

TO: College Affirmative Action Representatives  
FROM: Sandi Gallagher, Affirmative Action Officer

### Clarification of Recruitment Procedures for Faculty/Exempt Vacancies

As a general rule, all vacancies must be announced and when possible advertised. Some exceptions are: 1) Temporary appointments are filled by graduate students or recent graduates, 2) the vacancy is filled by a promotion or transfer within the university, 3) the vacancy is filled by a qualified woman or minority employee who was previously hired on a temporary or part-time basis. Affirmative Action strongly encourages the retention and promotion of female and minority employees.

Equal Opportunity Recruitment. Contact as many sources as possible which might be able to refer applicants, e.g. all degree granting institutions, professional journals, placement agencies, and organizations. In order to allow as much time as possible for recruitment contact the college Affirmative Action Representative as soon as the possibility of a vacancy occurs. Even though we announce a vacancy we are not obligated to fill it.

Affirmative Action Recruitment. Contact as many special sources as possible which specifically refer women, Black, Chicano, Asian American and Native American applicants, e.g. professional caucuses of women and minorities within the specific discipline, women and minority colleagues, qualified candidates in the department's affirmative action applicant file, publications oriented toward women and