

Recruitment tips  
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- ◆ Gain explicit intent to recruit people of color for open positions. The commitment needs to come from an academic unit (e.g., College, School, Department) and a Search Committee.
- ◆ Appoint a diverse Search Committee. It is particularly helpful to have students of color on the committee.
- ◆ Select a Search Committee member to oversee process to insure efforts are not lost or forgotten.
- ◆ State commitment to diversity in the job announcement.
- ◆ Advertise in publications that would be read by diverse groups. (e.g., regional publications, specialized professional associations' newsletters)
- ◆ Send Search Committee members to recruit at conferences or meetings that would be frequented by diverse groups.
- ◆ Contact colleagues nationally (or internationally) to solicit identification or nomination of candidates.
- ◆ Work with personnel to facilitate prioritizing of candidates of color.
- ◆ Commit to a long term programmatic "grow your own" philosophy and ensure that the necessary fiscal support will permit implementation of that philosophy. This might involve increasing teaching assistantships, developing long term mentorships, specifically training one's own graduates and interested people in the community and then building the opportunities to allow for maturation of skills for teaching and researching in preparation for advanced education. Another piece would be developing inter-university partnerships that would support our efforts to increase the representation of people of color in the profession through stipends, assistantships, and tuition and out of state fee waivers, etc. It would also involve a careful departmental plan to create a mindset that is truly ready for diversity. Most of the literature regarding diversity and the workplace is targeted at "us" before we recruit "them".
- ◆ Establish joint ventures with community groups that respond to the needs of people of color in order to identify and develop plans for recruiting potential people of color for available positions. One device may be to allow for mutually beneficial job sharing or job exchange opportunities on a short or long-term basis.
- ◆ Seek to identify through contact with other universities doctoral students who self-identify as people of color and who are coming to the end of their academic program and are interested in job opportunities in other parts of the country.

- ◆ Develop teaching partnerships with people of color in the community who have desired expertise and who are interested in developing skills for university teaching via guest lecture, co-teaching, etc. Again a legitimate process would mean that the fiscal support would be available to help this.
- ◆ Utilize distance delivery as a means of allowing people of color in remote or distant sites to be recruited as teachers brought into the classroom through technology. There are well qualified folks out there who have no interest in coming into town for extended periods of time, but have interest in short term teaching assignments.
- ◆ Survey all finalists for faculty positions who are people of color as to factors that determine their interest or lack of interest in taking a job at UAA.
- ◆ Hold focus groups with people of color on campus to identify what they see as potential barriers and develop a structure for responding to their concerns.
- ◆ Keep folks from getting caught up in bureaucratic tangles. Make the process of engagement and contact as user friendly as possible.
- ◆ Address more directly the issue of how to get foreign folks through the red tape of working in the US. The university may not have to deal with this a lot, but if someone has been charged with the task of shepherding applicants through the process for the campus, departments might be motivated to consider international applicants.
- ◆ Provide individual departments with more education on workplace issues related to people with disabilities and to the specifics of the Americans with Disabilities Act.
- ◆ Develop an incentive program on campus that rewards departments that introduce more diversity to campus.
- ◆ Recruit for internships and practica people of color as mentors/educational supervisors, to develop an interest in long-term affiliations with the university.
- ◆ Work with Native corporations and other state non-profit agencies that target getting their constituency into the work force. Many of these programs offer incentives to make the process more successful.
- ◆ Institute departmental mentoring programs and teach staff and faculty skills essential to the mentoring process to ensure that the diversity related attitudes are positive as mentoring processes are carried out.
- ◆ Two out of state applicants have suggested that UAA needs to develop a stronger relationship with Native, Hispanic, Asian and other culture groups in town.

- ◆ Use e-mail outreach to contact program coordinators and individual educators where it appears that a strong commitment to diversity is present.
  
- ◆ Provide an orientation to diversity issues in the workplace for all UAA Search Committees or chairs of such committees. This might include some specific tasks for chairs of committees to monitor committee processes related to diversity and to evaluate the process at the conclusion of each individual search.