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Welcoming Remarks

Vice Chancellor, Gloriana B. Waters
Office of Human Resources Management

For our University, diversity is an indispensable precondition that enables us to capitalize on our various skills, perspectives and experiences so that we can better advance CUNY’s fundamental educational mission. A productively diverse and inclusive CUNY community makes us better at what we do, makes us broader and deeper thinkers, more effective collaborators, more creative teachers, and more understanding colleagues and friends.

CUNY is committed to fostering inclusion and excellence throughout the University, to strengthening our efforts to recruit a talented and diverse faculty and workforce and providing a supportive environment to retain and empower those we recruit, and to enhancing CUNY’s status as a national and global leader in advancing diversity, equity and access.

Gloriana B. Waters
Vice Chancellor
CUNY provides all members of its community the opportunity to interact with highly qualified, respected colleagues from the widest possible range of backgrounds.

University leaders must continually demonstrate their commitment to diversity by providing clear expectations.

Recruiting and retaining a highly-qualified faculty and staff is critical. An effective Search Committee is the most critical element in successful hiring. CUNY’s reputation is impacted by candidates’ experiences.

Hiring practices use valuable resources and we have an obligation to have both an effective and efficient process.

*Therefore, it is the intent of this policy to outline the basic requirements of an effective recruitment and selection process and to empower those responsible to both create an environment where effective practices can be pursued and corrective actions taken when practices are not achieving expected results.*
Diversity Action Plan: Goals and Strategies

The City University of New York has a proud heritage of pluralism, both in its student body and faculty ranks. The University’s progress is clear; the University-wide data is compelling. The Diversity Action Plan builds upon this foundation so that CUNY may continue as a national leader in faculty diversity and inclusion among institutions of higher education. Sustaining a community in which diversity influences all levels is a continuous process requiring a comprehensive approach focused on activities that will reap the largest return.

The plan focuses on five principles:

A. Establish a Vision
B. Encourage Proactive Leadership
C. Strengthen Recruitment
D. Improve Climate in Support of Retention
E. Delineate Accountability

CUNY Diversity Action Plan 2012 (link)
A Successful Search Process to Support Diversity

Best practices
Best practices
Before the Search
Checklist

Source: Caroline Sotello Turner, “Diversifying the Faculty: A Guidebook for Search Committees” AACU. 2002

Before the Search

GOOD
- Clearly articulate campus rationale for support of faculty racial and ethnic diversity
- Create a search committee that is enthusiastic and genuinely committed to faculty diversity.
- Incorporate the university’s commitment to diversity and inclusiveness into campus and community addresses and publications.

BETTER
- Create a diverse search committee—comprised of faculty, administrators, and students from both minority and non-minority backgrounds—that brings multiple perspectives and fresh ideas.
- Make sure that the search process is also viewed as a critical retention tool.
- Include and align commitment to diversity efforts in the institutional and departmental strategic plans as well as the mission statement.
- Create open lines of communication with potential faculty already in your department or school—adjunct or part-time professors, graduate students, and research associates.

BEST
- Secure all resources needed to conduct a comprehensive search.
- Make sure that your campus has developed and continually audits a comprehensive plan to address and show a commitment to diversity in every area of campus life—faculty hiring, curriculum reform, student enrollment, campus activities, and general campus climate.
- Establish and cultivate ongoing and routine relationships with local and national minority organizations and special interest groups as well as with students and faculty at colleges and universities that educate graduate students of color. (see PP slides with contact information herein)
- Incorporate new research findings and data about faculty of color into the everyday practices of an institution. For example, convene information forums, roundtables, retreats, presenting emerging research and successful practices. (Check out the Faculty Diversity and Inclusion Conference 2017)
Best practices
During the Search
Checklist

Source: Caroline Sotello Turner, “Diversifying the Faculty: A Guidebook for Search Committees” AACU. 2002

During the Search

GOOD

☐ Explain to the committee its charge from the outset—a commitment to the racial and ethnic diversity of the faculty must be a clearly stated goal.

☐ Critically analyze the job description and advertisement, making sure they are geared toward inclusiveness.

☐ Mail position announcements to minority groups and organizations, such as those included in this guidebook; university and local organizations; such as minority alumni; and local minority churches and organizations.

☐ Cover the cost of the candidate’s expenses related to the interview—hotel, food, and travel.

☐ During the campus visit, make sure that all interactions with the candidate are honest and genuine.

☐ Offer to make available a person of similar background, interests, ethnicity, or gender to give their perspective on the campus and local community climate.

BETTER

☐ Write a position description that attracts a diverse group of applicants.

☐ Contact by letter and phone previous faculty of color, visiting scholars and/or individuals who have made diversity-related presentations on campus.

☐ Establish a vita bank

☐ Use listservs, bulletin boards, and other forms of technology to announce positions and recruit potential candidates.

BEST

☐ Educate the search committee, and provide opportunities for discussions on diversity and equity issues, including affirmative action rules and regulations, hiring myths, stereotypes, and biases

☐ Utilize personal and professional networks to seek leads to potential minority candidates.

☐ Initiate recruitment trips to universities which prepare a significant number of minority Ph.D. graduates.

☐ Establish a pool of potential minority candidates through a Visiting Scholars, Faculty Fellows, and/or ABD Fellowship programs.

☐ Advise the candidate of any incentives that might be negotiable in the salary package

(reduced work loads, grant-funded opportunities, etc.)
These components are based upon federal, state, and local compliance requirements as well as best practices in diversity, particularly in Higher Education. CUNY’s Office of Recruitment and Diversity will provide detailed requirements and training, which may be periodically updated. The Faculty Diversity Strategic Partnership program strengthen all these points.

Delineating Roles and Responsibilities

Conducting Job Reviews

Developing Recruitment Plans

Selecting, Preparing, and Supporting an Effective Search Committee

Cultivating a Diverse Candidate Pool

Developing and Applying Relevant and Equitable Selection Criteria

Managing a Respectful and Inclusive Process

Reviewing Selections and Outcomes

Evaluating and Reporting on Effectiveness
Delineating Roles and Responsibilities

The Chief Diversity Officer oversees the recruitment and selection process, reporting to the President. He/she must not only monitor activities of individual searches but maintain information on overall progress in meeting hiring needs and Affirmative Action goals. The Chief Diversity Officer requires not only the training and expertise to manage a successful diversity program, but he/she requires sufficient time and support to implement it. It is incumbent upon the President to provide such conditions in order to execute an effective diversity program.

Conducting Job Reviews

There will be a review process to assure that job descriptions, individual job postings, and other materials do not contain language and/or requirements that could be interpreted as limiting the diversity of the applicant pool. This review should encompass job duties, qualification requirements, physical requirements, and candidate instructions for applying.

Developing Recruitment Plans

Every search will have a Recruitment Plan that takes into account underutilization and identifies methods of proactive outreach. The Plan should be tailored to the specific search and should go beyond routine advertising programs. The plan should be documented and approved by the Chief Diversity Officer.

Selecting, Preparing, and Supporting an Effective Search Committee

Search Committee members should be selected with consideration for their contribution to furthering diversity goals and their ability to conduct an inclusive, collaborative search process. They are required to have training on CUNY policies, selection practices, and issues related to potential bias in the recruitment process. They will consult with the Chief Diversity Officer and/or others as designated.

Cultivating a Diverse Candidate Pool

The Chief Diversity Officer verifies that outreach identified in the Recruitment Plan takes place. In addition, outreach should include actions to foster an overall inclusive climate. The Chief Diversity Officer must review and certify candidate pools and may extend and/or revise search activities where there is a potential for adverse impact.

Developing and Applying Relevant and Equitable Selection Criteria

Selection criteria must directly reflect job requirements. The Chief Diversity Officer must monitor selection criteria for potential unintentional bias. Search Committee members must apply selection criteria fairly across the applicant pool.
Best practices

Resources and Links:

Marybeth Gasman. [Talking Justice TedxBloomington presentation](video)

Dr. Dawn Bennett-Alexander. [Practical Diversity: taking diversity from theory to practice.](video)

Chronicle of Higher Education. [How to do a better job of searching for diversity](online article) (online article)

[The Gender Equity Project](Hunter College, CUNY)
Implicit Bias in Search Committees
Identifying and Interrupting Bias
Best practices
Interrupting Bias in the Faculty Search Process

Interrupting Bias Video (login required)
- This video (5min) is primarily useful for workshopping how implicit bias can impact search committee decision-making processes. It showcases a case study with two different outcomes. The website includes materials to introduce key concepts.

Mindfulness practice as intervention tool video
- This video (15m) discusses what implicit biases are and how to address them as individuals through brief mindfulness practices. Studies (as cited) show that these practices reduce inherent biases and outcomes.

Implicit Bias – see PDF for current research
Best practices
Interrupting Bias in the Faculty Search Process

Adapted from Joann Moody, Rising Above Cognitive Errors: Guidelines to Improve Faculty Searches Evaluations and Decision-Making (2010).

Inherent Bias and Common Shortcuts

Short cuts can lead to biased assessments in evaluation if we are not motivated to avoid them and skilled in doing so. These shortcuts can lead to erroneous conclusions that underrepresented candidates are unqualified or a bad fit. All of the following listed in order of the most common, easily recognizable shortcuts.

- **Cloning** – Replicating oneself by hiring someone with similar attributes or background. Also refers to undervaluing a candidate’s research because it is not familiar, as well as expecting candidates to resemble someone whom the search committee is replacing. Cloning limits the scope and breadth of approaches and perspectives in research, teaching and service.

- **Snap Judgments** – Making judgments about the candidate with insufficient evidence. Dismissing a candidate for minor reasons or labeling a candidate “the best” and ignoring positive attributes of the other candidates. Having a covert agenda furthered by stressing something trivial or focusing on a few negatives rather than the overall qualifications. Often occurs when the hiring process feels rushed.

- **Good Fit/Bad Fit** – While it may be about whether the person can meet the programmatic needs for the position, it often is about how comfortable and culturally at ease one feels.

- **Negative Stereotypes** – Characterized by presumptions of incompetence. The work of women and underrepresented minorities is scrutinized much more than majority faculty, at all stages of academic career.
Best practices
Interrupting Bias in the Faculty Search Process

Adapted from Joann Moody, Rising Above Cognitive Errors: Guidelines to Improve Faculty Searches Evaluations and Decision-Making (2010).

Inherent Bias and Common Shortcuts

- **Positive Stereotypes** – Dominant group members are automatically presumed to be competent. Such a member receives the benefit of the doubt, negative attributes are glossed over and success is assumed. Also called the “original affirmative action” because dominant group members are automatically presumed qualified and thereby given an unearned advantage.

- **Elitist Behavior (also called “Raising-the-Bar”)** – Increasing qualifications for women and minority candidates because their competency doesn’t strike committee members as trustworthy. Downgrading the qualifications of women and minorities, based on accent, dress, and demeanor. In short, uneven expectations based on a candidate’s social identity.

- **Wishful Thinking** – Insisting racism, sexism, and other forms of prejudice no longer exist.

- **Euphemized Bias:**
  - **Visionary**: Members of dominant groups are evaluated based on their potential whereas underrepresented groups are judged on their accomplishments and their track record only. For example: “He has vision” or “She lacks vision.”
  - **Star**: Used when the speaker is an infatuated fan of the candidate under consideration. When you hear it, ask the speaker to explain their use of the term and support it with evidence. For example: “She’s not a star” or “It’s clear he’s a rock star.”
  - **Committed, single-minded focus or hard-worker**: These terms could be cloaking a bias against caregivers, those faculty members who cannot depend on what Williams (2000) calls a “flow of family work” which allows ideal workers to log long hours in the office while still having their material needs met.
The Overall Search Process

CUNY Resources
As talent acquisition continues to advance, ORD aims to engage in the optimization of targeted recruiting efforts and development of a strong talent pool.

Share a directory of knowledge to better position the CUNY community of industries where talent exists for hard to fill positions.

Engage with professional associations that aim to develop professionals in a given field - Ideal place for networking!

Help HR professionals lead by providing collaborative solutions in managing workforce readiness.
A Successful Search Process
Areas of Focus

**Recruitment plan** (advertising, job postings, availability of CUNY-wide and campus level resources)

**The search process** (CDOS’s responsibilities, search chair and committee role and responsibilities)

**Research based-best practices** to offset unconscious bias and enhance recruitment efforts.
The purpose of this Guide is to help Search Committees:
- Attract a broad range of qualified applicants
- Identify the most highly qualified candidate(s)
- Complete searches efficiently and effectively
- Provide fair and equitable treatment in search and selection.

There are several reasons why conducting effective searches is a CUNY priority.

Recruiting and selecting employees is critical. The skills, expertise, and dedication of our faculty and staff are key to CUNY’s success and there are negative consequences if a newly selected colleague is a poor fit, lacks necessary qualifications, or resigns early in his/her employment.

Recruiting is resource-intensive. Over the course of a year, CUNY conducts hundreds of searches for faculty, executives, administrators, and support staff. Vacancies can be advertised widely, sometimes at substantial cost. Search Committees are composed of professionals for whom recruiting is only one of many commitments.

CUNY’s reputation is impacted by candidates’ experiences. Today’s media allow for broad distribution of our job postings; they also enable candidates to share their observations, positive or negative, with others. Additionally, highly-qualified candidates may base the decision to take a job with CUNY partially on their experience during the search process.
The search plan and report systematizes the steps in the overall search plan. *Click on the report cover page to open the PDF.*

The following slides were compiled by the ORD office to identify a range of target recruitment outlets which would increase visibility and outreach in the search process, especially among a diverse pool of applicants.
Targeted Recruitment Strategies

By Discipline and Professional Organizations
Targeted Recruitment Sources by Discipline

**Architecture**
- American Institute of Architects (Architecture)
- Archinect (Architecture)
- Association of Collegiate Schools of Architecture (Architecture)

**Art and Art History**
- Art Jobs
- Art Museum Network
- Art Search
- AuthenticJobs.com
- How Design
- International Council of Museums
- National Alliance for Media Arts and Culture
- National Association of Schools of Art and Design
- New York Foundation for the Arts
- The Professional Association for Design

**Athletics**
- National Association of Collegiate Directors of Athletics
- National Athletic Trainers’ Association
- North American Society for Sport Management

**Business**
- Academy of Management
- American Collegiate Retailing Association
- American Management Association
- American Marketing Association
- American Society for Training and Development
- Association of Fundraising Professionals
- Bizbash Idea Center (Event Planning)
- Foundation Center
- Media Bistro (Marketing)
- National Association of Sales Professionals

**Computer Science**
- American Society for Information Science and Technology
- Association for the Advancement of Computing in Education
- Association for Computational Linguistics
- Association for Computers and the Humanities
- Association for Computing Machinery
- Association of Internet Technology Professionals
- IEEE Computer Society
- Society for Modeling and Simulation International
- USENIX (Advanced Computing Systems Association)
Targeted Recruitment Sources by Discipline

**Economics/Finance/Accounting**
- Accountants Global Network
- American Accounting Association
- American Association of Finance & Accounting
- American Economic Association
- American Finance Association
- Business Professionals of America
- Economic History Association
- Economic Science Association
- Financial Management Association International
- Healthcare Financial Management Association
- International Economic Association
- Journal of Accountancy
- National Association for Business Economics
- National Business Education Association
- New York State Society of CPAs

**Education**
- American Council on Education
- American Educational Research Association
- Association for Educational Communications & Technology
- Association for Experiential Education
- Association of Teacher Educators
- National Association for the Education of Young Children
- National Council on Measurement in Education
- National Education Association

**Engineering**
- American Institute of Architects
- American Society of Mechanical Engineers
- Association of Energy Engineers
- Engineering in Medicine and Biology Society
- Institute of Electrical and Electronics Engineers
- National Academy of Engineering
- National Society of Professional Engineers
Targeted Recruitment Sources by Discipline

English
American Literature Association
American Medical Writers Association
Association of American Publishers
Association of National Advertisers
National Communication Association
National Federation of Abstracting & Information Services
Public Relations Society of America
Society for Technical Communication

Environmental Science
American Association of Geographers
American Society of Landscape Architects
Ecological Society of America
Environmental Careers Organization
Environment Protection Operation
National Association for Environmental Management
National Association of Environmental Professionals
National Registry of Environmental Professionals

Health Care
Advance Healthcare Network for Nurses
American Association for Men in Nursing
American Association of Colleges of Nursing
American Medical Association
American Nurses Association
American Nutraceutical Association
American Physical Therapy Association
American Professional Practice Association
American Public Health Association
American Society for Clinical Laboratory Science
Association of American Medical Colleges
Association of Pathology Chairs
Association of University Programs in Health Administration
Global Health Council
Journal of American Medical Association

Journal of Nursing Scholarship
Journal of Nutrition Education and Behavior
National Association of Medical Staff Services
National Association of Professional Geriatric Care Professionals
National Institutes of Health
Nursing Spectrum
Targeted Recruitment Sources by Discipline

**Higher Education Management**
- American Association of Collegiate Registrars and Admissions Officers
- American Association of Community Colleges
- American Association of Corporate Secretaries
- Association for the Promotion of Campus Activities
- National Academic Advising Association
- National Association for College Admission Counseling
- National Association of Colleges and Employers
- National Association of College & University Business Officers
- National Association of Student Financial Aid Administrators
- National Council of University Research Administrators
- Professional & Org. Development Network in Higher Education
- Student Affairs Administrators in Higher Education

**History**
- American Association for State and Local History
- American Association of Museums
- American Historical Association
- American Institute for the Conservation of Historic and Artistic Works
- American Library Association
- American Studies Association
- Association for the Study of African American Life and History
- Journal of American History
- Middle East Studies Association
- National Council for Black Studies
- National Women's Studies Association
- Organization of American Historians
- Society for History in the Federal Government
- Society of American Archivists
- Society of Ancient Military Historians
- Special Libraries Association
Targeted Recruitment Sources by Discipline

Human Resources/Management
- American Society for Training & Development
- College & University Professional Association for Human Resources
- Dallas Human Resource Management Association
- International Association for HR Information Management
- International Public Management Association for Human Resources
- International Society of Certified Employee Benefit Specialists
- National Association of Colleges and Employers
- National Association of Personnel Services
- National Human Resources Association
- Northeast Human Resources Association
- Society for Human Resource Management

Journalism
- American Copy Editors Society
- American Society of Journalists & Authors
- American Society of Newspaper Editors
- Broadcast Education Association
- Journalism Jobs
- Journalism Next

Online News Association
- Society of Professional Journalists

Languages
- American Association for Applied Linguistics
- American Council on the Teaching of Foreign Languages
- American Dialect Society
- Association for Asian Studies
- Association for Jewish Studies
- International Association for Language Learning Technology
- International Association of Teachers of English as a Foreign Language
- International Listening Association
- Institute of International Education
- Linguistic Society of America
- Modern Language Association
- National Association for Bilingual Education
- Society for the Study of Indigenous Languages of the Americas
Targeted Recruitment Sources by Discipline

Law & Legal
- Academy of Legal Studies in Business
- American Academy of Matrimonial Lawyers
- American Bar Association
- American Law and Economics Association
- American Society of International Law
- Association of American Law Schools
- International Association of Law Libraries
- International Law Association
- Law and Society Association
- NALS...Association of Legal Professionals
- National Association of College and University Attorneys
- National Criminal Justice Association
- National Federation of Paralegal Associations
- New York Law Journal

Mathematics
- American Mathematical Society
- American Statistical Association
- Institute of Mathematical Statistics
- International Association of Mathematical Physics
- Mathematical Association of America
- National Council of Teachers of Mathematics
- Society for Industrial and Applied Mathematics
- Young Mathematicians Network
Targeted Recruitment Sources by Discipline

**Philosophy**
- American Association of Philosophy Teachers
- American Catholic Philosophical Organization
- American Philological Association (Society for Classical Studies)
- American Philosophical Association
- American Philosophical Practitioners Association
- Association for Practical and Professional Ethics
- Canadian Philosophical Association
- International Association for Philosophy & Literature
- International Association for Philosophy of Law & Social Philosophy
- Society for Philosophy and Technology
- Southern Society for Philosophy and Psychology

**Physics**
- American Association for the Advancement of Science
- American Astronomical Society
- American Institute of Physics
- American Institute of Aeronautics and Astronautics
- Institute of Physics
- National Association of Power Engineers
- National Science Foundation
- Physics News Jobs, and Resources
Targeted Recruitment Sources by Discipline

**Political Science**
- American Political Science Association
- International Society of Political Psychology
- International Association for Political Science Students
- National Association of Schools of Public Affairs and Administration
- National Policy Association
- Public Relations Society of America

**Psychology**
- Academy of Organizational and Occupational Psychiatry
- American Academy of Child and Adolescent Psychiatry
- American Association for Geriatric Psychiatry
- American Counseling Association
- American Psychiatric Association
- American Psychoanalytic Association
- American Psychological Association
- American Psychological Society
- American School Counselor Association
- Association for Humanistic Psychology
- Association for Psychological Science
- Association for Psychological Type

**Cognitive Science Society**
- International Association for Cross-Cultural Psychology
- International Society of Political Psychology
- National Association of Cognitive & Behavioral Therapists
- National Association of Social Workers
- National Board for Certified Counselors
- Society for a Science of Clinical Psychology
- Society for Industrial & Organizational Psychology
- Society for Personality and Social Psychology

**Public Safety/Police Studies**
- Campus Safety Magazine
- Go Law Enforcement
- International Association of Campus Law Enforcement Administrators
- International Association of Chiefs of Police
Targeted Recruitment Sources by Discipline

Science
- American Association for the Advancement of Science Careers
- American Association for Clinical Chemistry
- American Chemical Society
- American Institute of Biological Sciences
- American Society for Microbiology
- American Society of Animal Science
- American Society for Biochemistry & Molecular Biology
- Biomedical Engineering Society
- Federation of American Societies for Experimental Biology
- National Association of Biology Teachers
- National Science Foundation
- National Science Teachers Association
- Nature Jobs
- Society for Integrative and Comparative Biology

Other Fields
- Acoustical Society of America (Acoustics)
- American Anthropological Association (Anthropology)
- American Association of University Professors
- American Concrete Pavement Association (Construction)
- American Evaluation Association
- American Public Human Services Association
- American Society of Criminology
- American Society of Theatre Research
- American Sociological Association (Sociology)
- Association for Institutional Research (Institutional Research)
- Faculties Net (Facilities Management)
- H-Net Humanities and Social Sciences
- InfoComm (Audio/Visual)
- International Studies Association
- International Textile and Apparel Association
- IT Job Pro
- National Tutoring Association
- North East Association for Institutional Research
Targeted Recruitment Sources (General)

General Recruitment Sources

Academic Careers
Academic Job Today
Academic Keys
Brooklyn Courier Life
Capital Area Help Wanted
Chronicle of Higher Education
Higher Ed Experts
Higher Ed Jobs
Idealist
Job Elephant
Non Profit Jobs
## Organizations for Women and Minorities, and Other Protected Groups

**African-Americans**
- Amsterdam News
- Association of Black Sociologists
- Black Career Women
- The Black Collegian
- The Black Employment & Entrepreneur Magazine
- BlackEngineer.com
- Black Enterprise.com
- Blacks in Government
- Blacks in Higher Ed
- The Black Perspective
- Historically Black Colleges and Universities (HBCU Connect)
- The Journal of Blacks in Higher Education
- JournalismNext.com
- National Alliance of Black School Educators
- National Association of African Americans in Human Resources
- National Association of Black Accountants
- National Association of Black Journalists
- National Black MBA Association, Inc
- National Black Nurses Association
- National Forum for Black Public Administrators
- National Society of Black Engineers (NSBE)

**National Society of Black Physicists (NSBP)**
- National Urban League
- The PhD Project

**Asian Americans**
- Asian & Asian American Organizations
- Asian-American/Asian Research Institute
- Asian American Journalists Association
- AsianAvenue.com
- AsianLife.com
- Asian/Pacific Librarians Association (APALA)
- Asian Women in Business
- Chinese American Librarians Association
- Goldsea Asian American Supersite
- Japanese Americans Citizens League
- National Association of Asian American Professionals
- US Pan Asian American Chamber of Commerce

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Organizations for Women, Minorities, and Other Protected Groups

Individuals with Disabilities
Ability Jobs and Job Access
American Association of People With Disabilities
Association of University Centers on Disabilities
Association on Higher Education and Disability (AHEAD)
Campaign for Disability Employment
Career and Job Resources for Disabled Americans Job-Seekers
Center on Technology and Disability (CTD)
DisabilityInfo.gov
Disabled in Higher Ed
DisabledPerson, Inc
Employer Assistance and Resource Network on Disability Inclusion (EARN)
Getting Hired
Job Accommodation Network (JAN) - askjan.org
Job Opportunities for Disabled Veterans
National Business & Disability Council
National Organization on Disability
Office of Disability Employment Policy
Olmstead Center - Employment Placement for the Blind
Steadhealth.com – Articles and jobs for the disabled
Vision Aid

USA Jobs for individuals with disabilities
Workforce Recruitment Program

Veterans
RallyPoint
Job Opportunities for Disabled Veterans
Military Hire
Careers for Transitioning Military
Military Connection
Vet Jobs
Veteran Employment
Veteran's Enterprise
Veterans in Higher Ed
Veteran's Vision
USA Jobs for Veterans

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Organizations for Women, Minorities, and Other Protected Groups

General Diversity
Academic Diversity Search
American Association of University Professors
Association on Higher Education and Diversity
California Newsreel
Careers Now Online
Center for Policy Research and Strategy
Civilrights.org
Corporate Diversity Search, Inc.
Diverse: Issues in Higher Education
Diversity: A World of Change
Diversity, Inc.
Diversity & Democracy
Diversity Central
Diversity Employers Magazine
Diversity Journal
Diversity Link
Diversity Search
Diversity Web
Diversity Working
Equal Opportunity Publication, Inc.

Imdiversity.com
Insight Into Diversity
MentorNet
Minority Nurse
MinorityPostdoc.org
The Multicultural Advantage
National Conference on Race and Ethnicity in Higher Education (NCORE)
National Multicultural Institute
National Organization of Minority Architects (NOMA)
National Physical Science Consortium
Organizations for Women, Minorities, and Other Protected Groups

Hispanics
- ASPIRA Association
- Association of Latino Professionals in Finance & Accounting
- Dominican Bar Association
- El Diario
- CNY Latino Newspaper
- Hispa.org
- Hispanic Association for Colleges & Universities National Headquarters
- Hispanic Engineer & Information Technology Magazine
- Hispanics in Higher Ed
- Hispanic Network Magazine Online
- Hispanic Outlook in Higher Education
- Hispanic Surf Newspaper Directory
- Hispanic Theological Initiative
- IHispano.com
- LatPro, Inc - Latinos in Higher Education
- Latinos in Higher Ed
- League of United Latin American Citizens
- National Alliance of Hispanic Health
- National Association of Hispanic Journalists
- National Association of Latino Elected and Appointed Officials
- National Association of Puerto Rican/Hispanic Social Workers Inc.

National Council of La Raza Annual Conference and Latino Expo (NCLR)
- National Hispanic Medical Association
- National Society of Hispanic MBAs (NSH MBA)
- National Society for Hispanic Professionals (NSHP)
- The PhD Project
- Puerto Rican Bar Association
- Society for Advancement of Chicanos and Native Americans in Science
- Society of Hispanic Professional Engineers
- Society of Mexican American Engineers and Scientists (MAES)
Organizations for Women, Minorities, and Other Protected Groups

**LGBT**
- Gay Lesbian and Straight Education Network
- Housing & Mortgages for Gay & Lesbian Couples
- Human Rights Campaign
- Intersex Society to North America
- International Lesbian and Gay Association
- LGBT Bar Association of Greater New York
- LGBT Business School Community
- LGBT Career Link
- LGBT in Higher Ed
- Lambda 10 Project
- Marshall Gay and Lesbian Association
- The National Consortium of Directors of LGBT Resources in Higher Education
- National Gay and Lesbian Task Force
- National Organization of Gay and Lesbian Scientists and Technical Professionals
- National Organization for Women
- Parents, Families and Friends of Lesbians and Gays
- Pro Gay Jobs

**Native Americans**
- American Indian College Fund
- American Indian Science and Engineering Society
- Native American Employment Opportunities
- Native American Journalists Association
- Native American Public Telecommunications
- Native Americans in Higher Ed
- NativeWeb
- The PhD Project
- Society for Advancement of Chicanos and Native Americans in Science
- The Tribal Employment Newsletter
Organizations for Women, Minorities, and Other Protected Groups

Italian Americans

Not-for-Profit Organizations
- Mercer County Italian Americans
- Columbus Citizens Foundation (New York City)
- New York Italians
- Italy-America Chamber of Commerce of New York
- National Italian American Sports Hall of Fame
- Italian Culture and Community Center (Texas)
- Italian-American Civil Rights League
- Italian American St. Joseph Society
- Italian American Alliance for Business and Technology
- Italian American Historical (Connecticut)
- Italian Association of Arizona
- State University of New York Press
- Italian-American Studies Association (IASA)
- Alpha Phi Delta fraternal organization (18,000 alumni active on LinkedIn)

Museums/Centers Focusing on Italian-American Culture
- Joseph Heinz History Museum (Savannah College of Art and Design)
- Smithsonian National Museum of American History
- Italian American Museum (NY)
- Italian American Museum (Los Angeles)
- Italian American Museum (Staten Island)
- Mariana Italian American Museum/St. Joseph’s Univ (Philadelphia)
- New Jersey State Museum
- Italian American Heritage Museum (Albany NY)
- Italian-American Academy of San Diego

LinkedIn Professionals Groups/Organizations
- Italian American Professionals
- National Italian American Foundation
- Justinian Society
- San Francisco Bay Area Italians
- The Italian Networking Organization
- Italian-American Chamber of Commerce
- Italian-American Fullbrighters, entrepreneurs and investors
- Chicagoland Italian American Professionals
- Italian American Women’s Network
- National Association of Italian-American Women
- Italian-American World Heritage Celebration
- Association of Italian-American Women
- Italian-American Technology Professionals
- Italian-American Investigators and Detectives
- Italian-American Writers

University programs in Italian-American Studies
- Wright State University
- Nassau Community College
- Loyola University
- Lehman College
- Marist College
- Brooklyn College
- John Carroll University
- University of Indiana Bloomington
- Hofstra University
- California State University, Long Beach
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<tr>
<th>Women</th>
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<td>American Association of University Women</td>
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<td>American Astronomical Society (AAS): Committee on the Status of Women</td>
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<tr>
<td>American Business Women's Association</td>
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<td>American Council On Education's Office Of Women In Higher Education</td>
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<tr>
<td>American Medical Women's Association</td>
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<tr>
<td>American Physical Society: Committee on Status of Women in Physics</td>
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<td>American Women's Society of Certified Public Accountants</td>
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<tr>
<td>Anita Borg Institute for Women and Technology</td>
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<tr>
<td>Association of Women in Computing</td>
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<td>Association for Women in Mathematics (AWM)</td>
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<td>Association for Women in Science (AWIS)</td>
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<tr>
<td>Black Career Women</td>
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<tr>
<td>Business and Professional Women/USA</td>
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<tr>
<td>Contributions of 20th century women to physics</td>
</tr>
<tr>
<td>Directory of Women's Professional Organizations</td>
</tr>
<tr>
<td>FairerScience</td>
</tr>
<tr>
<td>Financial Women's Association</td>
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<tr>
<td>Gender Schemas and Science Careers</td>
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<tr>
<td>International Network on Gender and Sustainable Energy</td>
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<td>iRelaunch</td>
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<td>MentorNet: The E-Mentoring Network for Women in Engineering and Science</td>
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<td>National Association for Female Executives</td>
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<td>National Association of Collegiate Women Athletic Administrators</td>
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<td>National Association of Women in Construction</td>
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<td>National Center for Women and Information Technology</td>
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<td>National Institute for Women in Trades, Technology, and Science</td>
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<tr>
<td>National Organization for Women</td>
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<tr>
<td>National Women's Studies Association</td>
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<tr>
<td>New York Women in Communications</td>
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<tr>
<td>NRC's Committee on Women in Science and Engineering</td>
</tr>
<tr>
<td>Professional Women in the American Nuclear Society</td>
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<tr>
<td>Self-Employed Women's Association</td>
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<tr>
<td>Society of Women Engineers</td>
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<tr>
<td>US Women in Nuclear</td>
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<tr>
<td>Women of Color Resource Center</td>
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<tr>
<td>Women For Hire</td>
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<tr>
<td>Women in Business &amp; Industry</td>
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<td>Women in Engineering Organization (WIEO)</td>
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<td>Women in Engineering Programs &amp; Advocates Network (WEPAN)</td>
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<tr>
<td>Women in Higher Education</td>
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<tr>
<td>Women in Science: An Indian Academy of Sciences Initiative</td>
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<td>Women in Technology: Hear Us Roar (archive of personal stories)</td>
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<tr>
<td>Women's Business Enterprise Council</td>
</tr>
<tr>
<td>Women's Career Networking and Professional Associations</td>
</tr>
<tr>
<td>Women's Job List</td>
</tr>
<tr>
<td>Women's Technician Club</td>
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<tr>
<td>The Women's Project</td>
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</tbody>
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Model University Diversity Programs
Overview:
Established in 2008, OSU's Search Advocate program enhances equity, validity, and diversity in university hiring. Search Advocates are OSU faculty, staff, and students who are trained as search and selection process advisors. Their preparation includes a two-part workshop series addressing current research about implicit bias, diversity, the changing legal landscape in hiring, inclusive employment principles, practical strategies for each stage of the search process, and effective ways to be an advocate on a search committee. As a quality assurance measure, advocates who wish to remain eligible beyond the first year must engage in relevant continuing education that is recorded and approved through the Search Advocate program.

Role:
Each Search Advocate is a consultant/participant who advances inclusive excellence by asking questions to help committee members test their thinking, identifying and promoting practices that advance diversity and social justice, and minimizing the impacts of cognitive and structural biases. As external committee members, advocates are able to explore assumptions, norms, and practices that an internal member might not question. The search advocate plays a vital role in position development, recruitment, screening, interviews, references, evaluation, and integration of the new faculty or staff member into the institution. In partnership with the search chair, search committee members, and hiring official, the search advocate affirms OSU's commitment to inclusive excellence.
The Office for Faculty Advancement supports a range of major programs:

- **Handbook of Best Practices for Faculty Searches** and **Online Toolkit** – a concise Handbook divided into six steps of the search process, supported by an expansive Toolkit of sample materials and additional resources.
- **Faculty Recruitment Initiative** – funds provided by the Office of the Provost to enrich competitive recruitment offers for new hires that will enhance a unit’s diversity profile in research, teaching, service, and/or outreach.
- **Faculty Retention Initiative** – funds provided by the Office of the Provost to enrich critical retention efforts for colleagues whose research, teaching, service, and/or outreach assists the university in meeting its goals for diversity and inclusion.
- **Greater Washington State Higher Education Recruitment Consortium (GWS HERC)** – our regional chapter of a national organization focused on increasing access to talented and diverse applicant pools and improving collaborations in cases of dual-career hiring; established at the UW in October 2013.
- **Faculty Advancement Initiative (FAI)** – promotes collaborations with colleges, schools, campuses, and individual units to advance the careers of faculty and to promote ongoing training in diversity/inclusion and faculty advancement for university leadership.
- **UW institutional membership with the National Center for Faculty Development and Diversity (NCFDD)** – an external mentoring resource for faculty, post-docs, and graduate students that includes access to online courses, monthly writing challenges, and a webinar curriculum.
- All OFA programming aims to provide campus, college, school, and unit leadership with the tools and resources necessary to enhance excellence through diversity and to build and retain a more inclusive faculty.
Diversity Advocate Checklist

The primary role of the Diversity Advocate is to be an advocate for diversity as a core component of excellence in the search process. The Diversity Advocate must be identified on the search form. The Diversity Advocate must be a tenured faculty member for faculty searches. For academic professional searches, the Diversity Advocate must be a committee member.

**The Diversity Advocate should:**

- Complete a Diversity Advocate/Search Workshop offered through the Office of Diversity.
- Review the department’s affirmative action goals in the Office of Diversity Faculty Report and the Academic Professional Executive Summary.
- Serve as a resource to current and future faculty, staff, and students, regarding diversity resources and events on campus in support of unit recruitment and retention.
- Work with the search committee and hiring official in the department conducting the search to identify professional organizations in the discipline that serve diverse populations, and ensure that the search committee provides these organizations with the position announcement.
- Identify department heads/chairs at institutions whose graduates represent diverse populations, and ensure that these individuals receive a copy of the position announcement.
- Help with extra recruitment efforts aimed at direct and personal contact.
- Review the Diversity of Pool and Finalist Pool Report that is sent via email from the Office of Diversity for each search.
- Encourage the committee to utilize best practices in evaluating diverse applicant pools.
- In particular, the Diversity Advocate will help guide the committee to make certain that the search process:
  - Is free of bias or stereotyping of applicants in verbal or written communication.
  - Ensures that candidates are evaluated fairly.
  - Includes a campus visit that provides similar opportunities for each candidate and follows interview procedures which treats all applicants consistently.