

**COLLEGE OF LIBERAL ARTS
AND
SOCIAL SCIENCES**

FACULTY SEARCHES

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College of Liberal Arts and Social Sciences Faculty Searches

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1. GENERAL COMMENTS

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PROCEDURAL STEPS

AUTHORIZATION TO FILL POSITION

1. Position defined and search approved
2. Meeting with Department Chair / School Director and Search Committee

PRELIMINARY PAPERWORK

1. Drafts of Faculty Vacancy Form and Ad Text sent to Dean's Office and to Affirmative Action for Review
2. Final Faculty Vacancy Form, Request for Advertising Form and Ad Text sent to Dean's Office
3. Completed Position Search Approval Form sent to Dean's Office
4. Position Number Request Form (if necessary) sent to Dean's Office

EVALUATION OF APPLICANTS

1. Affirmative Action Screening Report (First Screening) and Minimum/Preferred Qualifications and Rating Scheme sent to Affirmative Action for approval
2. Affirmative Action Screening Report (Second Screening) and Affirmative Action Form (Part A – Preliminary Review) sent to Affirmative Action for approval

AUTHORIZATION TO INTERVIEW

1. *Curricula vitae* and Reference Letters of finalists, along with a copy of the signed Affirmative Action Form (Part A-Preliminary Review) to Dean
2. Authorization for interviews sent by Dean's Office to Department
3. Estimated global recruiting budget sent to Dean's Office

INTERVIEWS

1. For tenure-track faculty: one hour with Dean's Office; 45-60 minutes for visiting/term appointments

RESOURCES

HIRING DECISION

1. All interviewees evaluated
2. Affirmative Action and Dean's approval

LETTER OF APPOINTMENT

1. Draft letter by Chair approved by Dean and Provost
2. Letter (two copies) sent to finalist (copies as indicated)
3. Returned (signed/dated) Letter received: copy to Dean; original in contract packet

CONTRACT PACKET

1. Packet sent to Dean's Office

DEPARTMENT: _____ POSITION: _____ POS. #: _____
RANK: _____ SALARY: _____

**COLLEGE OF LIBERAL ARTS AND SOCIAL SCIENCES
RECRUITMENT CHECKSHEET**

ACTION	PERSON RESPONSIBLE	DATE COMPLETED	INITIALS	COMMENTS
I. AUTHORIZATION TO FILL POSITION				
1. Search approved	Greg Sadlek			
2. Meeting with Department Chair and Search Committee (2)	Bill Morgan, Affirmative Action			
II. PRELIMINARY PAPERWORK	Affirmative Action			
1. Search Committees are required to send drafts of the Faculty Vacancy Form and advertisement text to Affirmative Action and Dean's Office for review and approval.	Bill Morgan			
2. Faculty Vacancy Form and Request for Advertising Form sent to Dean's Office				
III. EVALUATION OF APPLICANTS	Affirmative Action			
1. Minimum / Preferred Qualifications and Rating Form sent to Affirmative Action for approval				
2. Affirmative Action Screening Report (First Screening) sent to Affirmative Action for approval				
3. Affirmative Action Screening Report (Second Screening) and Affirmative Action Form (Part A – Preliminary Review) sent to Affirmative Action for approval				
IV. AUTHORIZATION TO INTERVIEW	Bill Morgan			
1. <i>Curricula vitae</i> and Reference Letters of finalists, along with a copy of the signed Affirmative Action Form (Part A-Preliminary Review) to Dean				
2. Authorization for interviews sent by Dean's Office to Department				
3. Estimated recruiting budget sent to Dean's Office				
4. BTR with total expense documentation sent to Dean's Office at end of search				
V. INTERVIEWS	Bill Morgan			
1. For tenure-track faculty: 45-60 minutes with Dean's Office; 30-45 minutes for visiting / term appointments				
VI. HIRING DECISION				
1. All interviewees evaluated				
2. Affirmative Action approval	Affirmative Action			
3. Dean's approval	Bill Morgan			
VII. LETTER OF APPOINTMENT	Bill Morgan			
1. Draft letter by Chair approved by Dean's Office				
2. Letter (two copies) sent to finalist (copies as indicated)				
3. Returned (signed / dated) Letter received: copy to Dean; original in contract packet				
4. Follow-up by Dean's Office ("welcome packet" sent)				
VIII. CONTRACT PACKET	Bill Morgan			
1. Packet sent to Dean's Office				

AFFIRMATIVE ACTION GUIDELINES

The Dean's Office circulated previously a copy of the Affirmative Action Employment Guidelines created by the Affirmative Action Office. This document should also be shared with Search Committees. If you need additional copies, please call the Affirmative Action Office at extension 2223.

As the College prepares for searches, please be mindful of the University's commitment to affirmative action and to use the opportunity of a search to increase the diversity of our faculty. A heterogeneous faculty that provides a multiplicity of talents and points of view will increase the effectiveness and vitality of the Department, College and University.

Candidate Pool

In order to hire the best available candidates, we must initially create a pool of applicants that is broad and diverse. This includes placing advertising in publications that come to the attention of under-represented groups in your department and contacting a wide variety of professional organizations. There are several bibliographies that may be consulted for the names and addresses of publications and organizations that target particular populations. In addition, the Affirmative Action Office and Human Resources Development will be pleased to assist you in these selections.

Candidate pools may also be diversified through personal contacts at comparable institutions or with graduate schools known to have a wide representation of persons in their programs who may be under-represented on your faculty.

Position Criteria/Initial Screening

Your Department is to formulate written criteria for the position for which you are searching, and to display these in a rating form that will be used by all parties evaluating candidates. The rating may request quantitative and/or qualitative evaluations, with or without comments. These forms should not only assist in the screening process but also save you considerable time if there is a need to return to your applicant pool at a later point in the search.

Developing effective criteria will require evaluation of the position description to verify that the qualities you seek are valid predictors of future success. Are there particular criteria/predictors that may be relevant to non-traditional candidates? For example, do your candidates' careers span the same time period? If interruptions have occurred, did the experiences accrued during these interruptions prepare the candidates to be more appropriate role models for your students, etc.? Whatever criteria are selected, they must be applied uniformly to all candidates and they must be defensible to external persons who may be evaluating them for their compatibility with the institution's affirmative action and equal opportunity requirements.

Interviews

Interviews should be structured, with an agreed upon set of questions that will be addressed to all candidates. Persons meeting the candidates should record the answer given by the candidates to these questions on a uniform rating sheet. Such a focused interview process should not only aid you in evaluating your candidate but may assist in completing the University's affirmative action forms, which may demand specific reasons for hiring/not hiring each candidate in the interview pool.

Prior to extending to any candidate an invitation to visit the campus, you must receive written authorization for the interviews from the Affirmative Action Office (Affirmative Action Form, Part A – Preliminary Review). The *curriculum vitae* and letters of reference for all the finalists, as well as a copy of the signed Affirmative Action Form, Part A – Preliminary Review) are then forwarded to the Dean's Office. Dean's Office approval for the interviews will be forthcoming after a review of these materials. Please do not invite any individual for a campus interview until you have received both Affirmative Action and Dean's Office approvals.

Since the Dean's Office also sees all candidates, we will be pleased to respond to any specific concerns/questions a search committee may have if we are provided with a written set of the questions and a response form in advance to the interview.

Record Keeping

Finally, please retain all materials associated with each search for a period of not less than six years. If space becomes a problem, the University Archives will receive and hold these materials for you.

RECOMMENDATIONS FROM REFEREES

An individual cannot serve on a search committee and provide a letter of reference for a specific candidate. This situation clearly falls under the rubric of “conflict of interest.”

ROLE OF CHAIRPERSON, SEARCH COMMITTEE

In order to fulfill this role, particularly the documentation and paperwork involved, the assistance of the departmental secretary or administrative assistant as a support person is advised. It is also advisable that such support persons participate in the orientation of the Search Committee.

The Chairperson:

1. When Chair of search is from the department hiring, notifies Affirmative Action Office that the department will have a vacancy.
2. Schedules search committee orientation in consultation with Affirmative Action Office.
3. Convenes and chairs all search committee meetings.
4. Accounts for appropriate records of the entire search process.
5. Receives application material from all applicants.
6. Acknowledges all applications, sends Applicant Data Forms to applicants.
7. Monitors activities of search committee related to search.
8. Processes affirmative action forms as needed.
9. Distributes application materials to search committee members.
10. Distributes and collects all evaluation forms from all members involved in screening procedures.
11. Assigns Search Committee members to obtain information from references.
12. Keeps all documents generated by the search committee at least six (6) years.

ROLE OF SEARCH COMMITTEE AND RESPONSIBILITIES

Every member of the Search Committee is required to:

1. Attend Orientation for Search Committee.
2. Assist the Chairperson with the development of an acceptable job description and qualifications designed to provide fair and objective evaluation of each applicant.
3. Participate in the development and implementation of an outreach plan.
4. Develop a quantitative rating form or process based on the criteria established for the vacancy and as advertised.
5. Review and evaluate all materials submitted by applicants using established rating system.
6. Attend all meetings leading to a final summary of Search Committee screening reports.
7. Submit all documents (e.g., rating forms) generated by the Search Committee to the Chair.
8. Participate in developing interview questions in advance of committee interviews with candidates.
(For details of formal interview sequence, see Appendix B, titled Interview Suggestions.)
9. Attend meeting where interviews are planned.
10. Set up and participate in all the interviews for all the selected candidates and make recommendation for a final candidate.
11. Ensure participation in the interview process is consistent and legal.
(See Appendix C, titled Guide to Potentially Discriminatory Questions.)

INTERVIEW SUGGESTIONS

It is necessary for all interviews to be planned. No member of an interviewing committee should have a conflict of interest or an obvious bias which will jeopardize the committee's recommendations.

Biases or conflicts of interest may become evident during an interview with the committee, or a person being interviewed may perceive a bias.

GUIDELINES

1. Interviews should be consistent and legal.
2. Interview questions designed to provide fair and objective evaluation of each candidate should be developed in advance of committee interviews with candidates. A set of identical questions should be asked of all candidates.
3. Relative weights should be developed and assigned prior to the review of any application. Fluctuation in the application of weighted criteria may lead to allegations of manipulation and may indeed indicate manipulation to select a particular candidate.
4. Avoid gratuitous comments made to the candidates that might indicate bias or favoritism (i.e. "we're looking for young blood").
5. Only job-related reasons can be used to advance candidates.
6. As a public institution, the documents generated by the search committee may be considered public records subject to disclosure. Likewise, if a discrimination action is filed, investigating agencies will have access to search committee records.
7. Ensure all portions of the application and interview process are accessible to persons with disabilities.

Guide to Potentially Discriminatory Questions

Ohio law contains a number of specific provisions designed to assist in preventing discrimination in employment. One of these provisions forbids eliciting information from applicants, prior to employment, which would indicate the applicant's race, color, religion, sex, national origin, handicap, disability, age or ancestry unless the employer is required or permitted to elicit such information pursuant to a bona fide Affirmative Action Program or under order from a state, federal or local FEP agency.

The following guide attempts to answer the questions most frequently asked concerning the law and pre-employment inquiries.

SUBJECT	LAWFUL	UNLAWFUL
name	name	inquiry into any title which indicates race, color, sex, religion, national origin, disability, handicap, age or ancestry
address	place and length at current address	inquiry into foreign address which would indicate national origin
age	establishing that applicant meets lawful minimum age	<ul style="list-style-type: none"> a. requiring birth certificate or baptismal record before hiring b. date of high school graduation c. whether applicant is at least 40
birthplace national origin ancestry		<ul style="list-style-type: none"> a. place of birth b. place of birth parents, grandparents, spouse c. national origin
race and color		anything indicating race or color
sex		<ul style="list-style-type: none"> a. anything indicating sex b. any inquiry made to one sex and not to another
height and weight	ability to perform actual job requirements	being a certain height or weight which is not related to job requirement
religion or creed		anything to indicate religious custom or denomination
handicap		<ul style="list-style-type: none"> a. inquiry into past or current medical condition or existence, nature of severity of a disability b. inquiry into workers' compensation or similar claims
citizenship		<ul style="list-style-type: none"> a. if a U.S. citizen b. if native-born or naturalized c. whether parents or spouse are native-born or naturalized
photographs		cannot be required before hiring

SUBJECT	LAWFUL	UNLAWFUL
arrest and convictions	if convicted of specific crimes related to qualifications	any inquiry which would reveal arrests without convictions
education	<ul style="list-style-type: none"> a. nature and extent of academic, professional or vocational training b. inquiry into language skills if job related 	<ul style="list-style-type: none"> a. inquiry that would reveal nationality or religious affiliation of a school b. asking what mother tongue is or how foreign language ability was acquired
relatives	name, relationship, address of person to be notified for emergencies	any inquiry about a relative that would be unlawful if asked about the applicant
organizations	membership or offices held in professional organizations except those which indicate a protected status	inquiry into every club and organization where membership is held
military service	<ul style="list-style-type: none"> a. service in U.S. Armed Forces when it is job qualification b. after hiring can require military discharge certification 	<ul style="list-style-type: none"> a. whether military service was performed in another country b. requesting military service records c. type of discharge
work schedule	willingness or ability to work required work schedule	Willingness or ability to work any particular religious holiday
miscellaneous	inquiry required to reveal qualifications for job	non-job related inquiry which may reveal protected status
references	personal and work references which do not reveal protected status	requesting references from clergy or others who might reflect applicant's protected status

Source: A Guide for Application Forms and Interviews, Ohio Civil Rights Commission