

**Faculty**

# Diversity Recruiting Toolkit

**California State University  
Long Beach**

**“Strength,  
Diversity,  
Excellence: The  
Employees of the  
California State  
University”**



CALIFORNIA STATE UNIVERSITY

**LONG BEACH**

Office of Equity & Diversity

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## Questions?

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## Diversity Statement

*CSULB seeks to recruit administrators and faculty who enthusiastically support the University's strong commitment to the academic success of all of our students, including students of color, students with disabilities, students who are first generation to college, veterans, students with diverse socio-economic backgrounds, and students of diverse sexual orientations and gender expressions. CSULB seeks to recruit and retain a diverse workforce as a reflection of our commitment to serve the People of California, to maintain the excellence of the University, and to offer our students a rich variety of expertise, perspectives, and ways of knowing and learning.*

*CSULB is committed to creating a community in which a diverse population can learn, live, and work in an atmosphere of tolerance, civility and respect for the rights and sensibilities of each individual, without regard to race, color, national origin, ancestry, religious creed, sex, gender identity, sexual orientation, marital status, disability, medical condition, age, Vietnam era veteran status, or any other veterans' status. CSULB is an Equal Opportunity Employer.*

## Equal Employment Opportunity Statement

*CSULB is committed to creating a community in which a diverse population can learn, live, and work in an atmosphere of tolerance, civility and respect for the rights and sensibilities of each individual, without regard to race, color, national origin, ancestry, religious creed, sex, gender identity, sexual orientation, marital status, disability, medical condition, age, Vietnam era veteran status, or any other veterans' status. CSULB is an Equal Opportunity Employer.*

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# Executive Order 11246 and Proposition 209

## Executive Order 11246

The Executive Order prohibits federal contractors and federally-assisted construction contractors and subcontractors, who do over \$10,000 in Government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, sexual orientation, gender identity or national origin. The Executive Order also requires Government contractors to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment. Additionally, Executive Order 11246 prohibits federal contractors and subcontractors from, under certain circumstances, taking adverse employment actions against applicants and employees for asking about, discussing, or sharing information about their pay or the pay of their co-workers.

## Proposition 209

Proposition 2019 is a California State law implemented in 1997 which prohibits discrimination against or preferential treatment for any individual or group on basis of race, sex, or ethnicity in the operation of public employment, education or contracting. However, Proposition 209 does not prohibit or limit Long Beach State from engaging in both broad-based and targeted recruiting strategies in order to diversify the applicant pools and increase opportunities to hire diverse individuals.

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## Compliance Guidelines for: Supervisor, Department Chairs, Search Committees & Faculty

Protected Category	Appropriate	Inappropriate
Race/Color	None	Any inquiry which would indicate race or color
Sex	None	Any inquiry made of members of one sex, but not the other. Any inquiry concerning candidate's height or weight
Gender/Sexual Orientation	None	Any inquiry which would indicate gender or sexual orientation
National Origin/Citizenship	What languages do you speak fluently? Do you currently have authorization to work in the US? Do you require employer sponsorship?	Any inquiry into name, citizenship, visa status, place of birth, place of birth of relatives, language used at home, address or duration of residence, national origin or ancestry
Religion	None	Any inquiry which would indicate or identify religious denomination or beliefs
Marital/Family Status	Have you ever worked under a different name?	Any inquiry or discussion about marital status, children, pregnancy, child care arrangements, family plans, maiden name
Military Service	Type of education and experience as it relates to job	Any inquiry into type of discharge or request of military service records
Age	None	Any inquiry which may reveal applicant's age, requiring birth certificate or proof of age
Disability	Can you perform all of the essential job functions with or without a reasonable accommodation? Contact EO Office for more information on handling accommodations.	Any inquiry into current or past disability or illness, need for accommodations (unless requested by candidate), Worker's Compensation claims or past on-the-job injuries
Photograph	None	A photograph should not be requested or obtained of any candidate
Convictions/Arrests	Inquiries into convictions of felonies related to qualifications of the job	Any inquiry relating to arrests, contact HR for next steps or background check procedures.
Medical or Genetic Information	Can you perform all of the essential job functions with or without a reasonable accommodation?	Any inquiry into current or past illness, medical/genetic information is not appropriate

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# CSULB Search Committee Practices to Enable Equity\*

## Search Committee Composition

- Include faculty who are committed to diversity and excellence.
- Ensure that women and minority faculty members have equal opportunity to serve on search committees.
- Include faculty members from other fields to enhance equity and create a more explicit and open discussion.

## Job Description/ Position Announcement

- Include language that expresses an interest in candidates who will advance our commitment to diversity.
- Broaden the job description to attract the widest possible range of qualified candidates.
- Advertise in venues that reach women and underrepresented minorities, such as special subgroups of professional organizations or focused conferences.
- Note in the ad that CSULB has family friendly policies.

## Active Recruiting

- Go beyond the 'usual' range of institutions from which you recruit.
- When contacting colleagues, specifically ask for recommendations of candidates from groups who have teaching and research experience in working with underrepresented communities, in addition to other recommendations.
- Consider candidates who may be currently under-placed and thriving at less well-ranked institutions.
- If multiple searches are taking place in your department, consider using a single search committee for all positions, to allow the consideration of a broader range of applicants.
- Consider hiring outstanding former students after they have had experience elsewhere.

## The Interview

- Avoid illegal and discriminatory questions.
- Use a standard protocol for each campus visit.
- Give candidates the opportunity to talk with others – not the search committee and not even in the same department – about gender and climate issues.

## Evaluating Candidate

- Self-correction – be aware of the possibility of your own unconscious bias.
- Agree upon evaluation criteria and ground rules for the search committee and stick to them.
  - » Agree on rules of discussion and how to handle disagreement.
  - » Agree on a method for determining who will be invited to campus.
- Develop evaluation and interview tools to enable consistency.
- Slow down.
  - » Make time to review the entire application.
  - » Look for non-stereotypical evidence.
- Calibrate the committee.
  - » Review and discuss one or two CVs before beginning the review process.
- Do not rank immediately.
  - » Consider alternatives to rank ordering, such as summaries of each finalist or creating multiple lists.
- Insist on the evidence.
  - » Require faculty members to back up statements and opinions with facts and evidence.
  - » Avoid speculation or "crystal ball gazing."

*\*Document Courtesy of UCLA's Faculty Toolkit*

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## Interrupting Bias in Hiring Committees and the Workplace

Rushing or speeding up a recruitment process may lead to biased assessments in evaluating candidates. Below are some common shortcuts that may lead to erroneous conclusions that a candidate may be “unqualified” or “a bad fit.” A strong hiring manager or search committee will be cognizant that implicit bias occurs in every search and will openly discuss, identify, and self-correct when bias occurs. This self-awareness is called “interrupting unconscious bias in hiring practices” which serves as a best practice for diversity leadership on University campuses.

### Examples of Common 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 Judgements”:** Making judgements 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 historically underrepresented minorities is scrutinized much more than majority faculty, at all stages of academic career.
- **“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 the dominant group members are automatically presumed qualified and thereby given an unearned advantage.
- **Raising the Bar:** Also known as “Elitist Behavior” is 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 exists.
- **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.”

### Questions?

**Committed, single-minded focus or hard-worker:** These terms could be cloaking a bias against care-givers, 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.

### Additional Resources:

**What is implicit bias?** [Click here](#) for a short educational video from American Bar Association, produced for the UC System.

**For more information,** [click here for Harvard’s Study](#).

### Additional Articles:

Interrupting the Usual: Successful Strategies for Hiring Diverse Faculty

Daryl G. Smith, Caroline S. Turner, Nana Osei-Kofi, Sandra Richards

*Journal of Higher Education*, 75.2 (2004) 133-160. [Click here for the article.](#)

How to Diversify the Faculty

Daryl G. Smith

*Academe*, Vol. 86, No. 5 (Sept. – Oct., 2000), pp. 48-52. [Click here for the article.](#)

### UCLA’s Implicit Bias Video Series\*

Click below for UCLA’s Implicit Bias Videos:

1. [Preface: Biases and Heuristics](#) (5:14)
2. [Lesson 1: Schemas](#) (3:12)
3. [Lesson 2: Attitudes and Stereotypes](#) (4:13)
4. [Lesson 3: Real World Consequences](#) (3:45)
5. [Lesson 4: Explicit v. Implicit Bias](#) (2:49)
6. [Lesson 5: The IAT](#) (5:14)
7. [Lesson 6: Countermeasures](#) (5:23)

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## FACULTY DIVERSITY RECRUITING RESOURCES

**Reach potential faculty candidates by advertising at these publications or websites:**

### [CIC: Doctoral Directory](#)

Directory contains 400 African American, Latino, Native American and Asian students who have recently completed or will soon complete their Ph.D. or MFA degree at a CIC university in 50 different fields in the sciences, social sciences, and humanities.

*Please click here to access the [CIC: Doctoral Directory](#) website.*

### [CIC: Student Opportunities](#)

This page lists a number of resources to help graduate students further their careers on the pathway to becoming faculty.

*Please click here to access the [CIC: Student Opportunities](#) website.*

### [Directory of Ford Fellows](#)

The directory contains information on Ford Foundation Postdoctoral Fellowship recipients awarded since 1980 and for Foundation Pre-doctoral and dissertation fellowship recipients awarded since 1986. The database is sorted alphabetically by last name and includes current institution, field of study, and year/level of award.

*Please click here to access the [Director of Ford Fellows](#) website.*

### [Diverse Scholar Doctoral Directory](#)

The Diverse Scholar Doctoral Directory is the largest talent database of diverse postdocs in the nation. Our proactive networking methods have created an opt-out email contact list of over 1,000 diverse postdocs. The Doctoral Directory is generated from email list recipients who respond (opt-in) to our demographics & career survey. Summary demographic information about the Directory is published describing citizenship, gender, ethnicity, scholarly discipline, and current employer institutions. Access to the Directory, including CVs/resumes, is available through institutional subscriptions.

*Please click here to access the [Diverse Scholar Doctoral Directory](#) website.*

### [Hispanic Association of Colleges and Universities](#)

HACU's Office of Corporate Internships and Student Services coordinates and manages projects funded by federal agencies, corporations, and foundations to support Hispanic-Serving Institutions (HSIs).

*Please click here to access the [Hispanic Association of Colleges and Universities](#) website.*

### [Historically Black Colleges and Universities](#)

The first lists the websites of all the HBCUs that are registered; the second allows searches for advanced degree programs at these institutions.

*Please click here to access the [Historically Black Colleges and Universities](#) website.*

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### [Insight into Diversity \(Affirmative Action Register\)](#)

List of institutions, organizations and companies who make extra effort to reach qualified candidates within all segments of society, with special effort to notify members of federally mandated groups of advertised position openings. Publication online is at no added charge with purchase of printed ad.

Please click here to access the [Insight into Diversity](#) website.

### [National Minority Faculty Identification Program \(NMFI\)](#)

Educational Institutions join NMFI program for \$200. This program advertises its roster of member institutions four times a year in The Chronicle and invites candidates to submit their CV's for consideration by member institutions. NMFI Program produces four times a year (October, November, January, and March) a computerized directory of the abbreviated resumes, indexed by discipline. Using this directory, member institutions can request up to 25 dossiers free of charge, thereafter dossiers are \$1.00 each.

Please click here to access the [National Minority Faculty Identification Program](#) website.

### [Society for Advancement of Chicanos and Native Americans in Science](#)

Their mission is "to encourage Chicano/Latino and Native American students to pursue graduate education and obtain the advanced degrees necessary for science research, leadership, and teaching careers at all levels." The website has a job listing and advertisements can be placed there.

Please click here to access the [Society for Advancement of Chicanos and Native American](#) website.

### [UC President Post-Doctoral Fellowship Program](#)

The University of California President's Postdoctoral Fellowship Program offers postdoctoral research fellowships, faculty mentoring, and eligibility for a hiring incentive to qualified scholars in all fields whose research, teaching, and service will contribute to the diversity and equal opportunity at the University of California.

Please click here to access the [UC President Post-Doctoral Fellowship Program](#) website.

## [Other Advertising Sites:](#)

[American Association of Affirmative Action \(AAAA\)](#): From the menu, click on **Career Center**, next click on **Employers**, next click on **Post Jobs** (New users must create account to post jobs.)

[American Indian Higher Education](#): From the menu click on **Advertising**

[American Indian Science and Engineering Society \(AISES\)](#): From the menu, select **Programs**, and under Professional and Career, click on **Job Board**. Contact Geri John or Dave Wdowik at (505) 765-1052.

[Association for Women Geoscientists](#): Select **Advertise with Us** for rates and more information

[Association for Women in Science](#): From the menu, select **Careers**, next click on **Post a Job**, click on. Costs \$300 per position for a 30-day period

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[Association of American Indian Physicians](#): Select **Job Center**, then **job opening credit by clicking here** under the Post a Job box. (Registration required.)

[Association of Black Cardiologists Digest of Urban Cardiology](#): From the menu, select **Member Services, ABC Career Center, Enter new ABC Career Center**, and then **Post a Job**. New users must create an account to post jobs.

[Diversity.com](#): Select **Classifieds Ads**, then **Open New Account** to register, and then select **Post/Edit Ads**.

[Equal Opportunity Publications, Inc.](#): Registration required. Select **Post a Job**. Costs \$250 per month.

[Hispanic National Bar Association](#): From the menu, select **Membership**, then **Career Center** to post jobs. Cost for nonprofit/government/public sector is \$150 and for private companies is \$400.

[IMDiversity, Inc.](#): From the menu, select **For Employers** (you can register to become member or use non-member services) or click on **Post Jobs** and create an account to use the services. Non-members:\$200 for 90 days

[Journal of Blacks in Higher Education](#): From the menu click on **Jobs and Opportunities** next click on **Post Your Job Listings Here** (this link is in a blue arrow in the left side)

[Minority Corporate Counsel Association](#): From the menu, select **Career Center**, then **Job Bank** to post jobs. Membership required.

[Minority Nurse](#): From the menu, select **Search Jobs**, then **Post a Job** from the menu on the left side, next select **Post a Job**.

[Minority Postdoc.org](#). This site is a top hit for web searches using the keywords "minority", "diversity", and "postdoc" so publishing here will educate this targeted audience about your job posting.

[National Association of Black Social Workers](#): Under **career center**, "Employers," click on **Post a Job** (must register). Costs \$225 per month.

[National Association of Hispanic Nurses](#): From the menu click on **Career HQ**, next click on **Post Your Job**. Cost is \$200/30 days, \$350/60 days.

[National Association of Puerto Rican/Hispanic Social Workers Newsletter](#): From the menu, select **Advertising**, then **Online Ads and Job Listings** under "Employers," and then **Click Here** next to "Get YOUR Ad Listed" in the first box of the page in the top (follow the instruction and contact them for more information)

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[National Associations of Ethnic Studies Job Board](#)s: Select **Job Postings** from right bottom corner. All the rates are displayed on the page; contact them for further assistance.

[National Black Nurses Association](#): Select **Advertising**, then **NBNA Job Listings**. Or, contact the NBNA advertising department at 800-575-6298 or send a message to [patgray@nbna.org](mailto:patgray@nbna.org) and a representative will contact you. For rates, select **specific rate information here**.

[National Organization For The Professional Advancement Of Black Chemists and Chemical Engineers](#): From the menu, select **Career Center**, then follow instructions under **Resources for Employers and Recruits**. (Registration required.)

[National Organization of Minority Architects](#): Select **Contact** and choose "Advertising Information" for Message Type. You must send in the contact form.

[National Society of Black Engineers](#): From the menu, select **Corporate/Sponsors**, then **Job Postings**. Registration required. Cost is \$250.

[NativeAmericanJobs.com](#): From the menu, click on **Post Jobs**. (Registration required.)

[Society for the Advancement of Chicanos and Native Americans in Science](#): From the menu, select **Jobs/ Opportunities** next click on **Jobs**, next click on **submit a web ad** (if new should open an account: follow the instruction at the bottom of the page)

[Society of Hispanic Professional Engineers](#): Select **Careers** (the link looks like an ad towards right of the webpage, not in menu bar) and register to post a job.

[Society of Women Engineers](#): Click on **Post jobs**. Costs \$150 for 30 days. Registration required.

[Women in Higher Education \(WIHE\)](#): From the menu, select **Advertise** (all the rates are displayed on the page for more info call the number given)

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