RECRUITMENT AND RETENTION OF FACULTY AND STAFF:

1. NMU's Equal Opportunity Officer will ensure compliance for implementation of these initiatives within the bounds of Michigan’s Constitution, including Art. I § 26.

2. NMU will annually evaluate progress of the Affirmative Action Plan with regard to hires, promotions, and tenure.

3. NMU will, in filling vacancies, pursue individuals in protected classes underutilized in the workforce by proactively assessing and evaluating traditional recruitment sources and identifying emerging recruitment tools for all positions.

4. Targeted efforts will be made to identify potential sources for future employment of minorities, women, protected veterans and the disabled.

5. Awareness of the affirmative action plan and equal employment opportunities.
   a. All hiring supervisors and search committee members will be made aware of the affirmative action and equal employment opportunity guidelines, including the need for identification of promotable females and minorities throughout the posting and recruitment processes.

6. Search committee membership.
   a. NMU will have diverse search committees whenever practical.
   b. Search committees will receive guidance from their assigned Process Guide on the importance of diversity as consideration throughout the recruitment and selection process.

7. NMU will seek to balance its internal promotion policy with strategic external recruitment with the intent to create a diverse employee mix and equal opportunity for all qualified applicants.

8. Best practices with regard to key elements in the recruitment and selection process will be made available to all search committees.

9. NMU’s AQIP Project Developing Leadership Training and Succession Planning will result in tactics intended “to promote a climate that will help attract, hire, and retain employees with diverse leadership skills, as well as train and mentor a pool of leaders who could be promoted from within.”