College of Arts & Letters
MICHIGAN STATE UNIVERSITY

Faculty Searches
2019-2020

Tenure System
Faculty

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IT IS VERY IMPORTANT THAT YOU CONSULT THE PAGEUP GUIDELINES AS YOU GO THROUGH THE SEARCH PROCESS. THERE ARE STEPS TO THE SEARCH PROCESS THAT ARE NOT IN THE CAL SEARCH GUIDELINES. PageUp website *www.hr.msu.edu/pageuphelp*

- **To access your approved searches on-line go to ebs.msu.edu and click on "Applicant Tracking System."**

Faculty Search Roles

1) Department Chair/Director – The Department Chair/Director, who is in charge of personnel in the Department/Center/Program, oversees the faculty search process within the unit and communicates with the College in search matters in compliance with the unit's bylaws. Once a search is approved by the Dean, the Department Chair/Director:

a) Handles all communication regarding the search with the Dean's Office

b) Assembles the Search Committee and staff support, charges the committee, and identifies the Search Committee chair. If the Search Committee has questions/concerns about procedures, ask the Department Chair, FEA, or Associate Dean for advice.

c) Ensures that the committee includes an affirmative action advocate and that it meets as a group for training with the Associate Dean for Personnel and Administration.

d) Provides advice on search procedures to the Search Committee chair and the Search Committee as a whole. It is important to be a good mentor to the Search Committee chair, particularly if a faculty member is taking on this role for the first time. Please check in with them at crucial moments of the faculty search to ensure that they do not have any questions or need for clarification.

e) Is guided by the College Search Handbook, the MSU Faculty Search Toolkit, the MSU Academic Hiring Manual, and the Handbook for Faculty Searches with Special Reference to Affirmative Action, and other associated MSU resources. Note: if the unit advisory committee writes the job description for the search committee, the Chair needs to ensure they consider these materials as well.

f) Receives the recommendations from the Search Committee through its chair

g) Writes response/endorsements of Search Committee selections before sending them on to the Office of the Associate Dean for Personnel and OI3 for approval.

h) Makes the job offer, once approval is received from the Dean's Office. If the search is for an administrator, the Dean makes the offer.

i) The Department Chair/Director does not take part or oversee a search for their own replacement.

2) Search Committee Chair – The Search Committee chair is in charge of the operation of the Search Committee and search process in consultation with the Department Chair by following the procedures as outlined in the College Faculty Search Handbook, the MSU Faculty Search Toolkit, the MSU Academic Hiring Manual and other associated MSU resources ensuring that best practices are followed for a successful search, including the committee meeting with the College Associate Dean. "No faculty committee has greater ability to make profound and substantive changes in an academic unit than a search committee. Membership on such committees should be reserved for individuals who thoroughly understand the requirements of the position to be filled and who are committed to the mission and goals of the unit and the University. The search committee is formed to act on behalf of the University. The search committee members are not representatives of special interest groups.

The committee members should have time in their schedules to serve in this capacity and should be willing to serve. They should be able to recognize talent and insist upon high-quality work. **Members should be of high personal integrity and be able to participate in a confidential search process without gossiping. Leaking information to people outside of the committee can be for the search process and can cause the loss of high-quality candidates."** (Source: 4.1 Composition of the Search Committee - Handbook for Faculty Searches with Special Reference to Affirmative Action)

The Search Committee Chair:

a) Works closely with the unit support staff as a team to ensure that the search committee meetings and interviews are organized in a transparent and professional fashion.

b) Provides the following information to the unit support staff if candidates visit campus:
   - list of all individuals the candidate needs to meet with
   - potential dates for on-campus and zoom interviews
   - guests and location for lunch or dinner interviews

c) Ensures that candidates who comes to campus meet with the FEA and the WorkLife Office for 30 minutes each (the latter whenever possible).

d) Responsible for the communication and coordination of the interview schedules with the candidates.

e) Writes the committee reports including first round, second round, and final recommendation letter. Ensures that the first and second round recommendations do not rank candidates, but rather list pros and cons of the top three highly qualified candidates. See Appendices.

f) Your Committee should meet soon after the interviews while things are still fresh in their minds. See p 36 of *MSU Search Toolkit*.

g) Ensures that the search committee members keep their rubrics, notes from the search and any other related materials that pertain to the search in a digital or hardcopy secure folder for three years should they be needed in an audit.

The Search Committee Chair should feel free to reach out to the Department Chair and also the Associate Dean for Personnel and Administration with questions or feedback.

Administrative Searches (Department Chair and Director Searches): If the search is for an administrator (Department Chair or director), the Dean will work with the unit's advisory committee to establish search procedures. The current administrator should not serve on the Search Committee for their replacement. The Search Committee Chair provides the Dean's assistant with the Zoom schedule, and interview questions. The Dean's assistant and the Search Committee Chair should be in communication with the unit HR coordinator to set up an initial meeting in order to discuss duty clarification, schedules, and all of the necessary search documentation. The Search Committee Chair should feel free to reach out to the Office of the Associate Dean with questions or feedback.

3) Affirmative Action Advocate (AAA) – Each Search Committee must have an affirmative action advocate who has gone through the training offered by the Office of Inclusion and Intercultural Initiatives (OI3 or OIII). The training that the Associate Dean holds for the Search Committee also qualifies every member that completes it to serve as an affirmative action advocate. This advocate

   a) Ensures that the committee pursues recruitment strategies that recruit and yield a more diverse pool of applicants.

   b) Ensures that the committee uses objective criteria when screening and selecting applicants.

   c) Observes the process to ensure fairness through the various phases of the search, particularly when rounds have been completed and during the on-campus interview.

   d) Maintains vigilance as implicit bias can interject itself into the process at any phase.

   e) Safeguards candidates from unequal or discriminatory treatment.

   f) Brings any search inequities to the chair of the Search Committee and the Department Chair/Director. May also reach out to the FEA or the Associate Dean.

   g) Ensures that no interviews are held before the Office of Inclusion and Intercultural Initiatives has approved the Search Committee recommendations.

The best way to recruit a more diverse pool is for the Search Committee members to reach out to colleagues, send them the job description, ask if they know good candidates for the position and please encourage them to apply. Please contact the Director of OI3 and/or the CAL FEA or Associate Dean for Personnel for strategies and further resources.

4) Search Committee Members – The members of the Search Committee

   a) Should be familiar with their roles as outlined in the College Faculty Search Handbook, the MSU Faculty Search Toolkit, the MSU Academic Hiring Manual to ensure that best practices are followed for a successful search, including the committee meeting with the Associate Dean for training.

   b) Must meet with each of the candidates at each stage of the interview process.

   c) Must commit to the confidentiality expectations of the search, which include the importance of maintaining confidentiality in casual and private conversations about the search, and the imperative to honor the confidentiality request of candidates in perpetuity (not just until the search is over).

   d) Must keep rubrics, notes from the search and any other related materials that pertain to the search for three years should they be needed in an audit.

5) Faculty Excellence Advocate (FEA) - The FEA is a faculty member who is a key "driver" of faculty quality and diversity in the College. They build close working relationships with their faculty colleagues, department chairs and deans, working to help the college meet MSU expectations concerning faculty search and hiring, faculty retention, faculty advancement, and to create a climate that promotes quality, inclusiveness, alignment, objectivity, consistency and transparency of all academic human resource policies and practices. The FEA demonstrates a commitment to a core value of having a quality, diverse faculty. The position is not aligned with any individual or group, but is rather an independent advocate for the College values of equity, openness, and community.

a) Serve as a confidential resource for all faculty and academic staff during the academic year. Participate in training to prepare and maintain this support.
b) Meet with each on-campus candidate as a resource.
c) Check in with each tenure system search committee chair as the search progresses regarding any support or resources needed. (The Associate Dean for Personnel and Administration also serves in this supportive role, but in a different capacity).

6) WorkLife Office

The WorkLife Office is offering the opportunity to have a representative from their office meet with on-campus search candidates ideally for 30 min. This gives candidates the opportunity to find out more about the surrounding community, schools, daycare, the housing market, etc. and to find out about the WorkLife office as a resource in a way that is separate from the official search committee and department. This would be in addition to the required FEA meeting and it does not overlap. This is a good way to help recruit and retain faculty as their move to the East Lansing area is likely to be smoother given their contact with this office that they can continue to rely on as they transition.

We would recommend piggy-backing this meeting onto others that might be in Linton to save time. It should be separate from the FEA's meeting. The contact person is Jaimie Hutchison (hutchj@msu.edu) and she or several other representatives from the office would be available depending on the needed time. It is also possible to do a mini-meeting in 15 min if necessary, but WorkLife mentioned that the candidates really needed the 30 minutes to discuss their questions. We have had good feedback from candidates on this meeting.

7) Primary Staffing Coordinator/Staff Support (Administrative Assistant) – The Department Chairperson/Director will consult with the Fiscal Officer to determine which staff member(s) will assist with the search within the department. If a search is for an external Chairperson or College Center or Program Director, then the contact will be the Dean's Assistant. The designated staff member(s) and Search Committee Chair should meet at the beginning of the search process to discuss details. See Phase 4 and the Appendix for further information.

The staff member(s) is responsible for the logistics of the following as a support to the Search Committee Chair:

a) The Primary Staffing Coordinator will have the main responsibilities of a job posting and by default, will receive all system-automated emails.

b) Schedules search committee meetings.

c) In cooperation with the Search Committee Chair, manages and communicates with applicants.

d) Handles all of the personal information around scheduling with candidates to avoid having these issues impact selection decisions. (If a candidate requests disability accommodations, contact Dawn Lehman).

e) Schedules first round interviews (Zoom if needed)

f) If needed, takes care of the logistics in creating an on-campus interview schedule and refers any question regarding the schedule content to the Search Committee Chair.

g) If there are follow-up on-campus interviews, takes care of the following and sees the section on on-campus interviews for more information. See the section on on-campus interviews for a more detailed list of Search Committee Chair and staff roles.

   i. Airfare & Hotel
   ii. Welcome Basket (contact admissions)
   iii. On-campus interview schedule, including Breakfast/Lunch/Dinner Meetings as outlined by the Search Committee Chair – per list of locations from the Dean's Office.
   iv. If presentations are to be recorded – determine who does this and get candidate permission
   v. Schedule meeting with Realtors (per Dean's Office list)
   vi. Process payments for travel reimbursement/per diem, direct bill meals
   vii. Qualtrics faculty feedback survey

Primary Staffing Coordinators can complete the following tasks within the PageUp System:

a) Review and manage job postings and their statuses
b) Manage and communicate with applicants
c) Schedule interviews and other events
d) Check and request applicant's references through the PageUp System
e) Manage employee onboarding tasks (Unit if tenure home is there)

8) Working with the Dean's Office for Administrative Searches –
The College Unit Human Resources Coordinator will have the main responsibilities of job posting and by default will receive all system-automated e-mails. The tenure home unit's Primary Staffing Coordinator will manage employee onboarding tasks, once a hiring decision has been made.

The Dean's Assistant will take care of the search logistics with some help from the unit in specific instances. There needs to be an initial meeting between the Search Committee Chair, the Dean's Assistant, and unit search support staff.

9) Associate Dean for Personnel & Administration

The Associate Dean acts as a resource for Department Chairs and Center/Program Directors (and Search Committee Chairs in the case of an administrator search) concerning CAL academic personnel matters and is available to answer any questions they have or to provide additional information or training when needed. In order to help ensure a successful faculty hire, this position oversees College search processes and works with Academic Human Resources and the Office of Inclusion and Intercultural Initiatives (OI3) to ensure that searches follow federal and state laws, MSU policies and procedures as outlined by Academic Human Resources and Human Resources, as well as College of Arts & Letters policies. Please do not hesitate to contact the Associate Dean with any question or concern.

BEGIN TENURE SYSTEM
FACULTY SEARCH
PROCESS

Phase 1

Spring Ask
Department Chair

Position Approval

What are the position request criteria?

What do I need to know about forming a search committee?

Search Committee Formed

Where should we advertise?

Role Definitions:

Department Chair

Search Committee Chair

Search Committee Members

AAA

Primary Staffing Coordinator

Dean

Primary Staffing Coordinator

Search Committee Chair

AAA

Search Committee Members

Job Description Template

First Search Committee Meeting

What is on the meeting agenda?

Department Chair and FO determine salary range
Department Chair

Refer to your salary cohort!

Information sent to College for approval
Department Chair
Primary Staffing Coordinator

What needs to be included?

Approval

Do not advertise until your position has been fully approved!

What should I know about the APR?

Academic Position Request Form
Primary Staffing Coordinator

EBS Workflow

Department Chair   Search Committee Chair

Search Committee Members   Primary Staffing Coordinator

Approval

Now we can advertise!

Phase 2

Any scoring rubric used will become part of the official search file. Keep all notes objective!

Disqualifications on what basis?

Best Practices

Search Committee Reviews Applicants

Search Committee Chair

Search Committee Members

Disqualify Applicants

Qualify Applicants

Sample Letter

Search Committee Recommendation Letter to Department Chair

Search Committee Chair

Department Chair Endorsement to College

Department Chair

OI3 only needs to approve the **final** interview list

What needs to be included?

Submit both recommendations to College by email

What does the candidate see and when?

PageUp Help

Update PageUp based on the qualifications/ disqualifications

Primary Staffing Coordinator

Approval

Primary Staffing Coordinator

Schedule First-Round Interviews

Best Practices

Search Committee Members

Search Committee Chair

First-Round Interviews

Sample Interview Guide

Search Committee Members

Phase 3

Search Committee Chair
Search Committee Members

Decisions made for on-campus interviews

Disqualify Applicants

Qualify Applicants

Search Committee Recommendation Letter to Department Chair

Sample Letter

Search Committee Chair

Department Chair Endorsement to College

Department Chair

What needs to be included?

Submit both recommendations to the College with an **Academic Interview List Approval Form** by email

PDF Form

Remember – who can see what in PageUp when?

Update PageUp with interview recommendations

Primary Staffing Coordinator

PageUp Help

Approval

What should go in this email?

Send email to Search Chair to start scheduling interviews

Phase 4

Email invitation to campus interview

- Sample Email
- Search Committee Chair

Follow-up: Logistics Email to candidates

- Best Practices
- Primary Staffing Coordinator

Create Campus Visit itineraries

- Primary Staffing Coordinator
- Search Committee Chair
- Sample Itinerary

Best Practices

- Department Chair
- Primary Staffing Coordinator
- Search Committee Chair
- Search Committee Members

CAMPUS VISITS

Feedback Form distributed

- Sample Form

Search Committee meets to decide recommendations for hire

Search Committee writes recommendation letter to Department Chair

- Sample Letter
- Include signature of Search Chair
- Search Committee Chair

General draft offer letter written

- No offer can be made until the College approves!
- Senior hire? Here's how to proceed!
- Department Chair
- Template

Department Chair submits both recommendations for final candidate discussion

- What's included in this email?

Approval

Phase 5

Dean Department Chair

Negotiations?

Department Chair contacts the candidate to make a verbal offer and works with College to finalize offer letter. This is the Dean if an administrative search.

Candidate Accepts!

Primary Staffing Coordinator

Begin
NEW HIRE PROCESS

Phase 1: Approval of Search for Tenure System Faculty

Position Requests

The Department Chair (potentially in collaboration with other units) submits new position requests as part of the Spring Ask process. Criteria for these requests are provided as part of this process.

Approval of Search

The Department Chair will receive a search approval letter from the Dean that contains important information about the position and search. Once this letter has been approved, the Chair can begin the search process.

If the search is for an administrative position, this letter will go to the Chair of that Committee, which will be selected in consultation with the appropriate advisory committee following the unit's Bylaws.

Suggested Search Timeline

Note: this timeline outlines a standard search plan that starts in the fall. The weeks indicated help with planning searches that start in August/early September.

Spring Ask: Department submits position requests. The department might consider putting together the names of a search committee at this point. Should the request be approved, this will expedite starting the search process in August.

Spring/Summer: Dean's Office notifies units of search approvals.

August/early September: Search Committee receives charge/meeting with Associate Dean/finalize job description/post position. Guidance on setting an initial review date for applications - **allow 2 weeks** for College/AHR/HR/OI3 approval and **then 4-5 additional weeks for candidates to apply**. Note: Occasionally HR takes an additional week to approve these (happens more in the spring), which is why the date a total of 7 weeks out is suggested.

October/early November (allow ca. 2 weeks): Review applications & make the first round.

November/early December (allow 3-4 weeks): College approval, Skype/Zoom interviews and second round.

Early Dec./January/early Feb (allow 3-5 weeks): College and OI3 approval, on-campus interviews and final review and candidate recommendations.

February/early March: (allow 3 weeks): College approval (Provost if offer with tenure), offer negotiations and signed offer letter. The offer letter should give the candidate at least one week to sign the contract.

Creating the Search Committee and Posting the Position

A. *Search Committee Information*

_____1. **Search Committee Composition**

"Experience has shown that search committees with at least five members and at most nine members are most effective." See *Handbook for Faculty Resources* below for further information. Occasionally a search committee member must drop out for a variety of reasons, this change and their replacement needs to be approved by the Office of the Dean and documented in the PageUp System.

Refer to the unit bylaws and the *Handbook for Faculty Resources with Special Reference to Affirmative Action*

https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/search_committee.html

_____2. **Search Committee Toolkit**

Refer to the *MSU Search Committee Toolkit* Sections 1-4
https://www.adapp-advance.msu.edu/files_adapp-advance/content/FacultySearchToolkit-final.pdf

Note: if the unit advisory committee writes the job description for the Search Committee, it is important that they consider the procedures outlined in the *MSU Search Committee Toolkit* and Affirmative Action as well.

_____3. **Meeting with Associate Dean for Personnel and Administration at First Search Committee Meeting**

The Associate Dean must be included in the first meeting of the Search Committee where they will give a presentation on affirmative action best practices and conducting a search as well as an overview of their role in the search process. The College's Faculty Excellence Advocate (FEA) needs to be included in the campus visit agenda for all on-campus interviews. This needs to be an individual 30-minute meeting of the FEA with each candidate in a separate space reserved for this purpose.

B. Writing the Job Description

_____1. **Information to include:**

See sections 3 and 4 of the MSU Search Committee Toolkit. A specific and concrete position description will have several beneficial effects:

a. it forces the Search Committee to focus on exactly what it desires in a candidate and to articulate its expectations;
b. it provides guidelines by which applicants will be evaluated;
c. and it encourages a self-selection process among potential applicants by allowing them to screen themselves for consideration.

A well-conceived and well-written position description will also aid the Search Committee in creating its evaluation rubric and at the interview stage. Since interview questions must be job-related, they should flow from the elements of the position description that make up the rubric.

While position descriptions may vary widely, descriptions of academic positions which are submitted as part of the position approval process must include the following elements:

a) **rank and/or title;**
   1. *Tenure system* (assistant professor). You may wish to have an "open rank"; e.g., "assistant or associate professor" if this has been preapproved.

b) **department/unit;**
   1. For an administrative or supervisory position, the office or individual to whom that position reports should be included.

c) **appointment basis**; i.e., academic year (9 months) or annual year (12 months).

d) **include starting date of position** (if known).

e) **description of responsibilities and duties**
   1. Responsibilities for TS faculty must include a statement regarding contributions to the College general education program (e.g. will engage in an active program of teaching (normally, two courses per semester), research and service/outreach, including teaching in the College of Arts & Letters' general education program in the Interdisciplinary Arts and Humanities.")

f) **specific qualifications such as degree, license and experience requirements;**
   1. Be sure to clearly separate required qualifications, desired qualifications, and areas of specialization if applicable.

   Special instructions to applicants: Review of applications will begin on month, day, 20XX and will continue until the position is filled**.** (*Note to committee*: *the position needs to be advertised for two weeks before the committee can start vetting*) Applications must be submitted electronically to the Michigan State University Human Resources web site http://careers.msu.edu/.   Posting # (To be assigned by HR when approved).

   Qualified applicants should submit a) a cover letter b) current curriculum vitae c) *any other materials desired by the search committee* d) a summary of the candidate's experience with diversity in the classroom and/or in past or planned research endeavors, experience mentoring diverse students or community outreach initiatives, and an explanation of how the candidate will advance our goals of inclusive excellence e) the names and email addresses of 3 potential referees.

   2. **Note: letter c) should be tailored to fit the requirements of the search and additional materials can be requested in this list as well. If the position is a senior hire, write e) email addresses of 4 potential referees of equal or higher rank.**
   3. **If the position is an administrative one, write e) email addresses of 4 potential referees who can comment on administrative ability and/or quality of**

scholarship/teaching. Three referees must be of equal or higher rank.

g) For more information, contact name, Chair of the Search Committee, Department of XXX, email address or phone number.

h) Persons with disabilities have the right to request and receive reasonable accommodation.

_____2. **CAL Diversity Language**

The College of Arts & Letters recognizes that only an academic and organizational culture, which actively seeks out and strengthens diverse voices and perspectives among its members results in true excellence. We are an equal opportunity / affirmative action employer. The College of Arts & Letters is particularly interested in candidates of all backgrounds who are committed to the principle that intellectual leadership is achieved through open access and pro-active inclusion.

Plus the department language if you so choose - The Department has a strong institutional commitment to diversity in all areas and encourages candidates from underrepresented groups. We favor candidates who can contribute to the College of Arts & Letters' distinctive educational objectives, which promote interdisciplinary perspectives, intercultural understanding, and values diversity and inclusion as essential to achieving excellence.

_____3. **MSU Affirmative Action Statement**

MSU is an affirmative action, equal opportunity employer. MSU is committed to achieving excellence through cultural diversity. The university actively encourages applications and/or nominations of women, persons of color, veterans and persons with disabilities.

_____4. **Reference Letters**

It is increasingly becoming the norm to request reference letters after the first round is made. The College highly recommends this. If the Committee feels strongly about requesting letters from the beginning this should be indicated in the job description. Whether these have all been received in time must not be a criterium for eliminating applicants from the first round. The committee should allow at least 2 weeks to receive letters from the referees. They must be reviewed by the search committee before a second round selection is made. See pages 29-31 of the Primary Staffing Coordinator Guide for directions on how to request reference letters. Letters need to be requested through the PageUp system and not be sent directly to the Search Committee Chair.
A search for an administrative position may request references after the second round due to search confidentiality issues for the applicants.

How many reference letters are needed for your search?

- If Tenure-system *Assistant Professor* search - 3 letters
- If Tenure-system *Associate or Full Professor* search - 4 letters
- If *open rank*, a combination of a and b.
- If Department Chair or Program/Center Director in the tenure-system - the names and email addresses of 4 potential referees who can comment on administrative ability and/or quality of

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scholarship/teaching. 3 referees must be of equal or higher rank. References will not be contacted without prior permission from the candidate.
- All referee letters should be requested through the PageUp system and uploaded by the referees into that system,
- Discretion of the committee for TS (Assoc/Full don't like to let people know they are looking)

_____5. **Department Chair/Director: Determining the Salary Range**

Department chair/director should look at the salaries in their departments, in the CAL cohort, the AAU salary data, and at other peer institutions, and suggest a salary range to the Dean for approval.

_____6. **What Information to Send to the Dean's Office for Approval**

Submit the following information to Sonja Fritzsche (fritzsc9@msu.edu) and copy Dawn Lehman (lehman@msu.edu).

1. Position description
2. Proposed salary range
3. Search Committees Members (including Chair & Affirmative Action Advocate)
4. Where you will be advertising the position, including listservs and professional organization subcommittees focused on underrepresented groups.

NOTE: The Dean's Office makes every effort to prioritize the faculty search approval process. After it leaves the College, <u>it is standard for two weeks</u> to pass before Central *Human Resources* has approved the position for posting. Please allow for this when you write the job description and give applicants 4-5 weeks to submit their applications after the position has been posted. This normally means that the committee will first review applications 6 weeks after the position has been submitted into the system.

IMPORTANT NOTICE REGARDING ADVERTISING: *The position cannot be advertised until the posting has been approved by the Central HR & Provost Office. The Primary Staffing Coordinator will be informed of the approval via email from Careers@hr.msu.edu and this will include the job ad number that needs to be referenced in your advertisement(s) for the candidates to find the posting on the MSU Careers job site.*

C. After Dean's Office Approves the Position Description, Salary Range, Search Committee and where your advertisement will be posted.

_____1. **Submit the Academic Position Request and Attachments, Both Found in EBS**

For Primary Staffing Coordinator: Once the description has been approved by the Associate Dean you will be notified by the Dean's Office. You will then complete the Academic Position Request form in EBS for approval of Department Chair/Director, Dean and Academic Human Resources.

Note: Attach the job description in a Word document to the Academic Position Request form in EBS.

_____*2*. **Important information when filling out the Academic Position Request Form**.

For Primary Staffing Coordinator:

a) *Please list the Department Chair/Director, so that they can access the applicants and Dawn Lehman as a Staffing Coordinator backup.*

b) Affirmative Action Advocate on Academic Position Request Form

When filling out the Academic Position Request, you will need to include the name of your Affirmative Action Advocate in the Search Committee box as well as the affirmative action box. Otherwise, they won't get access to the candidate pool and documents.

c) Posting Snapshot

The new academic position request form asks for a "posting snapshot" - it may be best to have the Search Committee come up with this snapshot, which is a small blurb of the position that appears in an abbreviated position list in the system.
https://www.hr.msu.edu/ua/pageuphelp/ats-tip-sheets.html

D. After Human Resources Has Approved You May Go Ahead and Advertise the Position

_____*1. Tenure Search Advertising and Other Expenses*

Tenure system search expenses are a maximum of $5,000 (Contact Ken Desloover if additional funding is needed).

It is expected that three finalists will be brought in for on-campus interviews. Exceptions can be made for unusual situations with prior approval from the Dean's Office. Allowable expenses that can be covered by the College funding include:

a. Advertising
b. Direct candidate expenses (airfare or other travel, lodging and meal expense); to contain costs, meal expense reimbursements should be used for Chairperson and/or department faculty to accompany the candidate to a breakfast, lunch or dinner (with a recommended maximum of up to five faculty at a meal, including the chairperson; see the College alcohol reimbursement policy; no spouse reimbursements will be accepted).

Other expenses allowable by MSU policy beyond that covered by the College maximum of $5,000 funding may be borne by the unit, including search committee member's travel to conventions, additional faculty attendance at a meal with the candidate, or reception costs.

Once all search expenses have been accumulated on the department account, the unit should initiate a Distribution of Income and Expense from the department account to GA100028 FSRCH. The DI should include a list of the expenses being moved and the edoc numbers associated with the expenses.

In the case of faculty searches conducted jointly with other colleges, the Dean may approve additional allowable expenses. Please feel free to contact the Dean's Business Office, if you have unusual cases or requests.

Please follow the MSU MANUAL OF BUSINESS PROCEDURES for appropriate expenses http://ctlr.msu.edu/combp/.

_____*2*. **Recruitment Strategies**

Where do we find good candidates? What does it take to have a successful search?   Where do we find people with the background needed to be successful? How do we ensure that all qualified candidates hear about and are motivated to apply to this position?

To increase the applicant pool, departments may utilize a variety of recruiting sources. A list of possible recruitment tools follows. The university now centrally funds advertising of faculty and staff positions to Inside Higher Ed. For diversity and inclusion recruiting help, contact the Office of Inclusion and Intercultural Initiatives (OI3).

- MSU job posting website
- MSU placement services
- MSU Alumni sources
- Employee or colleague referrals
- Professional recruiters
- Radio advertising
- Digital or print advertising (it is strongly recommended that Graystone Group Advertising be used for placement in all of the following advertising sources)
    Professional organization lists or publications
    Minority faculty organization lists or professional organization minority faculty subcommittee chairs
    Other Digital Ads
    HighEdJobs.com
    H-Net Job Guide
    Monster.com

Phase 2: Making the First Round Decision

_____*1. Best Practices in Reviewing Applicants*

MSU Search Toolkit section 5
"Your search may proceed through several stages, but all candidates in the pool at each stage must receive the same treatment and opportunity to compete for the position. Thus, for example, you may not require that a subset of candidates travel to a national professional convention for further screening with the Search Committee in order to be considered for the position. Further screening of the subset may occur at a professional meeting, but other qualified candidates in the subset may not be excluded from consideration if they are not in attendance and must be given similar opportunities to reach the next stage of the search. It is

best practice to interview all applicants who meet the minimum requirements outlined in the job description if working with a small pool."

_____2**. First Round – Applicant Screening**

Advertise and recruit to assemble a solid applicant pool. Review applications and create a list of candidates for the first round of interviews. The Search Committee chair should make the initial contact with the candidates to offer them an initial interview and inform them that the administrative assistant will follow up with them to schedule the actual interview. The staff member should ask the candidate if they need any special accommodations in scheduling the interview and, should they, the information must remain confidential.

First-Round Disqualifications:

At the end of the selection process for first-round interviews, all applicants must either be assigned to "first-round interview selected" or one of the following statuses:
Disqualified for a first-round interview:

1. Interview not selected – more qualified candidate selected – licensure
2. Interview not selected – more qualified candidate selected – certifications
3. Interview not selected – more qualified candidate selected – education
4. Interview not selected – more qualified candidate selected – experience
5. Interview not selected – more qualified candidate selected – education and experience

Selected for a <u>first-round</u> interview yet not interviewing:
1. Interview – declined by applicant
2. Interview – applicant failed to show for interview
3. Interview – applicant failed to return calls
4. Interview – applicant withdrew prior to interview

** Note: Do not enter status of candidates (disposition) until the list has been approved by the Associate Dean's Office because sometimes there are questions about the list of candidates.

** Note: When changing applicants to a disqualification status in PageUp.
If the Primary Staffing Coordinator selects the "no" radial button when placing the applicant in the "not selected for interview" status, the applicant will not receive an email notification. However, if the applicant logs into their applicant portal to check the status, the status will read, "not selected for interview."

For candidates you are unsure about, please keep a list of dispositions and inform your Primary Staffing Coordinator to update the application status only after the finalist signs the offer letter. Please make every attempt to ensure all Search Committee decisions are being recorded.
For courtesy to the applicants, MSU Human Resources encourage units to update the application statuses of candidates who you would never consider interviewing. For example, the applicant has an Associate's degree but a Master's degree is required for the position. In this case, updating the application status sooner rather than later could provide the applicant with a better experience, since they are not left holding out hope for a position that they would never be considered for.

_____*3. **Dean's Office Approval of the First Round Decision List***

Department Chairs/Directors: Please provide the <u>information below</u> to Associate Dean Fritzsche (fritzsc9@msu.edu) and copy Dawn Lehman (lehman@msu.edu). Both the signed committee letter and the Department Chair/Director email endorsement must be sent to the College of Arts & Letters. Note that this documentation is very important should it be needed in the future as verification of how the search was conducted. Once Associate Dean Fritzsche approves the first-round list, please move the applicants to proper status in PageUp. See the appendices for an example of a first round decision letter.

1. Posting number
2. Total number of applicants (there is no need to provide demographic information)
3. List of committee members and their roles on the committee
4. List of applicants selected for first-round interviews and provide short paragraph rationale for selecting them
5. List of next five to ten applicants not selected and a short paragraph of detailed reasons for disqualification
6. Blank rubric that the search committee used to evaluate all applications.

**Note: The Office of Inclusion and Intercultural Initiatives (OI3) only needs to approve the list for the final interviews ("second round").

_____*4. **Proceeding with the Screening Interview on Zoom or Skype***

After the first-round decision is made, reference letters should be requested if the search is not an administrative one. Skype/Zoom interviews should be scheduled, held, and the Search Committee should

follow a similar procedure that it did for selection during the first round, now also including the information from the screening interviews and reference letters. See the MSU Faculty Search Toolkit for best practices in conducting Skype/Zoom interviews. If there are internal candidates, it is important for all candidates to be interviewed in the same way with the same questions. For instance, if some candidates are interviewed via Zoom, then all candidates need to be interviewed in this way. Please ensure full confidentiality for this internal candidate and conduct interviews in a discrete location. Some committees might choose to share the questions ahead of time to provide time for more in-depth discussion. See the sample template for an e-mail that might be sent to each candidate at this stage ahead of the Skype/Zoom interview in the Appendix. See also Phase 3.

Phase 3: Making the Second Round Decision

_____1**. Search Committee Review**

Once the interviews are complete and the second-round decision has been made (see step 4 of Phase 2), follow these steps in the PageUp system:

Identify the interview list by placing the appropriate candidates for interview in one of the following application statuses:

a) Interview Recommendation – Onsite
b) Interview Recommendation – Alternate

_____2**. Dean's Office Approval of the Finalist List**

The applicant pool and interview list must be approved prior to scheduling and conducting on-campus interviews. Approval must be obtained by the Chairperson/Department Head, Dean designate, College FEA and OI3. (*See Academic Final Interview List Approval Form below*)

Department Chairs/Directors: Please provide the information below to Associate Dean Fritzsche (fritzsc9@msu.edu) and copy Dawn Lehman (lehman@msu.edu). Both the signed committee letter and the Department Chair/Director email endorsement must be sent to the College of Arts & Letters. Note again that this documentation is very important should it be needed in the future as verification of how the search was conducted.

a) Posting Number
b) Total number of applicants. There is no need to provide demographic information. OI3 has access to this information and will use it in their approval process.
c) A list of the committee members and their role on the committee.
d) List the applicants you are interviewing and rationale for selecting these applicants and rationale for not selecting the others.

Academic Final Interview List Approval Form
https://www.hr.msu.edu/ua/hiring/documents/Academic_Interview_List_Approval_Form.pdf

Send Academic Finalist Interview Approval Form with Department Chair's or Director's signature.

a) Dawn will get Associate Dean Fritzsche's approval and return to the department. The department's Primary Staffing Coordinator will then upload the Interview List form and the search committee report into PageUp and send forward to OI3 for approval.
b) Once OI3 approves, the Primary Staffing Coordinator will receive an email and the finalists proceed with interviewing these candidates.

Once signatures have been obtained, the department's Primary Staffing Coordinator will upload the signed Academic Final Interview List & the Search Committee report in Manage jobs, Edit to the *Documents* tab of the Job Card.

a) On the Job Card, click on the *Documents* tab.
b) From the *Select* drop-down menu, choose **Document from a file.**
c) The *Upload a new document* window will display.
d) Click the **Upload file** button to upload the signed form.
e) Ensure that the selected document category is *Interview Approvals.*
f) Enter a Title for the document.
g) Click the **Save and close** button.

**Note: The Office of Inclusion and Intercultural Initiatives (OI3) must approve the list for the final interviews ("second round") before any candidates are contacted to schedule an interview.

_____*3. Office of Inclusion and Intercultural Initiatives (OI3) Approval of the Finalist List*

You must complete the following steps to get your job approved by OI3. Send the interview list to Compliance Panel (I3) for approval:
a) Use Bulk move to change all applicants in an *Interview Recommendation* status to the *Interview List Sent to Compliance Panel (Compliance Panel Review)* application status. Click **Next.**
b) On the following page, update the job status from *Interview* to *Compliance Review* by clicking on the **Yes** button.
c) Click the **Move now** button.

Once the interview list has been approved by OI3:
a) The Staffing Coordinators will be notified via email that OI3 has approved the interview list and they may proceed with scheduling and conducting interviews.
b) The applicants on the interview list will be in the *Interview Approved by Compliance Panel* (OI3) application status.
c) The job status will be *Interview.*

**Note: You may not conduct second round interviews until the Affirmative Action Officer in OI3 approves the second-round interview list. You will be notified via email.
At the end of the selection process for second round interviews, all interviewed applicants must either be assigned to "second-round interview selected" or one of the following:

First interview completed but not selected for a second interview:

a) Interview not selected – lack of technical skills
b) Interview not selected – lack of analytical skills
c) Selected for a second interview but does not interview

d) Interview – applicant withdrew after interview

You can keep a list of dispositions and *update the status of all applicants* after the finalist signs the offer letter.

_____*4.* **After the Finalist List Has Been Approved**

With the exception of special circumstances, only 3 finalists are invited to campus. If you are recommending more than 3, the chair/director will need to include in the email detailed rationale explaining why an additional finalist is necessary. Please send to Dr. Fritzsche and copy Dawn Lehman.

Call the Dean's Administrative Assistant to schedule interviews with candidates coming to campus, 355-4597. Make sure also to include the FEA and WorkLife Office in the interview agenda as noted above. Provide their campus visit schedule and curriculum vitae at least 3 business days before they arrive.

Phase 4: On-Campus Interviews & Final Decision Approvals

____1. **CAL Policy on Scheduling On-Campus Interviews**

The Search Committee Chair, in consultation with the Department Chair, oversees all administrative tasks of the Search Committee and is thus in charge of determining the schedule for on-campus visits and who the candidate will meet with. The Administrative Assistant will take care of the logistics and refers any question regarding the schedule to the Search Committee Chair. Administrative Assistants should handle all of the personal information around scheduling to avoid having these issues impact selection decisions. It is essential that the Search Committee Chair and the Administrative Assistant meet in person prior to the scheduling of on-campus interviews to discuss the scheduling process and make sure that each person understands their roles. We want the candidates to have the best possible experience on campus. Providing a well-organized, set schedule for each candidate prior to the visit makes the experience easier and reflects well on the College. See also section 5.6 of the MSU Faculty Search Toolkit.

1. The Search Committee Chair should make the initial contact request for an interview and indicate once the candidate responds with positive interest that the administrative assistant will be contacting the candidate to schedule the interview.

2. When the staff assistant makes the follow-up contact call or e-mail, please ask about the following information. Here is some sample wording:

   On behalf of the Committee searching for a new of at Michigan State University, we will start working with you to book your flight. We have on our calendar these dates for your visit:
   Arrival: _____
   Campus visit: _____
   Departure: _____

   If you could, please send me the following information which will help us get a jump start on your reservation. Also, if you have a preferred travel schedule (dates, times, airline, flight numbers, tentative schedule), please send that to me and we can try to see if they can book those flights (out of your preferred airport) or match those flights closely.

a. Your full name as it appears on your travel document/Identification that you will use at the airport
b. Date of Birth
c. Citizenship
d. Your full home address, including country
e. Are you a resident alien or non-resident alien in the United States, and if yes, which one?
f. Emergency contact 1: Name, email, phone number
g. Emergency contact 2: Name, email, phone number
h. Frequent flyer number or Airline member number for any airline we may be using to book your ticket
i. Preference for window or aisle?
j. Your preferred airport for traveling out of/returning home to
k. Cell phone number (phone you will travel with)
l. Do you have any dietary restrictions? (If yes, we will accommodate your restrictions)
m. Do you have childcare needs, or have any nursing or child-related accommodations that are needed? (If yes, we will provide these accommodations. The College will cover the costs associated with these services).
n. Do you have any accessibility (mobility issues), and if yes, how would you like us to address them?
o. Do you need any other accommodations?
p. Before your visit, would it be okay if we publicly announce aspects of your visit on flyers, including departmental websites? All advertising stays internal at MSU.
q. When you are here, would it be okay for us to record aspects of your visit (i.e., a talk we will ask you to give)?
r. Do you wish to meet with a realtor at the end of your visit?
s. Complete one of the attached tax forms for reimbursement from MSU for your travel to/from campus or airport (W9 if an American Citizen, W8BEN, if not), then scan it and return it to me via email.
t. Also, note that at least a week before your visit, we will provide you a full schedule of your visit, along with a list of when, where, and with whom you will meet. We will pick you up at the airport, or arrange for your travel to and from the airport, and we will ensure you get from point A to point B during your stay with ease.

3. It is the Search Committee Chair's responsibility (with staff logistical support) to create and maintain the schedule including these considerations:

   a. All activities and people meeting with the candidate. Each individual must be listed on the schedule prior to the visit and given to the candidate before the visit. Names and affiliations of all people should be listed on the schedule.
   b. The candidate should not meet with anyone who does not work at MSU. No donors and no alumni. The candidate should only be interviewed on campus with the exception of off-campus dinners with the search committee.
   c. If a candidate has an interdisciplinary interest, for recruitment purposes, it is recommended that they meet with relevant faculty or have the opportunity to tour a relevant facility. If this option is available for one candidate, then these types of meetings should be made available to every candidate to preserve search equity.
   d. The Administrative Assistant is the only person who adds to or subtracts from the candidate's schedule in consultation with the Search Committee Chair. Other faculty do not make changes to the schedule.

e. Make sure that the job talk and any other open times in which faculty, students, or staff may meet with the candidates are announced in advance to ensure the transparency and openness of the search.
f. Changes to the schedule should not occur during the visit.
g. Make sure to schedule time with: the Dean (or Associate Dean for Personnel and Administration, if the Dean is unavailable), the Chair of the unit, unit staff, any relevant Center or Program Directors, the Faculty Excellence Advocate, and the WorkLife Office (if available).

4. Best practices for campus visits:

   a. Provide an information packet for all candidates (e.g. map, departmental literature, College literature, schedule, etc.). If you cannot do this before the visit, have it waiting at the hotel or give it to the candidate as soon as they are on campus.
   b. When possible, try to arrange for two people to be with the candidate throughout the visit.
   c. There should be some non-interview (breaks) times in the schedule for the candidate.
   d. The candidate should not be required to travel during religious holidays.
   e. The candidates should not be driven in cars by students. It is best if faculty do this and not staff, as it is a chance for conversation with the candidate.
   f. It is best if faculty or students walk the candidates from one building to another. This is another chance for conversation.
   g. Everyone meeting with the candidates should review the acceptable questions listed in the Section 5.10 of the Faculty Search Toolkit https://www.adapp-advance.msu.edu/files_adapp-advance/content/FacultySearchToolkit-final.pdf.
   h. Just before the candidate arrives on campus, the Search Committee should use Qualtrics or another means to distribute a candidate feedback survey to faculty, students, and staff for use by the Committee in making their final recommendations to the Chair/Director. Distributing this ahead of time gives everyone the opportunity to fill it out as they meet with the candidate. Please note that the Qualtrics questionnaire format should follow the same criteria as listed in the job ad, which is also listed in the search committee's evaluation rubric. This will enable the search committee to easily integrate the feedback into their conversations. See examples in the appendix.

5. If the search committee wishes to record the job talk

   a. Ask the candidate for permission in an e-mail before the campus visit and save this as a pdf for the record.

_____2. **After the On-Campus Interview**

Following best practices, the search committee should convene as soon as they are able after the on-campus interviews, so that everything is fresh in their minds. They should continue to use the evaluation rubric as a means with which to shape their deliberations and to open up conversations in an equitable manner concerning each candidate. When making the final recommendations to the Department Chair, the search committee should not vote, but record the pros and cons of each candidate. In this way, all members of the committee have a chance to include their feedback. The end goal of the search committee is to have selected the three best candidates for the position. If there are procedural or other questions at this point, please do not hesitate to reach out to the Department Chair, Associate Dean, or FEA for advice.
The Search Committee Chair should write up the final recommendations in a similar format to the previous letters in a timely manner and submit the letter to the Department Chair for their review. Please remember that all records that pertain to the search (personal notes, completed

rubrics, etc.) need to be kept by each faculty member in a secure digital or print folder for three years.

____3. **After the Final Recommendations are Determined – Approval by Dean's Office**

The Department Chair/Director will provide information below to Dr. Fritzsche (please copy Dawn Lehman)

a. The report of the Search Committee with rationale of the pros and cons of each candidate modeled on the first/second round letters and **with the signature of the chairperson of the committee on the report. Note: the candidates should be listed as "acceptable" or "unacceptable"**.

b. The Department Chair's/Director's statement/endorsement of the report, which may be in the form of an e-mail.

c. A draft letter of offer with no identified top candidate and without suggested starting offer salary. **See appendices for examples.**

The Office of the Dean reviews the materials and you will be notified if any changes need to be made for additional search documentation or to the draft offer letter. The Office of the Dean will then work with the Department Chair/Director to select the best possible candidate from among the final recommendations. If this first offer is not successful, then the Office of the Dean will work with the Department Chair/Director as to how best to proceed based on the recommendations. If the search is for a College unit administrator, then the Dean will work with the search committee chair.

Note: If the position is a senior hire, please see the Appendix for the policy on approval of an offer of an appointment with tenure at the rank of Associate or Full Professor. The Department Chair/Director should inquire with Associate Dean Fritzsche before beginning this process as there are a number of approval steps at the Department and the College level before final approval can be requested by the Dean from Academic Human Resources.

Phase 5: Making the Offer

____1. **Have you received approval to make an offer from the Dean? If not, go back to Phase 4. If yes, please proceed on to the next step.**

____2. **Once the Final Candidate has Been Approved by the Dean's Office**

Once you have the Dean's approval, the Department Chair contacts the candidate, makes a verbal offer by phone, and negotiates the terms of the appointment. For approval of any changes from conditions outlined in your draft letter, consult with Dr. Fritzsche. Send the official written letter of offer (or email) to candidate giving a deadline of at least two weeks from receipt of letter to reply. If the search is for a Department Chair or College-level Program or Center Director, then the Dean makes the offer.

____ 3. **After the Candidate Accepts the Position**

a. Once you have received a signed letter from the candidate accepting the position, see PageUp Guidelines on how to proceed with finalizing the new hire.

b. Please send a copy of the final signed version of the letter of offer to Dawn Lehman.

c. After consulting with the Associate Dean, the Department Chair/Director should notify the other candidates that the position has been filled. (Search Committee Chair if the search is for an administrator.)

Sample rejection letter wording:

"Thank you for your interest in the position of Chairperson of the Department of XXXX in the College of Arts & Letters at Michigan State University. I know from personal experience the energy it takes to apply for a faculty position, and I appreciate the time you put into this process. We all really enjoyed meeting you and getting to know you better during your visit to campus.
Our choice was a difficult one, but after careful deliberation, we have chosen another candidate for our department. We appreciate the time you took in the application process. On behalf of the Department faculty, we wish you the best in your future plans."

d. Contacting CAL Technology Office for New Faculty Computer
Once an offer has been made and accepted, please contact Russell Werner, wernerru@msu.edu and let him know the name of the new faculty member, their email, and start date. He will also need to know if they had anything extra in their offer letter that they are expecting as far as their computer and the technology and who will be funding it. This communication can be done in connection with the normal July e-mail to Russ concerning department computer needs for the coming year unless there are special considerations.

HELPFUL SEARCH INFORMATION

- **The Faculty Search Toolkit – a Resource for Search Committees, Administrators and Staff**

   https://www.adapp-advance.msu.edu/files_adapp-advance/content/FacultySearchToolkit-final.pdf

- **The Academic Hiring Manual - should be used as a more detailed guide to hiring**

   https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/academic-hiring-manual/index.html

- **Composition of the Search Committee - Handbook for Faculty Searches with Special Reference to Affirmative Action**

   https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/search_committee.html

- **Handbook for Faculty Searches with Special Reference to Affirmative Action**

   https://hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/index.html

- **PageUp Instructions, Guidelines & Tips**

   https://www.hr.msu.edu/ua/pageuphelp/

- **Advertising**

  <u>Graystone</u> is an advertising company that works with MSU and makes it easy to post in a variety of places. Just contact them with your description and where you would like it posted and they will give you a quote for the description and help to get it advertised http://www.graystoneadv.com/

- **Disability Information**

  Publications - Employers and the ADA: Myths and Facts https://www.dol.gov/odep/pubs/fact/ada.htm

  Employers and the ADA: Myths and Facts. A reasonable accommodation is a modification to a job, work environment or the way work is performed that allows an individual with a disability to apply for a job, perform the essential functions of the job, and enjoy equal access to benefits available to other individuals in the workplace.

- **Dispositioning Applicants**

  See page 23 & 26 of the College Guidelines for Tenure Faculty Searches and PageUp.Guidelines.

Appendix 1

College of Arts & Letters
Diversity Language for Job Applicants

The following language is to be used in job searches in the College of Arts & Letters.

Diversity Language for Job Descriptions:

The College of Arts & Letters recognizes that only an academic and organizational culture, which actively seeks out and strengthens diverse voices and perspectives among its members results in true excellence. We are an equal opportunity / affirmative action employer. The College of Arts & Letters is particularly interested in candidates of all backgrounds who are committed to the principle that intellectual leadership is achieved through open access and pro-active inclusion**.**

Expanded outreach info/language for descriptions:

MSU enjoys a park-like campus with outlying research facilities and natural areas. The campus is located in the city of East Lansing, adjacent to the capital city of Lansing. The Lansing metropolitan area has a diverse population of approximately 450,000. Local communities have excellent school systems and place a high value on education. The University is proactive about its obligations under the ADA, and provides individual accessibility plans to students and employees with disabilities. Michigan State University is pro-active in exploring opportunities for employment for dual career families, both inside and outside the University, and respects all family forms. Information about MSU's dual career support can be found at http://miwin.msu.edu/. Information about WorkLife at MSU can be found http://worklife.msu.edu/. Information about the Academic Advancement Network can be found http://aan.msu.edu/. Information about MSU Diversity and Inclusion Initiatives, including the Diversity Research Network can be found http://www.inclusion.msu.edu/.
The College of Arts & Letters employs 262 full-time faculty with 3100 undergraduates and 259 graduate students enrolled in 24 majors, 36 minors, and 9 graduate programs that are housed in 9 departments and 22 research centers and interdisciplinary programs. These include such outstanding programs as African and African American Studies, American Indian and Indigenous Studies, Jewish Studies, the Center for Gender in a Global Context and the Center for Interdisicplinarity. The College also has a vibrant mentoring program at the College and Departmental levels. It works closely with MSU's five international centers that receive Title VI funding and is also a long-time leader in international education sponsoring 70-80 programs each year. In 2019, faculty of color made up 27% of the College faculty and students of color made up 30% of its entering undergraduate class.

Language tailored to a unit should also be included: e.g. ongoing research projects with specific groups, or community-based research opportunities; mentoring or faculty development opportunities specific to the unit; teaching opportunities specific to the unit.

Language for requesting a diversity statement from candidates:

Qualified applicants should submit a) a cover letter b) current curriculum vitae c) any *other materials desired by the search committee* d) a summary of the candidate's experience with diversity in the classroom and/or in past or planned research endeavors, experience mentoring diverse students or community outreach initiatives, and an explanation of how the candidate will advance our goals of inclusive excellence e) the names and email addresses of 3 potential referees.

Language for inclusion in desired qualifications:

- A record of promoting inclusivity in classrooms and academic work environments.
- Research program that reflects the needs of minority or underserved populations.
- Experience incorporating multicultural perspectives into teaching for 21st century leadership.
- Research, teaching, or service that demonstrates an ability to contribute to the College of Arts & Letters commitment to inclusion and diversity.
- Experience working in a diverse environment and/or utilizing a variety of teaching methods designed for broad student success.
- Demonstrated participation in programs designed to promote inclusion.
- Experience or interest in mentoring students from a variety of backgrounds.
- Ability to incorporate multicultural issues into curriculum and classroom conversations.

Appendix 2

College of Arts & Letters
Sample Agenda for Initial Search Committee Meeting

1. Department Chair (or Dean if administrative) Charge to committee

2. Faculty Excellence Advocate training

3. Selection of Search Chair and Affirmative Action Advocate

4. Write and/or review posting description (include posting snapshot)

5. Determine advertising sources and talk about recruitment strategies

6. Committee's general availability for zoom/campus interviews

Appendix 3

College of Arts & Letters
Sample First Round Decision Letter

[Date

Dear xxxxxxxxx,

The Search Committee for the [*position name*] has completed the review of applications for a [*type of appointment*] at the rank of [*which ranks included*] in the College of Arts & Letters, to start [*starting date*] (Posting: [*posting number*]). We would like to schedule Skype/Zoom interviews with the first-round candidates. The search committee consists of *xxxxxxxxxx* (chair) in [*Department*], *xxxxxxxxx* in [*Department or Program*] (diversity advocate), *xxxxx* in [*Department or Program*], *xxxxxxxx* in (*Department or Program*), *xxxxxxx* in [Department of Program], etc. There were [*total number*] applicants total who applied before the deadline. Of those, [*number*] were selected for the first round of interviews. [number] were not. *[If the pool is not diverse, justification is needed*].

In making their decisions, the committee selected qualified applicants who were eligible for the position of ………….. We required applicants to have significant experience in……. We also required a strong diversity statement. We preferred candidates with knowledge of …….and experience in…………

First Round: *[Include how many candidates you have selected.* **Additional detailed pros and cons of the top group of candidates need to be included (do not rank),***. They do not need to be in ranked order at this point, but can be if you wish. Ideally should be a list of between 10-12 candidates to ensure that the second round can be made from a solid pool of candidates].*

Candidate 1: degree attained, current position, short paragraph rationale for why the committee included this person.
Candidate 2: degree attained, current position, short paragraph rationale for why the committee included this person.
Candidate 3: degree attained, current position, short paragraph rationale for why the committee included this person.
Candidate 4: degree attained, current position, short paragraph rationale for why the committee included this person.

Candidates not included: *[Please include more detailed rationale for the first 5 candidates that you did not include and then the reason for any remaining candidates]*

Candidate 1: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 2: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 3: degree attained, current position, short paragraph rationale for why the committee did not include this person.

Appendix 4
College of Arts & Letters

Sample Zoom/Skype Preparation Checklist for Email to Candidate

In the e-mail to each candidate from the Search Committee Chair include the following information:

1) Dear NAME OF APPLICANT
2) How long the Skype or Zoom interview will be and where they will find the link.
3) Include some areas that questions might cover such as what attracted them to this position, how they perceive their strengths would fit into the program, department, and the university, and about information contained in their application dossier.
4) Mention that you will allow them time for questions.
5) Include who is on the search committee by name and program/department.
6) Provide them with the website of the department where they can find further information. You might also provide a short bit of information on the department, the kinds of courses that the position would be teaching or point them to other websites that would be of interest. For instance, the undergraduate major/minor or a specific graduate program. You might also include information about common areas that the program/department collaborates with across campus.
7) Information that might help recruit the candidate such as the availability of research grants with links to more information or other professional development opportunities that would be of particular interest. For instance, you might include:

The department provides funding for creative and scholarly work in the form of **XXXX**. The College of Arts & Letters offers summer fellowships as well as a number of other funding opportunities that can be found at the following website: cal.msu.edu/faculty/research/funding-opportunities. University grants include the Humanities Area Research Program (HARP): blogs.lib.msu.edu/grants/2017/dec/2017-2018-humanities-and-arts-research-program-production-harp-p-grants. MSU is a national leader in the Digital Humanities and boasts a leading research library with state-of-the-art resources for digital scholarship and teaching. The College's Center for Interdisciplinarity facilitates collaborative research. More information on these resources can be found at [dh.cal.msu.edu](dh.cal.msu.edu) and at cal.msu.edu/msuci. The College also has as part of its core work its "Culture of Care" initiatives that foster and sustain inclusive practices. Related strategic priorities include the Critical Diversity in a Digital Age initiative as well as the Citizen Scholars Program. More on these priorities can be found at cal.msu.edu/about/culture-of-care, cal.msu.edu/criticaldiversity, and cal.msu.edu/future-students/citizenscholars.

8) An offer to answer any preliminary questions about the information in this e-mail.
9) A request that the candidate notify the search committee chair should their situation change and they are no longer be interested in the position.

Sample Second Round Letter

Note: Provide additional detailed pros and cons of the candidates to be interviewed on campus without a ranking.

[Date]

Dear xxxxxxxxx,

The search committee for the [*position name*] has completed the second review of applications for a [*type of appointment*] at the rank of [*which ranks included*] in the College of Arts & Letters, to start [*starting date*] (Posting: [*posting number*]). We would like to schedule on-campus interviews with candidates below. The search committee consists of *xxxxxxxxxx* (chair) in [*Department*], *xxxxxxxxx* in [*Department or Program*] (diversity advocate), *xxxxx* in [*Department or Program*], *xxxxxxxx* in (*Department or Program*], *xxxxxxx* in [Department of Program], etc. There were [*total number*] applicants interviewed via Skype/Zoom on [*this date*]. Of those, [*number*] were selected for the second round of interviews. [number] were not. *[If the pool is not diverse, justification is needed*].

In making their decisions, the committee selected qualified applicants who were eligible for the position of ………….. We required applicants to have significant experience in……. We also required a strong diversity statement. We preferred candidates with knowledge of …….. and experience in…………

Second Round: *[Include how many candidates you have selected for on campus interviews. This rationale should be detailed.]*

Candidate 1: degree attained, current position, short paragraph rationale for why the committee included this person.
Candidate 2: degree attained, current position, short paragraph rationale for why the committee included this person.
Candidate 3: degree attained, current position, short paragraph rationale for why the committee included this person.

Candidates not included: *[Please include a detailed rationale for any candidates from the first round who the committee does not wish to include in the second round]*

Candidate 1: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 2: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 3: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 4: degree attained, current position, short paragraph rationale for why the committee did not include this person.

Make sure all applicants are dispositioned.

Appendix 6
College of Arts & Letters

Sample Visitor Profile Survey

Personal Information

Name
Please format as Last, First Middle (ex. Smith, John Henry).

[ ]

How do you prefer to be addressed?
ex) Professor, Doctor, Mr., Ms., Mrs., Mx., etc.

[ ]

Gender/Sex
Please enter your gender/sex that is indicated on travel documents.

[ ]

Gender Pronouns
Please select one (or more) of the options listed below.

They/Them/Theirs

She/Her/Hers

He/Him/His

I would prefer to not disclose this information. Other

Please type your gender pronouns in the field below.

[ ]

Date of Birth
Please enter your date of birth (MM/DD/YYYY)

[ ]

MSU Point of Contact
Please enter the person who is your main point of contact with Michigan State University.

[ ]

In-Travel Contact Information
(Cell phone, iMessage, email, Skype, etc.)

[ ]

Accessibility Accommodations Request
(mobility, allergies, etc.)

[ ]

Other Accommodations Needed
ex) Childcare, nursing space, computer access, etc.

[ ]

Travel Itinerary

Departure Location
City
State/Province
Country

Date of Departure
MM/DD/YYYY

[ ]

Destination Location
City
State/Province
Country
Date of Arrival

[ ]

Date of Return

[ ]

Emergency Contact #1

Name
Phone
Email
Emergency Contact #2

Name
Phone
Email

Citizenship Status

I am...
Please select one option

1.   A United States citizen.

2.   Residing in the United States, but not a citizen.

3.   Not a citizen of the United States or residing in the country.

Visa Type
 (if applicable)

<div style="border:1px solid #ccc; width:300px; height:40px;"></div>

Travel Purpose
Please indicate the purpose of your travel.

Conference/Meeting
External Relations/Development
Teaching/Outreach
Not For Credit Learning
Research
Recruitment
Team
Other

If other, please specify.

Appendix 7a

College of Arts & Letters
Samples On-Campus Visit Schedule

Name:
Cell:
Email:

Tuesday, April 17th

Tuesday, April 17th
5:35pm	Committee Chair will pick up CANDIDATE from the airport
6:30pm	Dinner at XXX with Committee Members
8:00pm	Check-in to Hotel
	Hotel Address
	Reservation Confirmation:

Wednesday, April 18th
7:30am	Committee member will pick up NAME from Name of Hotel
8:00-9:00am	Breakfast in hotel with
	Committee member will bring CANDIDATE to department
9:30-11:00am	Tour of Facilities with
	Committee member will walk with CANDIDATE to Linton Hall
11:30am-Noon	Meetings in Department
Noon-12:30pm	Meetings in Department
1:00-2:00pm	Luncheon with Program Faculty in XXX
2:30-3:30pm	Meetings in Department
3:30-4:15pm	Break/Prepare Teaching Demonstration
4:15-5:15pm	Teaching Demonstration (where)
5:15-6:00pm	Search Committee Meeting
7:00 pm	Dinner at XXX with XXX
9:00pm	Committee member will bring CANDIDATE back to hotel

Thursday, April 19th
7:30-8:30am	Breakfast in hotel with XXX
	Check out of hotel
	XXX will bring CANDIDATE to Linton Hall
8:45-9:45am	Meeting with Christopher P. Long, CAL Dean
	Committee member will walk with CANDIDATE over to the museum
11:30am-12:30pm	Luncheon with department Community (Faculty, Staff, Students) Art Lounge
12:30-1:00pm	Set up/Prepare Research Presentation
1:00-2:00pm	Research Presentation
	Topic of Presentation
2:30-3:30pm	Break
3:30-5:00pm	East Lansing tour and drive to airport
	Realtor name and contact information
5:00pm	Arrive at Lansing Airport
6:00pm	Depart via Lansing Airport

Appendix 7b

College of Arts & Letters
Sample On-Campus Visit Schedule

NAME

Schedule				
Sun. Feb 4	Time	Location	Event	Notes
	7:15pm	Detroit Metro Airport	**Flight arrival**	Delta Airlines flight departs RDU at 5:20pm and arrives at DTW at 7:15pm.
	7:45pm	Detroit Metro Airport McNamara Ground Trans Ctr	**Board Michigan Flyer to East Lansing**	Ticket order number
	9:45pm	Marriott Downtown East Lansing		The Michigan Flyer will drop you off at the Marriott Downtown East Lansing. Your room reservation number is
			Dinner	Please enjoy dinner at your leisure. Receipts can be saved and given to NAME (dept staff) for reimbursement.
Mon. Feb 5	Time	Location	Event	Notes
	7:45am	Marriott Downtown East Lansing	**Breakfast**	Faculty name will join you for breakfast and then escort you to your first meeting of the day. Any receipts can be saved and given to NAME (dept. staff) for reimbursement.
	9:00am	Wells Hall C-617	**Meeting with xxxx Department Chairperson**	Dr. xxx, Chairperson of the xxx Department will meet with you. After your meeting, NAME will meet you at Dr. xxx's office and escort you to the job talk.
	10:00am	Wells Hall B-342	**Job Talk - TITLE**	Job talk will be recorded.
	Noon	Wells Hall B-342	**Lunch**	Lunch with graduate students will be catered by Pizza House. After lunch, NAME will escort you to Linton Hall.
	1:00pm	Location to be Determined	**BREAK**	
	2:00pm	Wells Hall B-342	**Meeting with Search Committee and Policy Committee**	You will be meeting with the search committee and policy committee. After this meeting, NAME will escort you to your next meeting.

	Time	Location	Event	Notes
	3:30pm	Wells Hall C-728	**Meeting with Faculty Excellence Advocate**	Meeting with FEA Dr. xxx. Dr. Xxxi s a Professor of xxxx in the Department of xxxx and is the Faculty Excellence Advocate for the College of Arts and Letters. After your meeting, you will be escorted back to the hotel by NAME.
	6:00pm	Location to be Determined	**Dinner**	NAME will give you a ride to and from dinner. You will be joined at dinner by members of the search committee.
Tue. Feb 6	Time	Location	Event	Notes
		Marriott Downtown East Lansing	**Breakfast**	Marriott has breakfast options including continental breakfast or breakfast buffet. Any receipts can be saved and given to NAME (dept. rep) for reimbursement. NAME will escort from Marriott to MSU campus.
	9:00am	Linton Hall 320	**Meeting with Dean of the College of Arts & Letters**	You will be meeting with Dr. Chris Long, Dean of the College in his office.
	10:00 am	Linton Hall	**Meeting with WorkLife Office**	You will be meeting with xxxx in the WorkLife Office for 30 min. After your meeting, you will get a ride back to the Marriott to check out of your hotel room (checkout is before 11am). NAME will walk from Linton and provide ride back to Marriott.
	11:15am	Marriott Downtown East Lansing	**Board Michigan Flyer to Detroit Metro Airport**	The Michigan Flyer will drop you off at the McNamara Ground Transportation Center.
	3:05pm	Detroit Metro Airport	**Flight departure**	Delta Airlines flight departs DTW at 3:05pm and arrives at RDU at 4:51pm.

Appendix 8

College of Arts & Letters
Policy on Recruiting Meals

Please note there is a limited pool of funds available for reimbursement of dining expenses. Each meal with a prospective faculty member is limited to six people, including the candidate. The cost of each meal should not exceed $25 per person for breakfast, $25 per person for lunch, and $55 per person for dinner, including any alcohol which may be purchased only at dinner and must be included on a separate bill from food charges. The cost of the candidate meal may exceed these amounts within reason. Unless other arrangements are made prior to the meal, the most senior faculty member is expected to pay for and be reimbursed for the meal. This detail should be made clear to all MSU employees at the meal prior to meeting for the meal.

For more details regarding reimbursement, please contact your Department's fiscal officer. This policy is based on the MSU Business Procedures Manual https://ctlr.msu.edu/combp/mbp45EBS.aspx

Updated 8/1/18

Appendix 9

College of Arts & Letters

PROCEDURES FOR GRANTING AN APPOINTMENT WITH TENURE TO ASSOCIATE PROFESSORS AND PROFESSORS

Departments making a senior hire at the associate or full professor level should provide the materials below:

1. Letter from chair and/or dean justifying the recommendation for an appointment with tenure as an Associate or full professor (similar to the justification that chairs write as a part of the promotion and tenure packet).

2. Curriculum Vitae

*The wording "Letter from chair and/or dean" is university language that accommodates the smaller colleges in which there are no departments. Letters from the department chair are required in CAL. The Dean will review and, if approved, will write a recommendation based on the chair's letter.

3. <u>Four</u> letters of reference from application dossier, which serve as a proxy for the external review letters that would be a part of the packet in RPT cases.

4. Confirmation of support from the unit and/or college RPT committee.

The chairperson of the department will then forward the support to the Dean (please copy Dr. Fritzsche & Dawn Lehman).

5. Dr. Fritzsche will send to the Provost's office for Approval.

6. We will contact the department when the Provost's office approves.

7. Please attach the approval to the hiring form when it is processed

Policy has existed since at least 2012, amended to four letters 8/18.

Appendix 10

MSU Review Process for Appointments Granting Tenure

Note: This section is provided in the handbook for the Department Chair and Primary Staffing Coordinator for the purposes of submitting the needed paperwork.

Recommendations which involve the award of tenure are reviewed successively by the dean, the provost, and the president, who makes the final recommendation to the Board of Trustees (BOT) for action. In order to meet the BOT review obligation, MSU Human Resources must receive the hire action (complete with all required attachments and approvals as specified below) in the HR inbox by specific dates prior to the applicable BOT meeting.

Completed Action Due in HR In box		BOT Meeting Date		Effective Date of Appointment		
10/04/2019		10/25/2019		On or after 10/25/2019		1
11/11/2019		12/13/2019		On or after 12/13/2019		1
1/20/2020		2/07/2020		On or after 2/07/2020		2
3/27/2020		4/17/2020		On or after 4/17/2020		4
5/15/2020		6/19/2020		On or after 4/17/2020		6
8/07/2020		9/11/2020		On or after 6/19/2020		9
10/09/2020		10/30/2020		On or after 10/30/2020		1
11/09/2020		12/11/2020		On or after 12/11/2020		1

Start Date Reminders

- Faculty hired with tenure on AY appointments may have start dates between 08/16 – 05/15, after approval by the BOT.
- Faculty hired with tenure on AN appointments may start on any date during the year, after approval by the BOT.

The completed action must include the following:

- Offer Letter and Attachments
    - **Additional Note:** Prior to making an offer of appointment that conveys tenure, Academic Human Resources must review the request (per policy). This review is similar to the official tenure review that occurs every spring as part of the university promotion and tenure process. Please note that these requests are reviewed immediately, but sometimes can take up to two weeks. Once this review occurs, a

pre-approval of tenure memo will be generated for signature by the Provost and President (initiated by HR). Requests for offers with tenure are emailed to the Associate Provost and Associate Vice President for Academic Human Resources and must include:

1. The candidate's CV
2. A letter from the dean and/or chair (with endorsement from the dean) explaining why the candidate should be appointed with tenure (this is similar to the letter that is often included as a part of Form D in promotion packets)
3. Confirmation that the unit and college RPT committee have been consulted (typically, support for the appointment is indicated)
4. Letters of reference (at least four), which serve as a proxy for external review letters

- Adjudicated Background Check
- Completed I-9 or Information regarding completion thereof
- Pre-approval Memo (signed by the Provost and President)
- Multiple Appointment Memorandum (if applicable)
- Conflict of Interest Disclosure (if applicable)

Questions regarding processing of appointment may be directed to the HR Solutions Center.

Questions regarding policies associated tenure may be addressed to Academic Human Resources.

Information provided by AHR Website

Appendix 11

College of Arts & Letters
Offer Letter: Human Resources Sample & CAL Language

Below is "<u>Sample Tenure System Faculty Offer Letter</u>" from Academic Human Resources which has all of the language needed in a letter of offer for a tenure system position, and below are the College requirements that will need to be included.

https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/sample_offer_letter.html

Be sure to include all attachments A-E with the letter of offer. Section E should be sent to ora@ora.msu.edu if they are participating in research in any of the categories.

CAL Language for Offer Letter:

Startup Package

As further evidence of our interest in you and our commitment to your success as a faculty member at Michigan State University, we will provide you with startup funding. The startup package, typically made available in three annual installments, includes the following items:

- *We will provide you with startup funding of $20,000. The startup funds may be used for reimbursement of moving expenses (this portion is capped at $10,000 and portions of this count as income for tax purposes), professional travel, summer salary, research assistants, book subventions, or other professional expenses. This startup package is being funded by contributions from your department, College of Arts & Letters, the Office of the Provost, and the Office of the Vice President for Research and Graduate Studies. The startup package must be used within the first 5 years of your appointment. See Attachment B for additional detail regarding moving expenses.*

- *One semester's leave from teaching within the first four years prior to tenure (the timing of which is arranged by mutual agreement with the Department Chair).*

- Instructional responsibilities (general area; since specific assignments and the average number of courses taught per semester may change, any information given in this regard should be stated as the candidate's initial assignment).

- Other responsibilities (outreach, service, committee work, department "citizenship").

- General Education: all tenure and continuing system faculty will be expected to contribute in some way and at some time to the general education mission of the College; for some faculty this opportunity will be an instructional or research assignment to CISAH; for others, an assignment to writing courses; others may participate in outreach programs that serve general education objectives; this expectation will be more explicit for some new faculty than for others. What will their specific responsibilities in Arts & Letters be?

- Explanation of the probationary period and the criteria for the award of tenure or continuing status; cite relevant dept., college, and university documents.

- Computer language: "You will be provided with the standard computer package for new faculty for your office".

- Should the new faculty require additional or specialized equipment, for academic purposes, you should contact the dean's office and/or the network administrator for assistance. For most purposes, it is recommended that the standard computer package be modified, rather than a completely separate model chosen. This is for several reasons: first, the upfront costs are lower, the maintenance costs are much lower, and the resulting equipment will suit the need in almost all cases.

Important information for special situations to be included in a letter of offer

Essential Components for All Letters of Offer

https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/offer_letter_components.html

Essential Components for Special Situations

https://hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/essential_special.html

Appendix 12

**College of Arts & Letters
Sample Search Rubric**

CANDIDATE NAME:						
Overall Notes (e.g., degree from; area of research or creative activity; organizations they belong to, etc.)						
Rank 1 being lowest, 5 being highest						
Date						
SCHOLARSHIP	1	2	3	4	5	NOTES
Evidence of successful research publications and future agenda in desired area of expertise						
Record of scholarly or creative work commensurate with rank of Associate Professor						
National reputation						
International reputation						
TEACHING	1	2	3	4	5	NOTES
Evidence of teaching excellence in higher education						

	1	2	3	4	5	
Evidence of curricular innovation and leadership						
Balancing teaching pedagogy and pre-professional training and liberal arts education						
LEADERSHIP	1	2	3	4	5	NOTES
Evidence of diversity, equity and inclusive practices						
REQUIRED	1	2	3	4	5	NOTES
MFA or PhD in xxxxx or related field, or equivalent prof. exp.						
Administrative experience						

Appendix 13
College of Arts & Letters

POST-CAMPUS FEEDBACK

I am a...

Faculty Member

Graduate Student

Undergraduate Student

Other:

[ ]

Candidate's Name

[ ]

Please indicate which of the following are true for you (check all that apply):

Read candidate's CV

Met with candidate

Read candidate's scholarship

Attended meal with candidate

Attended candidate's public lecture

Other (please explain):

Please rate the candidate on each of the following:

	Excellent	Good	Neutral	Poor	Unable to Judge
Ability to conduct scholarly research as reflected in the public lecture.	O	O	O	O	O
Ability to conduct scholarly research as reflected in the candidate's current publication record (e.g., quality publications).	O	O	O	O	O
Potential for scholarly impact (all things considered).	O	O	O	O	O
Record of obtaining external research funding.	O	O	O	O	O
Potential for obtaining external research funding (willing and able).	O	O	O	O	O
Ability to teach as reflected in the public lecture.	O	O	O	O	O
Ability to teach as reflected in candidate's past experience (e.g., student ratings, awards, course materials that may be provided).	O	O	O	O	O
Fit with department priorities as reflected in the job posting.	O	O	O	O	O
The ability to work with diverse students and diverse groups, and contribute to a climate of inclusion.	O	O	O	O	O

OVERALL RATING:

ACCEPTABLE	ACCEPTABLE WITH CONDITIONS	UNACCEPTABLE

Appendix 14

College of Arts & Letters
Video Conferencing/Zoom & Suggestions for Interviews Using Videoconferencing and the Telephone

College of Arts & Letters
MICHIGAN STATE UNIVERSITY

Tips for Zoom Interviews

- Provide phone numbers and international phone numbers along with the Zoom room URLs as backup options to dial into the Zoom meeting. Also consider adding information on installing the Zoom mobile app on a mobile device as another backup. https://support.zoom.us/hc/en-us/articles/201362663-Joining-a-Meeting-by-Phone

- Remind the candidates that the committee could be running behind as much as 5-10 minutes because of multiple interviews scheduled.

- Participants should download and test the Zoom client and room in advance from the locations they will use for their interviews in order to make sure there are no issues. https://zoom.us/test

- Troubleshooting tips during interview for audio issues:
    - Leave room and come back
    - Unplug headset
    - Check audio/video settings (https://support.zoom.us/hc/en-us/articles/201362283-Testing-Computer-or-Device-Audio)

- Establish some rules/best practices in your search committee (example: have webcam turned on during the whole interview barring special circumstances).

Suggestions provided courtesy of Adam Gacs (gacs@msu.edu)

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Suggestions for Interviews Using Videoconferencing and the Telephone

https://www.adfl.mla.org/Resources/Reports-and-Other-Resources/Suggestions-for-Interviews-Using-Videoconferencing-and-the-Telephone

This handbook was last updated on October 31, 2019