

# Recruitment Methods

In addition to advertising a position in a variety of publications, making direct contact with academic units at other universities, professional organizations, and colleagues is an effective method of expanding the search. The informal, "word-of-mouth" approach to recruitment is one of the most successful ways of identifying candidates. The following activities are recommended to unit administrators and search committees for specific searches, as well as for possible ongoing endeavors:

1. Encourage faculty who will be attending professional conferences or who will be delivering papers at other universities to combine their visits with recruitment efforts for present and future positions. They may provide institutions and potential applicants with general information about Johns Hopkins University and Medicine; with diversity and inclusion data, which may be obtained from the Office of Diversity and Inclusion; as well as with information on specific job openings. They should also be encouraged to solicit curricula vitae from promising candidates.
2. Contact women and those underrepresented in medicine and science who have received significant grants or professional recognition and ask for the names of promising women and underrepresented scholars.
3. Use a personal approach in recruiting applicants. Often outstanding potential candidates do not apply for advertised positions; they must be approached by a member of the search committee. If an individual declines a nomination or does not respond to your letter of inquiry, you should telephone the person to determine if her/his reasons for declining can be addressed and resolved. A telephone call will help demonstrate to a potential candidate that Johns Hopkins Medicine is serious about diversity and inclusion in its workplace.
4. Consider for the position women and minorities who have held or hold part-time or fixed term positions in your unit or in the University.
5. Inform the National Urban League and the national offices of Black sororities and fraternities of available possible positions.
6. Inform alumni publications at universities where women and minorities are well represented of available positions.
7. Consider contacting diversity offices at other universities, for some of them maintain lists of women and minorities at their institutions who are looking for academic employment elsewhere.
8. Establish a working relationship with similar units at institutions with substantial numbers of women and minorities. This will allow a host of mutually beneficial activities to be undertaken, including a sharing of research facilities and exchanges of faculty. Delivering a presentation or simply making an informal visit, will allow Johns Hopkins faculty to discuss job openings with faculty and students at these institutions.
9. Request names of potential candidates from women and minorities at institutions with strong graduate programs in your discipline (women and minorities are often part of an informal network). These names may be put into a data bank along with the names of applicants from previous searches who either did not

accept an offer at Johns Hopkins Medicine or who now may qualify for a position in your unit.

10. Request names of potential candidates from women and minority organizations at Johns Hopkins University such as the Women's Task Force in Medicine, Office of Women in Science and Medicine, Black Faculty and Staff Association, Hopkins Diaspora (African-American Employee Resource Group) and Hopkins Familia (Latinx Employee Resource Group).
11. Request women and minority caucuses within relevant professional and academic associations to provide names of potential candidates. It would be beneficial to maintain ongoing communication with these caucuses on a broad range of issues.
12. Keep national higher education associations informed of present and possible future positions. These associations have their own network for publicizing job openings. In addition, a number of such associations contain special interest groups.
13. Maintain ongoing contact with professional organizations, associations, and agencies that have a job referral service.
14. Consider the pros and cons of hiring or consulting with recent women and minority graduates from your unit. This activity begins with recruiting outstanding women and minority doctoral students and retaining them in Johns Hopkins University's graduate programs. Establishing postdoctoral programs for members of these groups both from Johns Hopkins University and other institutions would allow them to gain experience and to grow professionally.
15. Maintain close contact with women and minority graduates of Johns Hopkins University and encourage them to recommend this institution to their students for both graduate training and for faculty positions.
16. Invite women and minority scholars from other institutions to participate in unit-sponsored symposia and visiting professorships.
17. If your unit is developing plans to propose the establishment of an endowed chair, it may wish to consider the possibility of recruiting an eminent scholar whose interests lie in health equity or health care disparities. This may, in turn, attract other women and minorities to your unit.
18. If women and minorities are underrepresented nationally in your discipline, efforts should be taken to aggressively recruit women and minority undergraduate and graduate students into that field so that the pool of candidates will be greater in the future.
19. Statements on a unit's commitment to affirmative action and discussions of affirmative action issues within a discipline may be published in unit newsletters or brochures that are sent to constituent groups and alumni, thereby informing them of a unit's affirmative action goals and enlisting their assistance.