

<http://nul.iamempowered.com/>

NATIONAL URBAN LEAGUE

One of the oldest national organizations promoting the advancement of African Americans. The website offers a career center where jobs may be posted and viewed.

<http://www.dol.gov/odep/>

OFFICE OF DISABILITY EMPLOYMENT POLICY

In the FY 2001 budget, Congress approved a new Office of Disability Employment Policy for the Department of Labor. Programs and staff of the former President's Committee on Employment of People with Disabilities have been integrated in this new office. The mission of ODEP will be to bring a heightened and permanent long-term focus to the goal of increasing employment of persons with disabilities.

<http://www.ode.uconn.edu/>

OFFICE OF DIVERSITY AND EQUITY: University of Connecticut

A website for this office offers an Examples of Recruitment Resources list that provides many useful examples of where to start recruitment including alumni of student organization directed towards minorities, professional and general organization etc.

www.preparing-faculty.org

PREPARING FUTURE FACULTY

A cooperative program involving 43 doctoral institutions and other partners interested in the promotion of doctoral students pursuing faculty positions. They offer a free listserv, where job positions can be posted, (see PFF Job Listserv) and sent to doctoral student in the PFF program.

www.progayjobs.com

PROGAY JOBS

This is an easy to navigate site designed to help the gay and lesbian job seeker or consultant find the perfect positive work environment with a company committed to diversity.

www.sacnas.org/

SOCIETY FOR ADVANCEMENT OF CHICANOS AND NATIVE AMERICANS IN SCIENCE (SACNAS)

The Society for Advancement of Chicanos and Native Americans in Science (SACNAS) has drawn its ranks primarily from science professors. The encouragement of Chicano, Latino, and Native American students to pursue graduate studies in the fields of research and science teaching has become the society's mission. The SACNAS Web site features employment listings and other recruitment resources.

<http://www.shrm.org/hrdisciplines/diversity/pages/default.aspx>

SOCIETY FOR HUMAN RESOURCE MANAGEMENT-WORKPLACE DIVERSITY INITIATIVE

Designed for businesses creating a workplace diversity initiative, this site is updated regularly and includes information on diversity training, selecting consultants, affirmative action, recruitment retention, and more. Also included are links to a diversity reading room, bulletin board, toolkit, SHRM's diversity committee, *Mosaics*, SHRM's bi-monthly diversity publication, and other diversity resources.

www.swe.org/

SOCIETY OF WOMEN ENGINEERS

The Society of Women Engineers (SWE) encourages women to achieve full potential in careers as engineers and leaders, expands the image of the engineering profession as a positive force in improving the quality of life, and demonstrates the value of diversity. Its bimonthly magazine publishes openings for faculty positions in higher education as well in a variety of industries. The Society maintains a mailing list for electronic job postings. Individual members, as well as companies, are encouraged to post their available jobs. The service is free.

http://www.sreb.org/page/1074/doctoral_scholars.html

SOUTHERN REGIONAL EDUCATION BOARD'S DOCTORAL SCHOLARS PROGRAM, THE

The organization seeks to encourage more minority students to get advance degrees and then interest them in seeking faculty positions. Offers financial aid, teaching/mentor opportunity, networking and has a career/job links.

www.nativejobs.com

TRIBAL EMPLOYMENT NEWSLETTER, THE

This site provides a nationwide job bank directed at Native American Indians looking for employment. Also publishes the Tribal Employment Newsletter to help increase the effectiveness for advertising institutions diversity recruiting. For a fee, institutions can post ads, banners, etc. with job vacancies.

www.facultyvoice.com

UNIVERSITY FACULTY VOICE

An online newspaper affiliated with the HBCU (Historically Black Colleges and Universities) provides information on fellowships, vacant positions, job listings. Also has advertising online.

<http://www.diversity.umd.edu/>

THE UNIVERSITY OF MARYLAND'S DIVERSITY DATABASE

A comprehensive index of multicultural and diversity resources. Includes resources for faculty and sample syllabi.

www.wihe.com

WOMEN IN HIGHER EDUCATION

A monthly news journal concerning women's issues on campuses. Reaches 12000 readers. Includes a career link for job posting (including online).

www.workplacediversity.com

WORKPLACEDIVERSITY.COM

WorkplaceDiversity.com - The Source For Diversity Talent is a career web site for corporate and executive recruiters who want to reach experienced, high caliber diversity candidates. Advanced search technology, insider company research, and award winning career content combine to make this site a long-term professional resource.