



LEHIGH  
UNIVERSITY.

## *Diversity Recruitment* A Resource Guide



*Diversity in our faculty, students, and staff is an important source of Lehigh's intellectual capacity and is crucial to Lehigh University's mission.*

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## Lehigh's Diversity Mission

*“Lehigh University is a community where people of various cultures, religions, sexual orientation, ethnic, racial, socioeconomic and intellectual backgrounds must be able to share their ideas freely, be appreciated, feel safe, and be able to thrive. This diversity in our faculty, students and staff is an important source of Lehigh’s intellectual capacity and is crucial to Lehigh University’s mission.*

*Learning, living, and working with people of different backgrounds and beliefs are essential elements of success in education and in life. This type of campus climate is also essential for creating a positive work environment for our faculty and staff.”*

This message from **President Alice P. Gast** and **Provost Patrick Farrell** reflects Lehigh’s growing commitment toward creating a diverse environment. Lehigh’s diversity mission statement continues to express this notion by stating that Lehigh University, an institution committed to educational excellence and learning, will **actively promote** an inclusive community that values, affirms, and advances the diverse backgrounds, interests, experiences, and aspirations of all its members.

This not only echoes the ideals of the Lehigh community, but also a growing national trend. Countless news sources and publications have reported a significant change in the nation’s demographic make-up. Subsequently, it is imperative that our recruiting and hiring efforts reflect this evolving demographic force.

Increasing diversity should be a significant component of the recruiting process as is reflected in this *Diversity Recruitment Guide*. As a hiring manager, you should be asking yourself the following questions:

- How am I doing in the area of diversity?
- How is my department doing in the area of diversity?
- How do I define diversity as it relates to Lehigh?
- Do I have specific diversity recruiting objectives?
- What can I do to attract, recruit, develop, and retain qualified diverse applicants and employees at Lehigh?

### Diversity Fact

According to a recent report by the **US Census**, Asian and Hispanic populations are projected to triple, while the non-Hispanic white population will drop to approximately one-half of the total population by the year 2050.

### How to Use this Guide:

The information provided in this document contains resource material for diversity recruitment and hiring. Recruitment sources are listed to help expand the pool of candidates and effectively target desired groups. Included are local, regional, and national organizations, as well as resources recommended by supervisors currently at Lehigh. This guide also presents strategies and tools to aid in addressing diversity issues in the interview process.

Please take a few minutes to review the content to help you prepare for filling your position. For further assistance, contact **Lori Claudio** (extension 83916) or **Ronnie Blue** (extension 85020) in Human Resources.

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## Part I: Recruiting a Diverse Pool of Applicants

### Diversity Checklist

The following is a list of four significant checkpoints that you should be aware of during all stages of your recruiting efforts. Throughout the diversity guide, you will find reminders specifying which checkpoint should be addressed during that point in time.

1. Each vacancy is an opportunity to support Lehigh's diversity initiative.
    - Are there any internal candidates interested in and ready to assume this position?
    - If this is a higher-level exempt position, should there be efforts to recruit multicultural professionals externally from the beginning?
  2. After reviewing internal applicants, hiring supervisors submit the *Recruitment for Diversity Plan* with a strategy for recruiting candidates for approval prior to advertising externally.
    - Is the search strategy broad enough to target multicultural professionals? If not, what other sources might be tapped for minority/female applicants?
    - Have you sent copies of the job posting to minority sources of recruitment?
  3. Prior to interviewing any applicant, a review of the applicant pool will determine whether the search has produced an adequate mix of candidates.
    - Are multicultural professionals adequately represented in the final pool? If the answer is yes, proceed. If not, additional recruiting may be necessary.
    - During the interviewing process, will a minority employee be involved in interviewing any minority candidates? If not, consider this approach. Contact Human Resources for assistance.
  4. After the final selection, document the reasons for not selecting the other candidates on the *Affirmative Action Compliance* form.
    - Will your vice president or dean agree that you made efforts to attract a representative applicant pool?
    - Are the reasons for not hiring a minority/female candidate satisfactory?
    - Is there a minority/female applicant that meets the minimum qualifications who is not being selected?
    - Is the proposed salary consistent with that earned by others in similar or equivalent positions within the University?
    - Is this decision promoting diversity at Lehigh?
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## Strategies for Expanding the Applicant Pool

### Traditional Tactics:

- Attend national diversity conferences and career fairs. During these fairs:
  - Be aggressive. Have people onsite who can conduct interviews and make offers
  - Demand participant list and follow up quickly.
- Attend regional events.
- Improve your diversity brand.
- Employ recruiting firms with a specialty in diversity.
- Use internal referrals.
- Seek external referrals from:
  - Community groups
  - Churches
  - Professional associations.

### Non-Traditional Tactics:

- Host special events like free seminars, open houses, and networking sessions, targeting diversity-oriented community organizations.
- Access résumé databases of outplacement firms.
- Network with previous employees who left your organization in good standing.
- Establish and maintain contact with former diverse candidates who were not selected for employment but who were good candidates.
- Virtual job fairs.
- Video interviews.
- Chat rooms hosted by diversity websites.
- Ask new hires to recommend information on family and friends as potential future recruits during the orientation process.
- Expand the list of targeted diversity colleges and universities.
- Circulate a calendar of women- and minority-focused professional conferences.

*Source: Strategic Diversity Recruiting, Cornell Professional Development Training Manual.*

**See Pages 14-21 for a comprehensive listing of resources that can help spread the word about career opportunities at Lehigh to broad and diverse audiences.**

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## Job Opportunities

- Lehigh University is one of the ten largest employers in the Lehigh Valley.
- Lehigh University is an affirmative action/equal opportunity employer and does not discriminate on the basis of age, color, disability, gender, gender identity, marital status, national or ethnic origin, race, religion, sexual orientation, or veteran status. Lehigh University provides comprehensive benefits including partner benefits.
- When interviewing diversity candidates, it is helpful to include other minority candidates in the process. For assistance, contact Human Resources.

### Diversity of Employment Opportunities:

- **Professional/Managerial:** Accountants; HR Professionals; Marketing & Communications; Information Technology.
- **Administrative/Clerical:** Entry-level; Academic and Administrative Coordinators; Executive Secretaries; Accounting positions.
- **Technical:** Laboratory Technicians; Life Safety Technicians.
- **Service:** Child Care Teachers; Parking Services Workers; Police Officers; Security Guards.
- **Maintenance:** Building; Facilities.

### Lehigh University Diversity Facts

- *The University has students, faculty, and staff from more than 150 countries.*
- *Lehigh University diversity begins with the Board of Trustees, management team, faculty and staff.*
- *Lehigh's global initiatives are emphasized through the Iacocca Institute, the Global Village, and the Global Union.*
- *The University holds an annual International Bazaar each spring.*
- *The Lehigh Office of Multicultural Affairs offers campus-wide programs.*
- *The Women's Center is available to the entire campus community.*
- *LGBTQA Services Department is available to the campus community.*
- *The University forges community involvement with programs such as the STAR program for at-risk and economically-disadvantaged youth.*

## Global Diversity

- More than 300 Lehigh students study abroad each year from a variety of fields. These students choose from more than 100 programs in thirty countries. Alternately, Lehigh's campus is just as diverse, each year becoming home to 475 or more international students from sixty-five countries.
- The Global Union brings international decision-makers to campus, offers language exchange programs, and coordinates visits to the United Nations and NATO headquarters.
- The World View Room features domestic and international cultural and news programs on wide-screen television linked by satellite.

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## Part II: Diversity and Bias In The Search Process

### Guidelines for Asking Questions during Search Processes

Questions of the nature indicated below that are not job-related are **inappropriate and illegal** during all phases of the search process.

- Race
- Religion
- Creed
- Sex
- Marital status
- National origin
- Ancestry
- Date of birth/age
- Medical or mental health history
- National origin or citizenship status
- Height, weight, or physical characteristics (unless this information is job-related)
- Disability
- Membership in professional or civic organizations that would reveal national origin, race, gender, religion, or any of the other protected classes under fair employment practice laws.
- Military service history
- Marital status
- Sexual orientation
- Previous address
- Names of relatives
- Receipt of unemployment insurance, worker's compensation, or disability benefits
- Foreign languages (unless required by the position)
- Child care situation, family planning, or number of children
- Religion or religious beliefs
- Past rejection for bonding



## Questions That May Or May Not Be Asked During An Interview

Category	May Ask	Potentially Discriminating
Gender and family issues	<ul style="list-style-type: none"> <li>• If applicant has relatives already employed by the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Gender of applicant</li> <li>• Number of children</li> <li>• Marital status</li> <li>• Spouse's occupation</li> <li>• Child care arrangements</li> <li>• Health care coverage through spouse</li> </ul>
Race		<ul style="list-style-type: none"> <li>• Applicant's race or color of skin</li> <li>• Photo to be affixed to applicant form</li> </ul>
National origin or ancestry	<ul style="list-style-type: none"> <li>• Whether applicant has a legal right to be employed in the U.S.</li> <li>• Ability to speak/write English fluently (if job-related)</li> <li>• Other languages spoken (if job-related)</li> </ul>	<ul style="list-style-type: none"> <li>• Ethnic association of surname</li> <li>• Birthplace of applicant or applicant's parents</li> <li>• Nationality, lineage, national origin</li> <li>• Nationality of applicant's spouse</li> <li>• Whether applicant is citizen of another country</li> <li>• Applicant's native tongue</li> <li>• Maiden name (of married woman)</li> </ul>
Religion		<ul style="list-style-type: none"> <li>• Religious affiliation</li> <li>• Religious holidays observed</li> </ul>
Age	<ul style="list-style-type: none"> <li>• If applicant is over age 18</li> <li>• If applicant is over age 21 if job-related</li> </ul>	<ul style="list-style-type: none"> <li>• Date of birth</li> <li>• Date of high school graduation</li> <li>• Age</li> </ul>
Disability	<ul style="list-style-type: none"> <li>• Whether applicant can perform essential job-related functions</li> </ul>	<ul style="list-style-type: none"> <li>• If applicant has a disability</li> <li>• Nature or severity of handicap</li> <li>• Whether applicant has ever filed a worker's compensation claim</li> <li>• Recent or past surgeries and dates</li> <li>• Past medical problems</li> </ul>
Other	<ul style="list-style-type: none"> <li>• Convictions if performance-related</li> <li>• Academic, vocational, or professional schooling</li> <li>• Training received in the military</li> <li>• Membership in any union or trade or professional association</li> <li>• Job references</li> </ul>	<ul style="list-style-type: none"> <li>• Number and kinds of arrests</li> <li>• Convictions, unless job-related</li> <li>• Height or weight except if a bona fide occupational qualification</li> <li>• Veteran status, discharge status, branch of service</li> </ul>

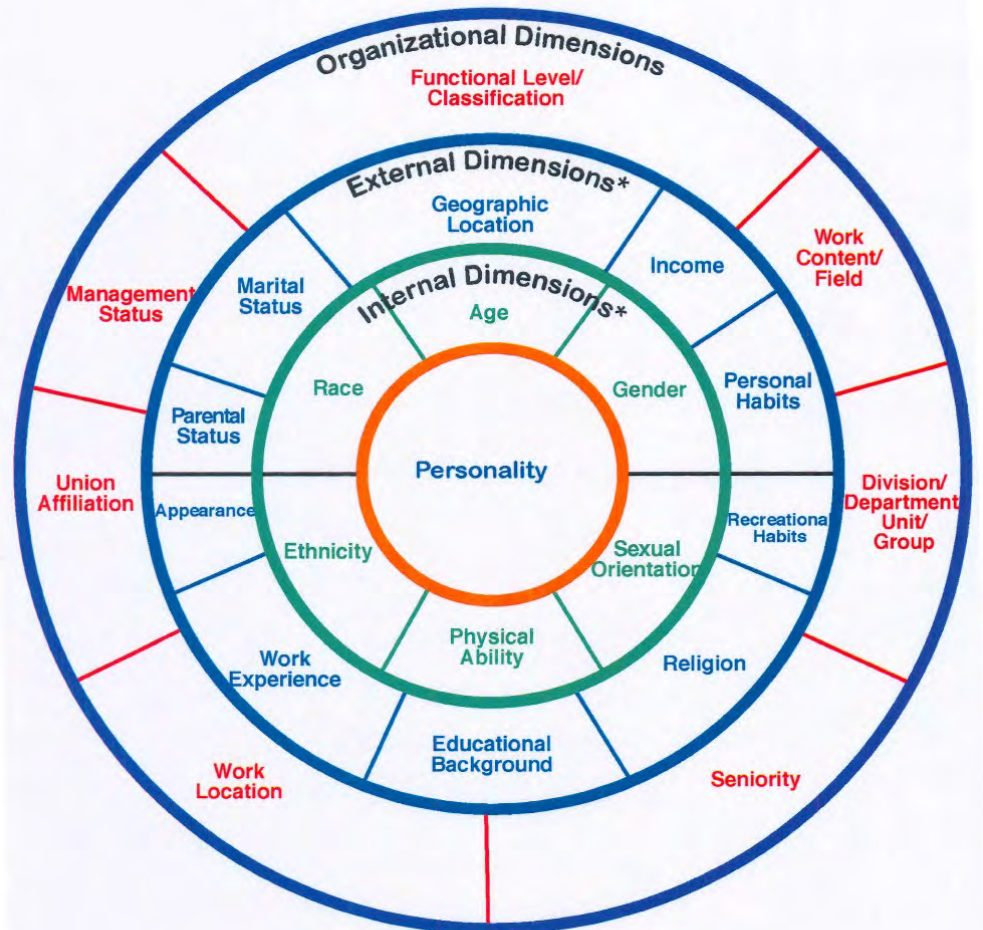
*Source: HR Comply-Managing Human Resources in the New Century; Recruiting/Retaining & Terminating Employees*



**The Four Layers of Diversity**  
In the following illustration, each ring represents a major layer of diversity:

Personality  
Internal  
External  
Organizational

## FOUR LAYERS OF DIVERSITY



From *Diverse Teams at Work*, Gardenswartz & Rowe  
(SHRM 2002)

## Bias in the Interview

### Factors that Bias Interviews

Many factors can cause a bias to be formed during in an interview. As such, it is crucial to educate yourself in order to conduct interviews in an unbiased manner. Being aware of the following biases and their definitions can help evaluators avoid making snap judgments or inappropriate decisions.

**First impressions** – making decisions on this basis

**Contrast effect** – comparing applicant to the candidate previously before them

**Negative information** – weighing negative information higher than positive to screen out candidate

**Halo/Horn effect** – allowing one strong point that interviewer values highly to overshadow all other information. When this works in the candidate's favor it is the halo effect; when it works against the candidate, it is called the horn effect

**Similar-to-me effect** – rating those who are like the interviewer higher than those who are least like the interviewer

**Cultural noise** – failing to distinguish between responses of candidate that are socially acceptable rather than factual; candidate will give responses that are politically correct but not revealing

**Affect bias** – if the candidate appears to like the interviewer, then that interviewer rates the candidate higher

**Physical characteristics** – the more attractive the candidate is, the higher the score

**Bias Matrix** -- There is more to diversity than gender and race differences. There are three major dimensions of diversity: internal, external, and organizational. Each dimension has characteristics that help one identify with individuals in different ways. The characteristics that make up each dimension are as follows:

**Internal dimension** – These characteristics are genetically chosen.

**External dimension** – These characteristics influence our lives and our value systems, and contribute to the development of our personalities.

**Organizational dimension** – These characteristics affect our experiences and work status, and create inferior and superior cultures and attitudes.

### Ways to Eliminate Bias

- Set criteria in advance
- Identify questions in advance; tie questions to criteria
- Use the same interviewers during the process
- Ask the same questions of all candidates
- Develop a consistent interview agenda for all candidates, e.g., visiting areas of town, same opportunities for interactions
- Educate interviewers on position, process, and questions
- Use standard rating sheets
- Conduct reference checks consistently and by the same individual

## About Disabilities

### What Is the Americans with Disabilities Act (ADA)?

The *Americans with Disabilities Act* applies to all organizations with 15 or more employees. It requires organizations to make reasonable accommodations of disabilities in the workplace and prohibits discrimination based on disability.

Both the *PA Human Relations Act (PHR Act)* and the *Americans with Disabilities Act (ADA)* provide that an employer may not ask about the existence, nature, or severity of a disability and may not conduct medical examinations until after it makes a conditional job offer to the applicant. This prohibition ensures that the applicant's hidden disability is not considered prior to the assessment of the applicant's non-medical qualifications. At this time in the pre-offer state, employers may ask about an applicant's ability to perform specific job-related functions.

### What Is a Disability?

An applicant or employee is "disabled" under the *ADA* if the employee can demonstrate that he/she has a "physical or mental impairment that substantially limits one or more major life activities."

### Accommodating Disabilities: What Is Reasonable Accommodation? (From *Hiring for Diversity* employment series)

Modifying or adjusting a job application process, a work environment, or the circumstances under which a job is usually performed to enable a qualified individual with a disability to be considered for the job and perform its essential functions.

### When Does Disability Discrimination Occur?

Disability discrimination occurs when:

- Employment decisions are based on an employee's disability, record of a prior disability, or the perception of a disability;
- An employee is subjected to harassment based on his/her disability; or

- An employee fails to make a good faith effort to reasonably accommodate a disabled employee or applicant.

### How Do I Interview an Applicant with a Disability?

When you interview any job applicant, you may only ask questions related to qualifications for the job and the person's ability to perform the essential job functions, regardless of whether the applicant is disabled.

Before conducting interviews, be sure you are familiar with the position's job functions and needs. It is helpful to have a position description with you during the interviews. Additionally, get the latest information from your employer. Regulations regarding interviewing practices are frequently revised by the EEOC.

### Examples of Acceptable Inquiries:

- Can you perform the functions of this job with or without reasonable accommodations?
- Please describe/demonstrate how you would perform these functions?
- How well can you handle stress?
- Can you meet the attendance requirements of this job? How many days did you take leave last year?
- Do you illegally use drugs? Have you used illegal drugs in the last two years?
- How many days of leave did you take last year?
- Do you have the required licenses to perform this job?

### Examples of Unlawful Inquiries:

- Do you have (name of disease)?
- Do you have a disability which would interfere with your ability to perform the job?
- Do you get ill from stress?
- How many sick days did you take last year?
- Why do you need a wheelchair?
- Have you ever filed for workers' compensation? Have you ever been injured on the job?
- Have you ever been treated for drug or alcohol problems?
- What prescription drugs are you currently taking?

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## Religion

### What Is Religious Discrimination?

Religious discrimination can occur in two primary circumstances:

- When an employee is subjected to an adverse action or condition of employment based on his/her religion
- When an employer unreasonably fails to grant a request for accommodation.

### What are Some Examples of Religious Discrimination?

Religious discrimination may occur when a manager:

- Refuses to hire, promote, transfer, or otherwise utilize an employee based on a belief that the employee's religious practices will interfere with his/her ability to handle overtime
- Refuses to hire an individual based on a belief that the person's religion will make other employees uncomfortable
- Refuses an employee's request for time off for a religious observance and cannot show that it would have harmed the organization to have allowed it.
- Makes inappropriate remarks about an employee's religion, or allows other employees to make jokes or comments that create a hostile work environment based on religion

### How Do I Minimize the Risk of Religious Discrimination?

- Avoid religious jokes, personal inquiries, and other comments about religion in the workplace.
- Base your employment decisions on objective criteria, such as seniority, merit, performance, and job qualifications, without regard to the employee's religion.
- Avoid making assumptions about an employee's abilities, career goals, or intentions, based on his/her religion.
- Never arrange events that would force employees to engage in group prayer meetings and related religious practices as a term or condition of employment.

- Remember that you have a responsibility to attempt to accommodate an employee's request regarding religious observances – this involves a variety of considerations including cost, disruption to the business, and how the organization has handled past requests.
- When scheduling workplace events, try to avoid major religious holidays.
- Avoid making assumptions about what you may request of an individual if there are religious issues involved. Get help before allowing or denying a religious accommodation or making specific requirement of employees that may violate their religious beliefs.
- Never tolerate inappropriate behavior such as jokes, threats, or desecration of religious symbols.

## Race

### What Is Race Discrimination?

Discrimination may occur when:

- An employment decision is based on employee's race;
- An employee of one race is treated differently than an employee of another race with no legitimate business reason to explain the difference (disparate treatment);
- An employee is subjected to a work environment that is hostile to his/her race;
- An employee has a policy which appears to be neutral but actually has an adverse impact on persons of a particular race, with no legitimate business reason for the policy (disparate impact).

### How Do I Minimize Race Discrimination?

- Base employment decisions on business-related criteria such as seniority, merit, performance, and job qualifications
  - Apply all policies consistently
  - Never make assumptions about an employee based on his/her race
  - Ensure that outings and other work-related social activities include all employees.
  - Always guard words and actions – never make any racial comments that could offend an employee.
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## Sex and Family Matters

Because of a long history of discrimination against women in the workplace, Congress passed numerous laws that prohibit questions about sex, family status, or pregnancy during the interviewing process. Interviewers should not limit specific questions to male or female candidates only. For example, it is permissible to ask candidates if they are willing to travel for work, but it is illegal to put that question to female applicants only.

## Age

While it is legitimate for an employer to consider job candidates' experience, the employer may not consider age unless there is a legal minimum, such as a position

requiring alcohol. Legal maximum ages, such as the one for commercial airline pilots, are very rare and seldom apply to educational institutions. In addition, be careful not to make stray comments in an interview such as "we are looking for new blood," which may suggest age bias.

## National Origin and Citizenship

An institution may not discriminate in hiring on the basis of national origin. However, it may ask whether a candidate is legally eligible to work in the United States. If English is not an applicant's first language, the institution may consider whether the individual speaks, understands, and reads English well enough to perform the position's essential functions.

## Wrapping up a Search

Before you finalize the search process it is important to ask yourself the following questions:

- Did you use the **Diversity Checklist** throughout your search and selection process?
- Make sure that you have thoroughly reviewed criteria #4 on the diversity checklist at this point in time.
- What was the representation of multicultural professionals in the pool? Did your final pool have an adequate representation?
- Was advertising done and if so where? Did you utilize recruitment sources targeting multicultural professionals?
- Did you follow the selection criteria as explained on "Accepting or Rejecting a Candidate?"
- Was your decision made based on concrete selection criteria and were the applicants each evaluated by the same criteria?

As your search is wrapping up please contact HR to ensure that you've completed all necessary procedures.

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## Part III: Diversity Resources

### Community-Based Organizations

<p><b>Bethlehem Area Vocational Technical School</b>          Brian Williams, Executive Director          3300 Chester Avenue          Bethlehem, PA 18020          610-866-8013, ext. 103          Email: <a href="mailto:williamsb@bavts.org">williamsb@bavts.org</a>          Web: <a href="http://www.bethlehemavts.org">www.bethlehemavts.org</a></p>	<p><b>Blindness and Visual Services</b>          Kelly Rau, Vocational Rehab Supervisor          300 G Laird Street          Wilkes Barre, PA 18702          570-826-2361, ext. 205          Fax: 570-826-2538          Email: <a href="mailto:krau@state.pa.us">krau@state.pa.us</a></p>	<p><b>Community Action Committee of the LV</b>          Kaye Hoats, Director of Operation          1337 East 5<sup>th</sup> Street          Bethlehem, PA 18015          610-691-5620 ext 1032          Fax: 610-691-6582          Email: <a href="mailto:khoats@caclv.org">khoats@caclv.org</a>          Web: <a href="http://www.caclv.org">www.caclv.org</a></p>
<p><b>Community Services for Children, Inc.</b>          Susan Cimerola, Human Resources Manager          1520 Hanover Avenue          Allentown, PA 18109          610-437-6000, ext. 3431          Fax: 610-432-6400          Email: <a href="mailto:suec@cscinc.org">suec@cscinc.org</a>          Postings: <a href="mailto:lintrepido@cscinc.org">lintrepido@cscinc.org</a></p>	<p><b>Council of Spanish Speaking Organizations of the LV</b>          Damaris Torres, Sr. Employment Coordinator          520 East 4th Street          Bethlehem, PA 18015          610-868-7800, ext. 227          Fax: 610-868-4096          Email: <a href="mailto:cssolvop@aol.com">cssolvop@aol.com</a></p>	<p><b>Easton Area Neighborhood Center</b>          Terry Roman, Executive Director          902 Philadelphia Road          Easton, PA 18042          610-253-4253          Fax: 610-253-9321          Email: <a href="mailto:troman@eastonanc.org">troman@eastonanc.org</a></p>
<p><b>Lehigh County Career &amp; Technical Institute</b>          Jan Klevis, Director of Continuing Education          4500 Education Park Drive          Schnecksville, PA 18078          610-799-1318          Fax: 610-799-1813          Email : <a href="mailto:klevis@lcti.org">klevis@lcti.org</a>          Web : <a href="http://www.lcti.org">www.lcti.org</a></p>	<p><b>NAACP- Bethlehem Chapter</b>          Esther Lee, President          627 Cherokee Street          Bethlehem, PA 18017          610-866-2078           Email: <a href="mailto:janelee@aol.com">janelee@aol.com</a>          Web: <a href="http://Bethnaacp.org">Bethnaacp.org</a></p>	<p><b>Lehigh Carbon Community College</b>          Tina Moyer, Director of Career Development          4525 Education Park Drive          Schnecksville, PA 18078          610-799-1136          Fax: 610-799-1527          Email: <a href="mailto:cmoyer@lccc.edu">cmoyer@lccc.edu</a>          Web: <a href="http://www.collegecentral.com/lccc">www.collegecentral.com/lccc</a></p>
<p><b>NAACP-Allentown Chapter</b>          Daniel Bosket, Branch President          P.O. Box 9418          Allentown, PA 18105          610-797-1107</p>	<p><b>Northampton Community College</b>          Colin Phelps, Program Manager, Welding          3835 Green Pond Road          Bethlehem, PA 18020          610-332.6270          Fax: 610-322-6400          Email: <a href="mailto:cphelps@northampton.edu">cphelps@northampton.edu</a></p>	<p><b>Northampton Community College</b>          Karen Veres, Director, Career/Work Life Services          3835 Green Pond Road          Bethlehem, PA 18020          610-861-5344, ext. 5352          Fax: 610-861-5374          Email: <a href="mailto:kveres@northampton.edu">kveres@northampton.edu</a>          Web: <a href="http://careers@northampton.edu">careers@northampton.edu</a></p>
<p><b>Northampton Community College</b>          Maryann Haytmanek          Director, New Choices/New Options          3835 Green Pond Road          Bethlehem, PA 18020          610-861-4555          Fax: 610-332-6308          Email: <a href="mailto:mhaytmanek@northampton.edu">mhaytmanek@northampton.edu</a></p>	<p><b>Northampton County Assistance Office</b>          Brian Paolini, Supervisor          201 Larry Holmes Drive          P.O. Box 10          Easton, PA 18044          610-250-1745          Fax: 610-250-1811          Email: <a href="mailto:bpaolini@state.pa.us">bpaolini@state.pa.us</a></p>	<p><b>Office of Vocational Rehabilitation</b>          Ann Burke, Placement Counselor          45 North 4<sup>th</sup> Street          Allentown, PA 18102          610-821-6441          Fax: 610-821-6110          Email : <a href="mailto:anburke@state.pa.us">anburke@state.pa.us</a></p>
<p><b>Turning Point of LV</b>          Diane Zanetti, Executive Director          444 E. Susquehanna Street          Allentown PA 18013          610-797.0530, ext. 224          Fax: 610-797-0585          Email: <a href="mailto:dianez@turningpointlv.org">dianez@turningpointlv.org</a></p>	<p><b>Third Street Alliance for Women &amp; Children</b>          Sarah Panovec, Director of Career Services          41 N. 3rd Street          Easton, PA 18042          610-258-6271, ext. 233          Fax: 610-258-2112          Email: <a href="mailto:sPanovec@thirdstreetalliance.org">sPanovec@thirdstreetalliance.org</a></p>	<p><b>Team PA CareerLink/Lehigh Valley</b>          John Haupt, Business /Industry Relations Mgr          1601 Union Blvd., PO Box 20490          Lehigh Valley, PA 18002-0490          610-841-1180          Fax: 610-434-4122          Email: <a href="mailto:jhaupt@careerlinklv.org">jhaupt@careerlinklv.org</a></p>
<p><b>The Program for Women and Families</b>          Christine McNamara-Smith          Employment Counselors          1030 Walnut Street          Allentown, PA 18102          610-433-6556, ext. 121          Fax: 610-433-1983          Email: <a href="mailto:cmcnamara@thepwf.org">cmcnamara@thepwf.org</a></p>	<p><b>The ProjEct of Easton, Inc.</b>          Janice Komisor, Executive Director          320 Ferry Street          Easton, PA 18042          610-258-4361 ext. 22          Fax: 610-258-7502          Email: <a href="mailto:jkomisor@projecteaston.org">jkomisor@projecteaston.org</a></p>	<div style="text-align: center;">  <p><b>LEHIGH</b> UNIVERSITY</p> </div>

## Diversity, General and Technical Websites

Organization	Website Address/Contact	General Information
<b>AcademicCareers</b>	<a href="http://www.AcademicCareers.com">www.AcademicCareers.com</a>	Global academic job site for teaching jobs, education jobs, research jobs, and professional jobs in education and academia
<b>Academic Keys</b>	<a href="http://www.academickeys.com">http://www.academickeys.com</a>	The Higher Ed Job Site For Academics
<b>American Philanthropy Review</b>	<a href="http://charitychannel.com/">http://charitychannel.com/</a>	Oldest and largest online community of nonprofit-sector professionals
<b>Black Career Women</b>	<a href="http://www.bcw.org">http://www.bcw.org</a>	National organization that identifies and addresses critical needs of black women in the workforce. Must create an account to post a job.
<b>Black Collegian</b>	<a href="http://www.black-collegian.com">www.black-collegian.com</a>	The career site for students of color
<b>Black Enterprise</b>	<a href="http://www.blackenterprise.com">http://www.blackenterprise.com</a>	Forum for African American business people.
<b>Careerbuilder.com</b> (Ads placed with the <i>Morning Call</i> are automatically listed on this site)	<a href="http://www.Careerbuilder.com">www.Careerbuilder.com</a>	One of the nations largest online job boards
<b>Career Women</b>	<a href="http://www.careerwomen.com">http://www.careerwomen.com</a>	A privately held e-recruiting network of premier niche sites that helps employers find top quality women, diversity, and MBA candidates.
<b>CASE</b>	<a href="http://www.case.org/">http://www.case.org/</a>	CASE is an international association of educational institutions.
<b>Chronicle of Higher Education</b>	<a href="http://www.chronicle.com">www.chronicle.com</a> Email: <a href="mailto:jobs@chronicle.com">jobs@chronicle.com</a>	<i>The Chronicle of Higher Education</i> is the No. 1 source of news, information, and jobs for college and university faculty members and administrators
<b>Chronicle of Philanthropy</b>	<a href="http://www.philanthropy.com">www.philanthropy.com</a>	Connecting the nonprofit world with news, jobs and ideas
<b>CUPA-HR</b>	<a href="http://www.cupahr.org">www.cupahr.org</a>	CUPA-HR is higher ed HR. They serve higher education by providing the knowledge, resources, advocacy and connections to achieve organizational and workforce excellence.
<b>DICE</b>	<a href="http://Dice.com">Dice.com</a>	Job source for IT Professionals
<b>disABLEDperson, Inc</b>	<a href="https://www.disabledperson.com/">https://www.disabledperson.com/</a>	Job Opportunities for Disabled Individuals
<b>Diverse Issues in Higher Education</b>	<a href="http://www.diverseeducation.com">www.diverseeducation.com</a>	<b>Diverse: Issues In Higher Education</b> source of critical news, information and insightful commentary on full range of issues concerning diversity in American higher education.
<b>Diversity Careers Online</b>	<a href="http://www.diversitycareers.com">http://www.diversitycareers.com</a>	Careers in engineering & information technology. Offers free résumé database.
<b>Diversity Hotwire</b>	<a href="http://www.diversityhotwire.com">http://www.diversityhotwire.com</a>	Resources for cultural diversity at work.

## Diversity, General and Technical Websites cont'd

Organization	Website Address/Contact	General Information
<b>Diversity, Inc.</b>	<a href="http://www.diversityinc.com">http://www.diversityinc.com</a>	Diversity Inc's mission is to bring education and clarity to the business benefits of diversity. DiversityInc is the leading source of information on diversity management.
<b>Diversity World</b>	<a href="http://www.diversityworld.com">http://www.diversityworld.com</a>	Good resource for disabilities and has a lot of information on disability and employment recruiting.
<b>EACUBO</b>	<a href="http://www.eacubo.org/">http://www.eacubo.org/</a>	Promotes effective and ethical business and financial administration in colleges and universities
<b>EDUCAUSE</b>	<a href="http://www.educause.edu">www.educause.edu</a>	Promotes information technology in higher education
<b>Equal Opportunity Publications' Career Center for Workforce Diversity</b>	<a href="http://www.eop.com/">http://www.eop.com/</a>	Website for seven workforce diversity career magazines (you can only post with one of the magazines - not on the Web): <ol style="list-style-type: none"> <li>1. <i>Equal Opportunity</i></li> <li>2. <i>Women Engineer</i></li> <li>3. <i>Minority Engineer</i></li> <li>4. <i>Careers and the Disabled</i></li> <li>5. <i>Workforce Diversity</i></li> <li>6. <i>Hispanic Career World</i></li> <li>7. <i>African-American Career World</i></li> </ol>
<b>HERC (Higher Education Recruitment Consortium)</b>	<a href="http://www.hercjobs.org">www.hercjobs.org</a>	HERC was established to promote collaboration on addressing faculty and staff dual career and employment outreach challenges on their campuses.
<b>HBCU (Historically Black Colleges and Universities)</b>	<a href="http://www.hbcu.com">www.hbcu.com</a>	HBCU - Historically Black Colleges and Universities. Dynamic College Listings and more!
<b>HigherEdJobs.com</b>	<a href="http://www.higheredjobs.com">www.higheredjobs.com</a>	All exempt positions are posted on this site
<b>Hirediversity.com</b>	<a href="http://www.Hirediversity.com">www.Hirediversity.com</a>	A leading online service for diversity recruitment and career development
<b>Hispanic Online</b>	<a href="http://www.hispaniconline.com">http://www.hispaniconline.com</a>	Offers news, resources and entertainment options that are relevant to Latinos
<b>Hispanic Outlook in Higher Education, The</b>	<a href="http://www.HispanicOutlook.com">www.HispanicOutlook.com</a>  Email: <a href="mailto:angel.rodriguez@hispanicoutlook.com">angel.rodriguez@hispanicoutlook.com</a>	A top information news source and the sole Hispanic educational magazine for the higher education community, and those involved in running our institutions of higher learning
<b>IMDiversity</b>	<a href="http://www.IMDiversity.com">www.IMDiversity.com</a>	Welcome to IMDiversity.com, the One-Stop Career and Self-Development Site Devoted to Serving the Cultural and Career-Related Needs of Underrepresented Minorities



## Diversity, General and Technical Websites cont'd

Organization	Website Address/Contact	General Information
<b>Inside Higher Ed</b>	<a href="http://www.insidehighered.com/">http://www.insidehighered.com/</a>	<i>Inside Higher Ed</i> is the online source for news, opinion and jobs for all of higher education.
<b>Intix</b>	<a href="http://www.intix.org">www.intix.org</a>	The International Ticketing Association is a non-profit membership organization committed to leading the forum for the entertainment ticketing industry. I
<b>JOFDAV</b>	<a href="https://www.jofdav.com/">https://www.jofdav.com/</a>	Job Opportunities for Disabled American Veterans
<b>Latinos in Higher Education</b>	<a href="http://www.latinosinhighered.com/">http://www.latinosinhighered.com/</a>	The first Latino professional employment web site designed specifically for the higher education community
<b>LatPro Network</b>	<a href="http://www.latpro.com">http://www.latpro.com</a>	Good search engine. Can post jobs for 60 days. Must register to post.
<b>LehighValleyCareers.com</b>	<a href="http://www.lehighvalleypaonline.com/lvjobs.html">http://www.lehighvalleypaonline.com/lvjobs.html</a>	
<b>Lincoln Technical Institute</b>	<a href="http://www.lincolntech.com">www.lincolntech.com</a> 610-398-5300, 610-398-5300 or 610-398-5300	
<b>Monster.com</b>	<a href="http://www.monster.com">www.monster.com</a>	
<b>The Multicultural Advantage</b>	<a href="http://www.multiculturaladvantage.com/">http://www.multiculturaladvantage.com/</a>	Provides timely coverage of workplace issues and trends relevant to underrepresented professionals in fields from all backgrounds.
<b>Nationsjobs.com</b>	<a href="http://www.nationjobs.com/">http://www.nationjobs.com/</a>	
<b>Saludos</b>	<a href="http://www.saludos.com">www.saludos.com</a>	Specializes in joining the hispanic bilingual professional with companies looking for DIVERSITY in the workplace
<b>StudentAffairs.com</b>	<a href="http://www.studentaffairs.com">www.studentaffairs.com</a>	Website for Student Affairs Professionals
<b>Welder Training and Testing Institute (WTI)</b> Michael Wiswesser	610-437-9720 <a href="http://welderinstitute.com">welderinstitute.com</a> Email: <a href="mailto:mike@welderinstitute.com">mike@welderinstitute.com</a>	Offers students occupational training and certifications leading to employment in the welding field.
<b>Women in Higher Education</b>	<a href="http://www.wihe.com">www.wihe.com</a> Email: <a href="mailto:career@wihe.com">career@wihe.com</a>	A monthly practitioner's news journal, designed to help smart women on campus get wise about how gender affects their being successful in the male-dominated world of higher education. Its goals are to enlighten, encourage, empower and enrage women on campus.

## Newspaper Advertising

### LU Marketing Images

These sample ads can serve as a guideline for current and future job postings.



**A natural setting  
for growth**  
*Lehigh University seeks  
qualified, growth-ori-  
ented candidates for the  
following position:*

**POSITION TITLE**

- Job Requirement
- Job Requirement
- Job Requirement
- Job Requirement

To apply, fax your resume to [insert fax #] or email it to [insert email address]. EOE.



*Growth*  
Let your  
potential shine.

Lehigh University seeks qualified, growth-oriented candidates for the following positions:

**POSITION TITLE**

- Job Requirement
- Job Requirement
- Job Requirement
- Job Requirement

To apply, fax your resume to [insert fax #] or email it to [insert email address]. EOE.



*Diversity*  
Let your  
talents shine.

*Lehigh University seeks  
qualified, growth-oriented  
candidates for the  
following positions:*

**POSITION TITLE**

- Job Requirement
- Job Requirement
- Job Requirement
- Job Requirement

To apply, fax your resume to [insert fax #] or email it to [insert email address]. EOE.



### The following newspapers are commonly used for Lehigh University's vacancies:

- Allentown Morning Call—Ads that are purchased are posted in the paper and online in Careerbuilder.com for 30 days.
- The Chronicle of Higher Education—Ads can be place either online or in the publication specifically.
- The Chronicle of Philanthropy – Ads can be place either online or in the publication specifically.

## Newspapers Used by Lehigh Supervisors

Organization	Website Address/Contact	General Information
<b>Artsearch</b> (Subscriber newspaper)	<a href="http://www.tcg.org/">www.tcg.org/</a> 212-697-5230	Theatre Communications Group (TCG), the national organization for the American theatre, was founded in 1961 with a grant from the Ford Foundation to foster communication among professional, community and university
<b>College Music Society Music Vacancy List</b>	<a href="http://www.music.org">http://www.music.org</a>	The College Music Society promotes music teaching and learning, musical creativity and expression, research and dialogue, and diversity and interdisciplinary interaction.
<b>The Daily Free Press</b>	<a href="http://www.dailyfreepress.com">www.dailyfreepress.com</a> Post directly online	Boston, MA occasionally makes special issues available to the students of Boston University (typically in the spring)
<b>Express Times</b>	<a href="http://Lehighvalleylive.com">Lehighvalleylive.com</a> Email: <a href="mailto:bantanavage@express-times.com">bantanavage@express-times.com</a> 484-548-6558 Ask for Barbara Antanavage	Commonly used local newspaper
<b>International Ticketing Association</b>	<a href="http://www.intix.org/">http://www.intix.org/</a> Email: <a href="mailto:ldiaz@intix.org">ldiaz@intix.org</a>	Nonprofit organization for the admission services industry.
<b>Lehigh Valley Black News Network</b>	Email: <a href="mailto:kevineasterling@lvbnn.com">kevineasterling@lvbnn.com</a>	Diversity newsletter sent via email to members on a semi-monthly basis.
<b>Morning Call</b>	Email: <a href="mailto:andrew.histand@mcall.com">andrew.histand@mcall.com</a> or <a href="mailto:Michael.Felegy@mcall.com">Michael.Felegy@mcall.com</a> for wage position 610-820-6112 Fax: 610-820-6756	Ads to the <i>Morning Call</i> are automatically placed on Careerbuilder.com. Deadline for display ad is Wednesday at noon; Thursday at 4:00 p.m. for line ad.
<b>New York Times</b>	<a href="http://www.nytimes.com">www.nytimes.com</a>	One of New York's best selling newspapers
<b>NSHP National Society of Hispanic Professionals</b>	<a href="http://www.nshp.org">www.nshp.org</a> Douglas Smith, Sales Consultant 954-727-3860/Fax: 954-727-3845 Email: <a href="mailto:dsmith@latpro.com">dsmith@latpro.com</a>	The top US networking association for Hispanic professionals.
<b>Philadelphia Inquirer</b>	<a href="http://www.philly.com/">http://www.philly.com/</a>	One of Pennsylvania's best selling newspapers
<b>Reading Eagle</b>	<a href="http://readingeagle.com/">http://readingeagle.com/</a> Email: <a href="mailto:classified@readingeagle.com">classified@readingeagle.com</a> Fax (610)371-5137 1-800-633-7222	Commonly used local newspaper
<b>Times News</b>	Email: <a href="mailto:dhall@tnonline.com">dhall@tnonline.com</a> 800-443-0377, ext. 3101 for Donna Hall Fax: 610-826-9608	(Includes eight regional weeklies; three are distributed Wednesday and remaining five weeklies go out on Thursday)

## Minority Professional Associations

Organization	Web Address	General Information
<b>National Business and Disability Council</b>	<a href="http://www.business-disability.com">http://www.business-disability.com</a>	Resource to integrate people with disabilities into the workplace. Good for information. Must be a member to post jobs.
<b>National Society of Black Engineers</b>	<a href="http://national.nsbe.org">http://national.nsbe.org</a>	Student-managed organization. Must create an account to post a job.
<b>Society of Women Engineers</b>	<a href="http://societyofwomenengineers.swe.org">http://societyofwomenengineers.swe.org</a>	Must create an account to post a job.
<b>Women in Technology &amp; Industry</b>	<a href="http://www.witi.org">http://www.witi.org</a>	The leading organization for Tech Savvy women.

## Historically Black Four-Year Colleges and Universities

<b>Alabama A&amp;M University</b> <a href="http://www.aamu.edu">www.aamu.edu</a>	<b>Alabama State University</b> <a href="http://alasu.edu">alasu.edu</a>	<b>Albany State University</b> <a href="http://asurams.edu/">asurams.edu/</a>
<b>Alcorn State University</b> <a href="http://alcorn.edu">alcorn.edu</a>	<b>Allen University</b> <a href="http://allenuniversity.edu">allenuniversity.edu</a>	<b>Arkansas Baptist College</b> <a href="http://arkansasbaptist.edu/">arkansasbaptist.edu/</a>
<b>Barber-Scotia College</b> <a href="http://b-sc.edu">b-sc.edu</a>	<b>Benedict College</b> <a href="http://benedict.edu">benedict.edu</a>	<b>Bennett College</b> <a href="http://bennett.edu">bennett.edu</a>
<b>Bethune-Cookman College</b> <a href="http://bethune.cookman.edu">bethune.cookman.edu</a>	<b>Bowie State University</b> <a href="http://bowiestate.edu">bowiestate.edu</a>	<b>Central State University</b> <a href="http://centralstate.edu">centralstate.edu</a>
<b>Cheyney University of Pennsylvania</b> <a href="http://cheyney.edu">cheyney.edu</a>	<b>Clark Atlanta University</b> <a href="http://www.cau.edu/">www.cau.edu/</a>	<b>Coppin State College</b> <a href="http://coppin.edu">coppin.edu</a>
<b>Dillard University</b> <a href="http://dillard.edu">dillard.edu</a>	<b>Fisk University</b> <a href="http://fisk.edu">fisk.edu</a>	<b>Fort Valley State University</b> <a href="http://fvsu.edu">fvsu.edu</a>
<b>Grambling State University</b> <a href="http://gram.edu">gram.edu</a>	<b>Howard University</b> <a href="http://howard.edu">howard.edu</a>	<b>Lane College</b> <a href="http://www.lanecollege.edu">www.lanecollege.edu</a>
<b>LeMoyne-Owen College</b> <a href="http://loc.edu">loc.edu</a>	<b>Lincoln University of Missouri</b> <a href="http://lincolnu.edu">lincolnu.edu</a>	<b>Meharry Medical College</b> <a href="http://mmc.edu">mmc.edu</a>
<b>Morehouse College</b> <a href="http://morehouse.edu">morehouse.edu</a>	<b>Morgan State University</b> <a href="http://morgan.edu">morgan.edu</a>	<b>Morris Brown College</b> <a href="http://www.morrisbrown.edu">www.morrisbrown.edu</a>
<b>Savannah State University</b> <a href="http://savannahstate.edu">savannahstate.edu</a>	Spelman College <a href="http://spelman.edu">spelman.edu</a>	<b>Tuskegee University</b> <a href="http://tuskegee.edu">tuskegee.edu</a>

## LVAIC Colleges

Institution	Web Address	Contact
<b>Muhlenberg College Career Services</b>	<a href="http://www.muhlenberg.edu/careercenter/otherjobs.html">http://www.muhlenberg.edu/careercenter/otherjobs.html</a>	To post a job, send email: <a href="mailto:careers@muhlenberg.edu">careers@muhlenberg.edu</a> .
<b>Lafayette College Career Services</b>	<a href="http://www.lafayette.edu/~careers/">http://www.lafayette.edu/~careers/</a>	To post a job, send email: <a href="mailto:jcrozierr@lafayette.edu">jcrozierr@lafayette.edu</a>
<b>DeSales University Career Services</b>	<a href="http://www.desales.edu/default.aspx?pageid=165">http://www.desales.edu/default.aspx?pageid=165</a>	To post a job, send email: <a href="mailto:careerservices@desales.edu">careerservices@desales.edu</a>
<b>Moravian College Career Services</b>	<a href="http://home.moravian.edu/public/career/">http://home.moravian.edu/public/career/</a>	To post a job, send email: <a href="mailto:thecareercenter@moravian.edu">thecareercenter@moravian.edu</a>
<b>Cedar Crest College Career Services</b>	<a href="http://cedarcrest.edu/career">http://cedarcrest.edu/career</a>	To post a job, send email: <a href="mailto:career@cedarcrest.edu">career@cedarcrest.edu</a>

## Job Banks

Organization	Web Address	General Information
<b>Black Work Career Center</b>	<a href="http://www.blackworld.com/careers.htm">http://www.blackworld.com/careers.htm</a> Email: <a href="mailto:info@blackworld.com">info@blackworld.com</a>	Resource for recruiting black professionals.
<b>Job Accommodation Network</b>	<a href="http://janweb.icdi.wvu.edu">http://janweb.icdi.wvu.edu</a>	FREE resource for job accommodations. Good resource for hiring employees with disabilities.
<b>Job Latino</b>	<a href="http://www.joblatino.com">http://www.joblatino.com</a>	Post jobs and get FREE résumés from pre-matched candidates.
<b>Job Web</b>	<a href="http://www.jobweb.org">http://www.jobweb.org</a>	National association of colleges and employers. Good if you are interested in recruiting college graduates.