

STRATEGIES FOR RECRUITING MINORITY FACULTY AND STAFF

Ways to create the best possible environment for minority faculty and staff at Wittenberg

1. Make it clear that no one individual is expected to carry the load of representing the minority group to the entire University. No one should be expected to be a "role model" for all students or the spokesperson or official representative at all occasions and in all groups.
2. Increase the presence of minority staff and faculty by such means as: Faculty and staff exchange (does the possibility exist to establish an exchange program with a predominantly black institution?). Scholars in residence; artists in residence; distinguished lecturers; visiting faculty from other countries; guest lecturers in classes; speakers in colloquia; participants in alumni programs; etc.
3. Develop links with minority members of the Springfield community in order to help minority staff and faculty to become acquainted with this element of Springfield. More generally, introduce all new faculty to a wide range of components of the Springfield community, such as organizations, institutions, residential areas, recreation, and opportunities in the arts.
4. Check to see that salaries offered to minority candidates are competitive.

Develop various hiring strategies to use as appropriate.

1. For recruiting African-Americans in particular, seek the assistance of African-American alumni, as well as members of the Board of Directors, and students.
2. Establish the hiring of minority faculty and staff as the first priority, independent of the standard criteria for determining staffing needs. More specifically, be more flexible in expectations regarding fields of expertise and institutions where degrees are earned.
3. Seek to identify individuals who are interested in working at a liberal arts college.
4. Assist spouses in finding jobs, or also hire the spouses.
5. Recruit in fields where the pool is the largest.
6. Advertise widely in minority publications and use the minority database.
7. Go to the prospective applicants, rather than waiting for them to apply. Identify prospective applicants and try to persuade them to consider our institution. This process might be initiated at professional meetings, for example, or through personal acquaintances.
8. Form a recruiting network of institutions in the area (including community colleges) in order to recommend prospective applicants who might be appropriate at one institution but not the other, to make joint appointments, and to hire spouses.
9. For visiting professor positions, artists in residence, and guest lecturers, rely more regularly on personal contacts (former colleagues, friends and acquaintances, etc.).
10. Seek non-academic professionals and fund the graduate work necessary to qualify them for particular positions. This strategy might be especially effective for hiring professional staff and faculty who teach in pre-professional areas.
11. Among minority students, academic departments should promote graduate school in preparation for college teaching or student services and stay in touch with these alumni with the hope of hiring them when they finish their graduate work. Provide University scholarships to support graduate education for individuals who agree to return to Wittenberg for at least three years. Hire minority graduate students to teach part-time, thereby giving them an opportunity to become acquainted with Wittenberg.
12. We have a special need for African-American faculty and staff, but we should also use these strategies, when appropriate, to recruit faculty and staff from other minority groups and from other

countries. Our emphasis on diversity and on international education necessitates the presence of faculty and staff with varying cultural perspectives and backgrounds.