College of Arts & Letters
MICHIGAN STATE UNIVERSITY

Faculty Searches
2020-2021

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/Center Director – The Department Chair/Center 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 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 Academic 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 Academic Personnel and Administration 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/Center Director 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 disruptive 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 come to campus - whether virtually or in person - 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 Academic Personnel and Administration with questions or feedback.

Administrative Searches (Department Chair and Director Searches): If the search is for an administrator (Department Chair or Unit 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. The training that the Associate Dean holds for the Search Committee 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 stage.

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/Unit Director. May also reach out to the Associate Dean or FEA.

g) Ensures that no correspondence with candidates or interviews are held before the Office of Inclusion and Intercultural Initiatives has approved the Search Committee recommendations for the second round of interviews if there are two rounds. If only one round, then OI3 must approve the only round of interviews.

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 or Associate Dean for Academic 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 Academic 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/Center 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, requesting letters from referees through the PageUp system at the proper time during the search, 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 as needed)

f) If needed, takes care of the logistics in creating a virtual or in-person on-campus interview schedule and refers any question regarding the schedule content to the Search Committee Chair. Interviews must either be all virtual or all on-campus across all candidates and not a mixture of the two.

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.

1) Airfare & Hotel
2) Welcome Basket (contact admissions)
3) 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.
4) If presentations are to be recorded – determine who does this and get candidate permission
5) Schedule meeting with Realtors (per Dean's Office list)
6) Process payments for travel reimbursement/per diem, direct bill meals
7) Qualtrics faculty feedback survey based on search rubric.

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

1) Review and manage job postings and their statuses
2) Manage and communicate with applicants
3) Schedule interviews and other events
4) Check and request applicant's references through the PageUp System
5) Manage employee onboarding tasks (Unit if tenure home is there)

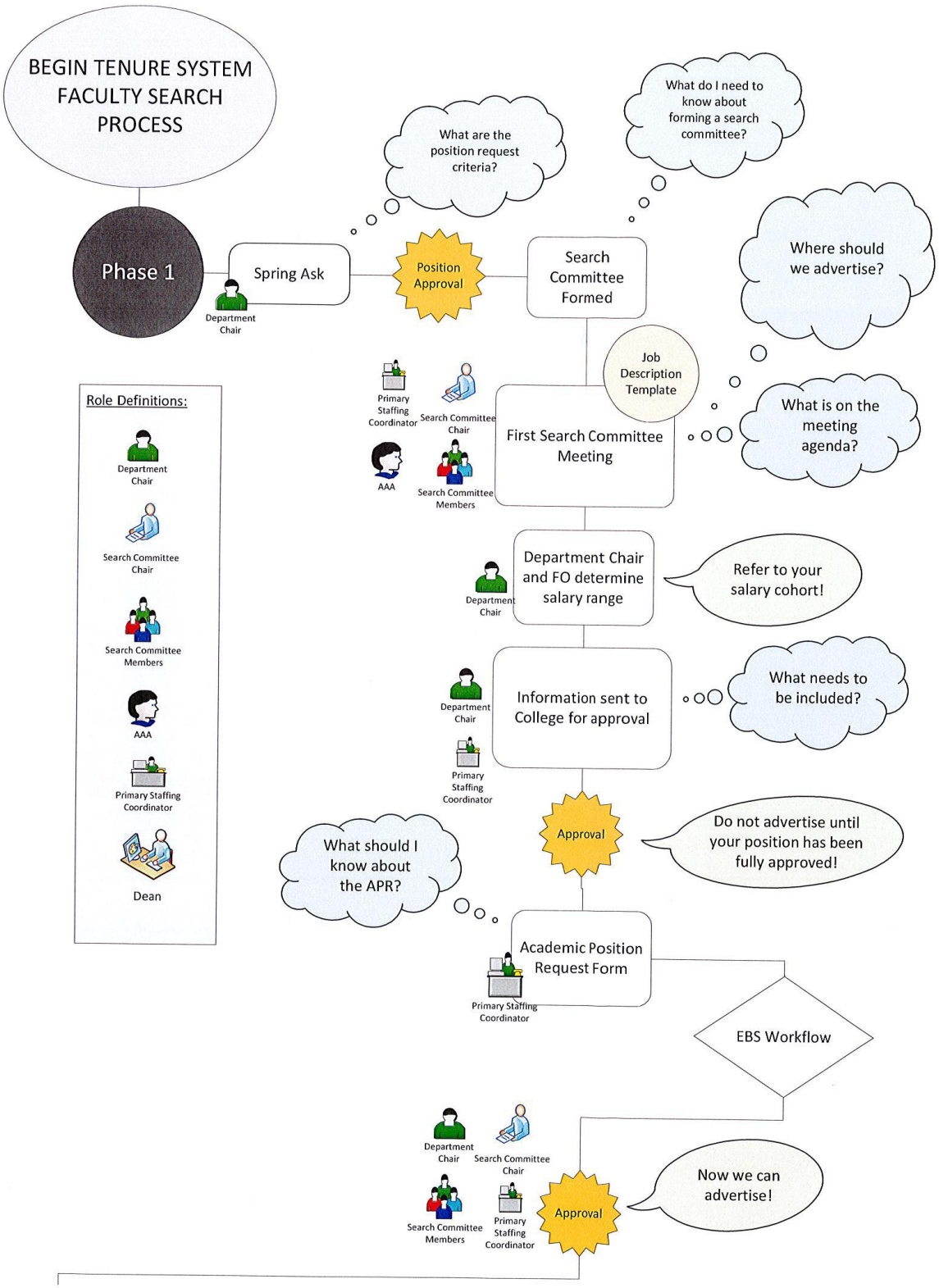
8) Working with the Dean's Office for Administrative Searches –

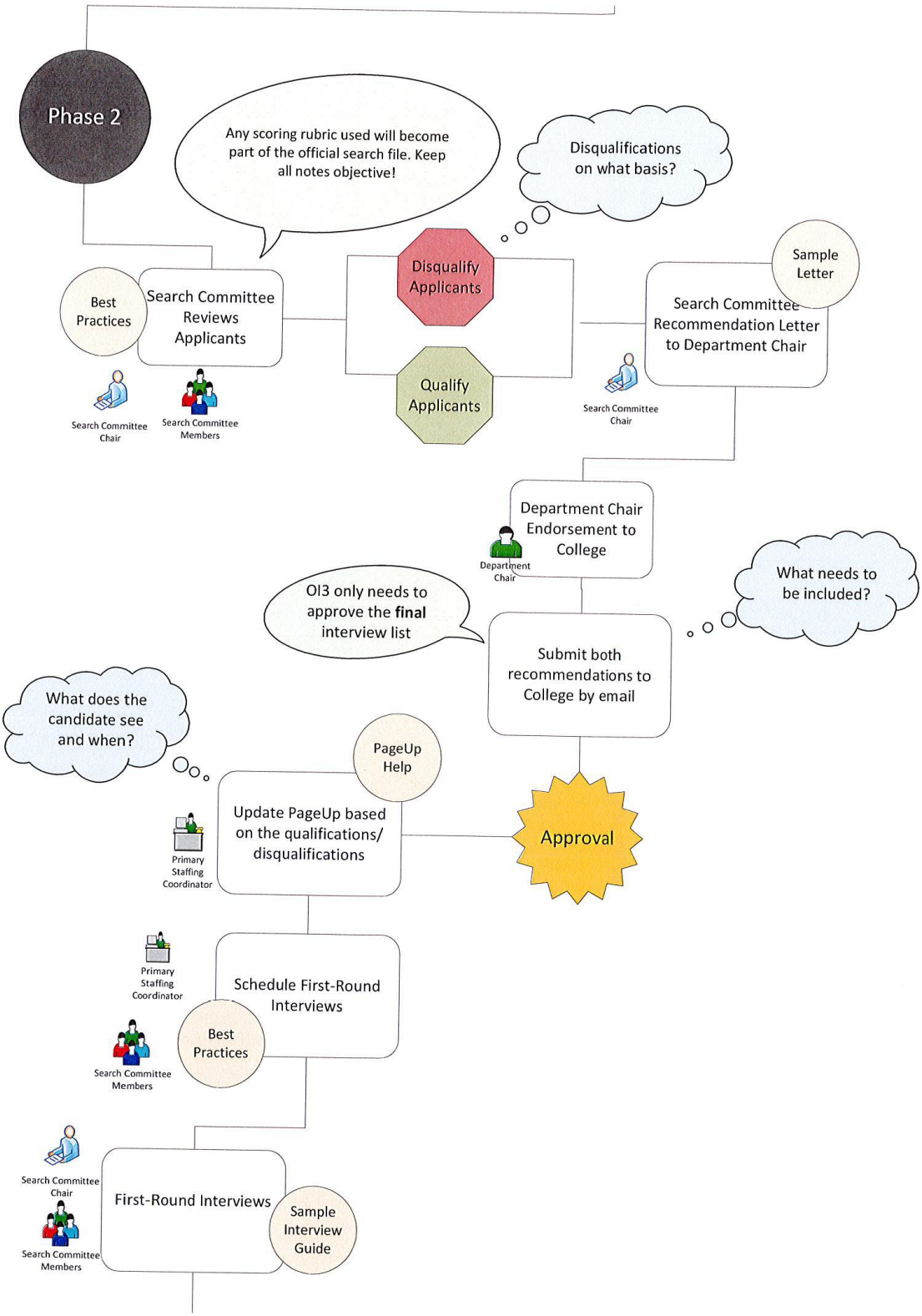
The College Unit Human Resources Coordinator will have the main responsibilities of job posting and by default will receive all system-automated e-mails. The tenure home unit's Primary Staffing Coordinator will manage employee onboarding tasks, once a hiring decision has been made.

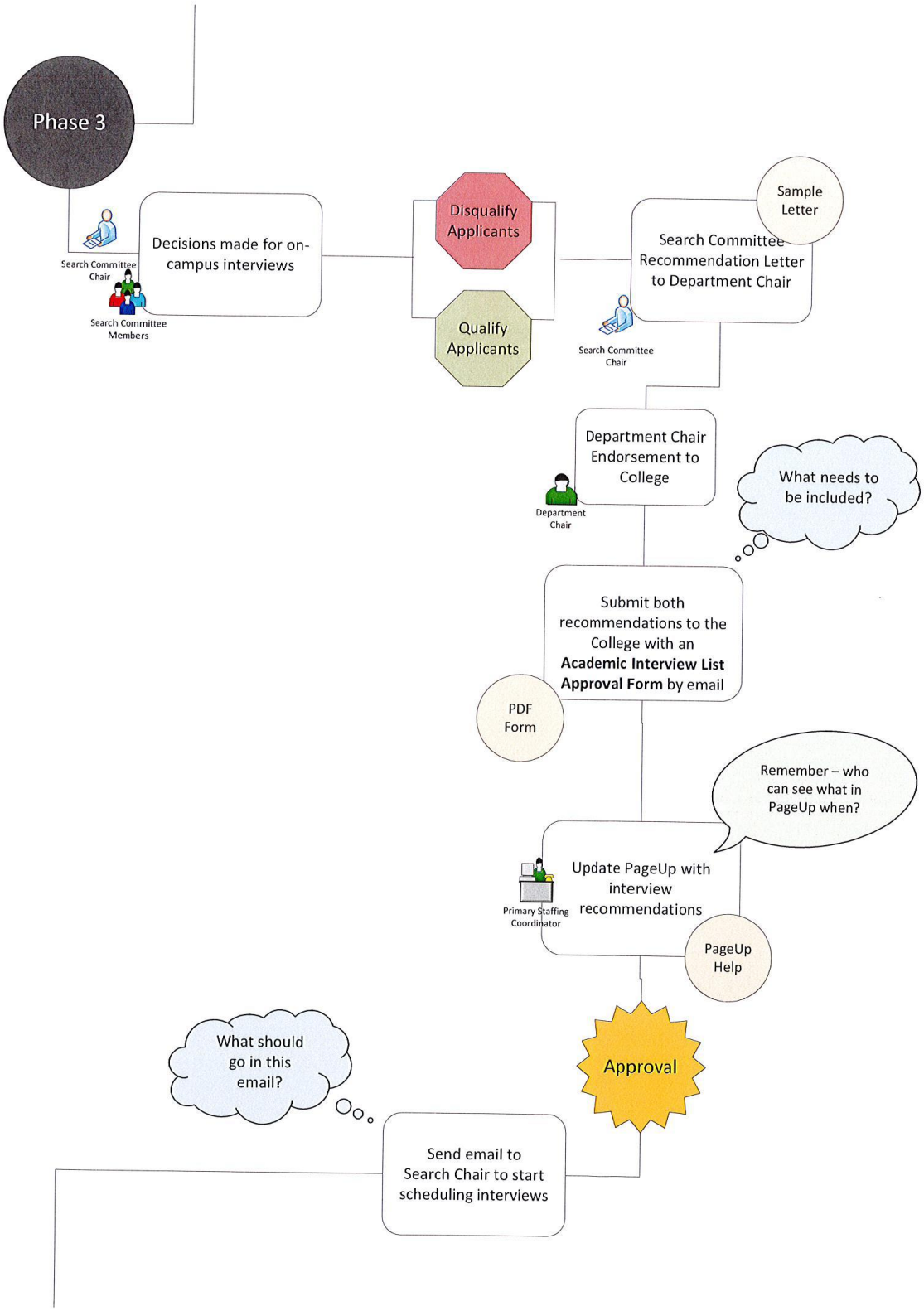
The Dean's Assistant will take care of the search logistics with some help from the unit in specific instances. There needs to be an initial meeting between the Search Committee Chair, the Dean's Assistant, and unit search support staff.

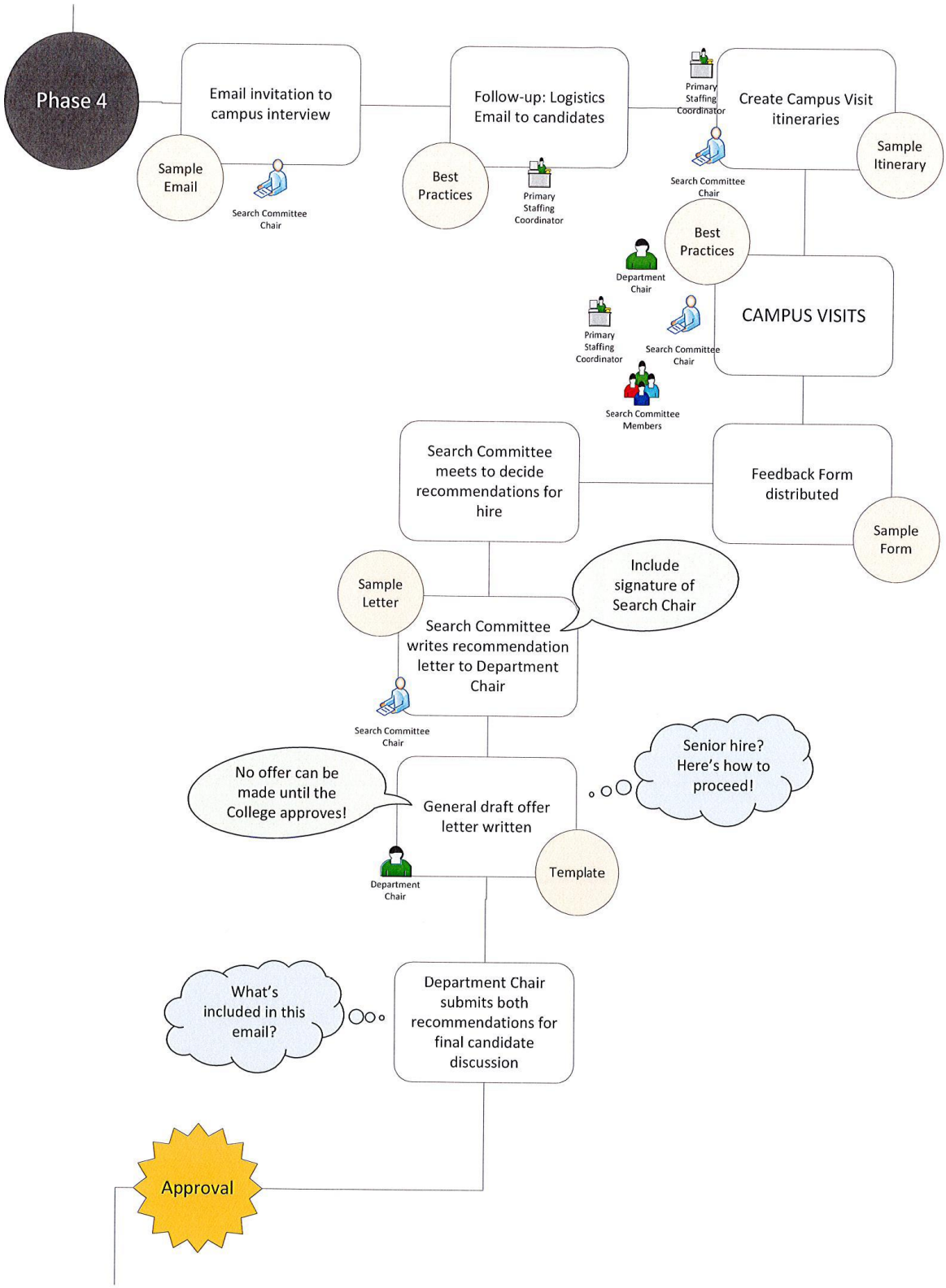
9) Associate Dean for Academic Personnel & Administration

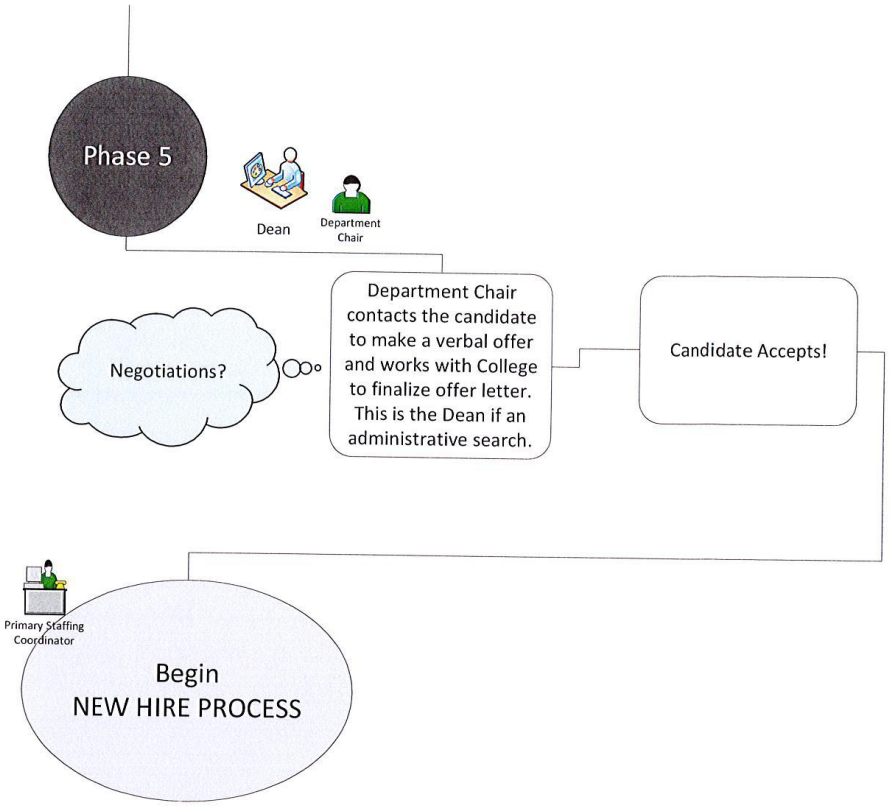
The Associate Dean acts as a resource for Department Chairs and Center/Program Directors (and Search Committee Chairs in the case of an administrator search) concerning CAL academic personnel matters and is available to answer any questions they have or to provide additional information or training when 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
What are the position request criteria?
Position Approval
What do I need to know about forming a search committee?
Search Committee Formed
Where should we advertise?
Job Description Template
Primary Staffing Coordinator
Search Committee Chair
AAA
Search Committee Members
First Search Committee Meeting
What is on the meeting agenda?
Department Chair
Department Chair and FO determine salary range
Refer to your salary cohort!
Department Chair
Primary Staffing Coordinator
Information sent to College for approval
What needs to be included?
Approval
Do not advertise until your position has been fully approved!
What should I know about the APR?
Primary Staffing Coordinator
Academic Position Request Form
EBS Workflow
Department Chair
Search Committee Chair
Search Committee Members
Primary Staffing Coordinator
Approval
Now we can advertise!
Role Definitions:
Department Chair
Search Committee Chair
Search Committee Members
AAA
Primary Staffing Coordinator
Dean


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
Sample Letter
Search Committee Recommendation Letter to Department Chair
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
Primary Staffing Coordinator
Create Campus Visit itineraries
Search Committee Chair
Sample Itinerary
Best Practices
Department Chair
Primary Staffing Coordinator
Search Committee Chair
Search Committee Members
CAMPUS VISITS
Search Committee meets to decide recommendations for hire
Feedback Form distributed
Sample Form
Sample Letter
Include signature of Search Chair
Search Committee writes recommendation letter to Department Chair
Search Committee Chair
No offer can be made until the College approves!
General draft offer letter written
Senior hire? Here's how to proceed!
Department Chair
Template
What's included in this email?
Department Chair submits both recommendations for final candidate discussion
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. (Due to the novel coronavirus, we are uncertain of the Spring Ask process at this time). 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. (Due to the novel coronavirus, we are uncertain of the Spring Ask process at this time. In addition, please note that Provost Hiring Chill pre-approval is also necessary to move forward with a search. Contact Associate Dean Fritzsche for help with this process until it has been lifted by the Provost).

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 of 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 need 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://inclusion.msu.edu/_assets/documents/hiring/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 Academic 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 and for the creation of an evaluation rubric.

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, associate professor or 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, preferred 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 preferably 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. Referees must be of equal or preferably 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 scholarship/teaching. Referees must be of equal or preferably higher rank.
- 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.
5. Approved Hiring Modification Request.

NOTE: The Dean's Office makes every effort to prioritize the faculty search approval process. After it leaves the College, it is standard for two weeks to pass before the Provost's Office and 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 6-7 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's 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, Dean's Office and Academic Human Resources.

Note: Attach the job description in a Word document and the Approved Hiring Modification form 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 or final virtual 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.

Please have the on-campus candidate fill our an W9 form during their visit to help expedite the reimbursement process. 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 a diverse pool of 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, attend the affirmative action training session and 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."

Conflict of Interest

If a search committee member has a conflict of interest with one of the applicants, they must recuse themselves from the search conversations throughout the search whenever this applicant is being discussed or interviewed. A conflict of interest is defined in according with the definition of major granting institutions.

1) Spouse or family member/"relative" as defined by MSU COI policy
2) Present or past Ph.D. Advisor/Advisee
3) Present or past postdoc supervisor
4) Publication or grant collaborator within the past 3 years

Application Evaluation Rubric

Along with writing up the job ad, each search committee must create an evaluation rubric for use in the evaluation of applicant dossiers. This rubric should be based on the required and preferred qualifications outlined in the job ad and should not include any additional criteria. It needs to be created and discussed by the committee before any applications are reviewed. It should be submitted along with the first-round candidate letter to the Associate Dean's office. Candidates can be assessed for instance on a 0-4 scale. However, the ranking is not meant to reduce search committee conversations to numbers, but rather to open up conversations as to why one ranked a candidate in a particular category as a 2 rather than a 3. The search committee should discuss and troubleshoot how they will evaluate applications in various categories at rubric creation and vetting stage, rather than waiting to do so during the actual reviewing process. Adjust the scale/rubric accordingly beforehand in order to avoid inconsistencies among search committee members. Again, this is meant to lead to collegial discussion, not limit it. It is recommended that this same rubric provide the basis for any questionnaires to be distributed to the department or program, so as to keep feedback consistent. It can more easily be integrated into the search committee's deliberate process.

_____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 first-round 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 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 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. Please include the following information

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 with pros and cons
5. List of next five to ten applicants not selected and a **short** paragraph of detailed reasons for disqualification with pros and cons
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 with all of the candidates 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. It is also very important that all search committee members are present at the screening interview to ensure that candidates are aware of who is on the search committee and that a diverse committee is represented in all interviews. 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 – On-site
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 – in person or virtual - interviews. Approval must be obtained by the Department Chairperson, Dean designate, 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 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) Similar to the first-round letter, list the applicants you are interviewing and pros and cons rationale for selecting these applicants and rationale for not selecting the others.
e) Optional - "Secondary acceptable candidates" whom the committee does not want to exclude, but who do not make the top three. In case one of the top three candidates drops out, these 1-3

candidates would remain in reserve and pre-vetted. This optional status is not required and is only used as needed/desired when it makes sense to the committee to do so.

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.

1. On the Job Card, click on the *Documents* tab.
2. From the *Select* drop-down menu, choose **Document from a file.**
3. The *Upload a new document* window will display.
    a. Click the **Upload file** button to upload the signed form.
    b. Ensure that the selected document category is *Interview Approvals*.
    c. Enter a Title for the document.
    d. 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) 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 the 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. Provide the candidates their campus visit schedule at least a week in advance to allow them enough time to prepare for the interviews. All candidates must receive their schedule with the same advance notice, so that they all have a standard amount of time to prepare. If possible, provide them with information on the standard format of the interview further in advance when full details are not yet known – i.e. job talk, teaching demonstration, meeting with search committee, meeting with Chair, Dean or Associate Deans, etc. This is particularly helpful to candidates who are newer to the academic interview process. To help with scheduling, if the Dean is away on business for one of the candidate interviews, one or more Associate Deans will stand in for the Dean for that search. On occasion both the Dean and Associate Deans will interview the candidates, particularly with an administrative search.

Phase 4: On-Campus Interviews & Final Decision Approvals Determined

____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 - in person or virtual - 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. 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 xxxx 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 Academic 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://inclusion.msu.edu/_assets/documents/hiring/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 same 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 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 page 32 in 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 xxxx 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 Tom Hakes (hakes@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 also be done in connection with the normal July e-mail to Tom 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://inclusion.msu.edu/_assets/documents/hiring/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**

  Graystone 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.

- **Wage and Retirement Contribution Reduction Information** https://hr.msu.edu/ua/news-feeds/fas-reductions.html

  On June 22, 2020, President Stanley announced the University's decision to implement temporary wage and retirement contribution reductions to help address the financial impacts of the coronavirus pandemic. The following information provides further details on those reductions.

- **Faculty/Academic Staff Administrative Forms** **https://hr.msu.edu/ua/forms/faculty-academic-staff/index.html**

  This is a great resource for forms that Human Resources may require.

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. Affirmative Action training from Associate Dean of Academic Personnel and Administration

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. A***dditional 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 and from what institution, current position, short paragraph rationale for why the committee included this person that lists pros and cons.
Candidate 2: degree attained and from what institution, current position, short paragraph rationale for why the committee included this person that lists pros and cons.
Candidate 3: degree attained and from what institution, current position, short paragraph rationale for why the committee included this person that lists pros and cons.
Candidate 4: degree attained and from what institution, current position, short paragraph rationale for why the committee included this person that lists pros and cons.

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 and from what institution, current position, short paragraph rationale for why the committee did not include this person that lists pros and cons.
Candidate 2: degree attained and from what institution, current position, short paragraph rationale for why the committee did not include this person that lists pros and cons.
Candidate 3: degree attained and from what institution, current position, short paragraph rationale for why the committee did not include this person that lists pros and cons.

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 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.

Appendix 5
College of Arts & Letters

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 "virtual" 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 and from what institution, current position, short paragraph rationale for why the committee included this person including pros and cons.
Candidate 2: degree attained and from what institution, current position, short paragraph rationale for why the committee included this person including pros and cons.
Candidate 3: degree attained and from what institution, current position, short paragraph rationale for why the committee included this person including pros and cons.

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 and from what institution, current position, short paragraph rationale for why the committee did not include this person including pros and cons.
Candidate 2: degree attained and from what institution, current position, short paragraph rationale for why the committee did not include this person including pros and cons.
Candidate 3: degree attained and from what institution, current position, short paragraph rationale for why the committee did not include this person including pros and cons.
Candidate 4: degree attained and from what institution, current position, short paragraph rationale for why the committee did not include this person including pros and cons.

<u>Make sure all applicants are dispositioned once an offer letter has been signed.</u>

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)

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
Note: if this is a virtual visit, make sure there is enough break time between interviews.

Name:
Cell:
Email:

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
11:00am-Noon	Meetings in Department
Noon-12:30pm	Meeting with Faculty Excellence Advocate
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
9:45-10:15am	Meeting with WorkLife Office
	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
Note: if this is a virtual visit, make sure there is enough break time between interviews.

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.
	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.
	9:00 am	Linton Hall 302	**Meeting with Associate Deans in the College of Arts & Letters**	You will be meeting with Associate Deans Cara Cilano, Bill Hart-Davidson, and Sonja Fritzsche
	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. Four 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

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

Note: If a candidate has been offered a position at the level of Associate Professor or Full Professor with tenure, then it is possible to provide them with the following wording to clarify the tenure review process that is part of their offer. Please only provide this wording in such cases at that stage of the process.

At Michigan State University (MSU), the expedited promotion and tenure process (RPT) is used when reviewing candidates from another institution. It is a university-wide procedure and is also outlined in the College Tenure-Stream Faculty Search Guidelines. At MSU, tenure resides at the university level and each faculty member has a tenure home in their department. The "expedited" RPT process respects the results of the process at the previous

institution(s). So, for instance, if a candidate was tenured and promoted at another institution, that candidate does not need to go through the full, year-long process at MSU. Rather the application dossier (including 4 application letters) are used as a substitute for the standard RPT dossier in an expedited review. On occasion, it is also possible to include a tenure and promotion review or a review for promotion to full in such a review, when the candidate does not yet have this rank at their current institution. In all cases, the expedited review requires a recommendation letter of support from the department RPT committee and the department chair (when a chair search, this is not included), and a recommendation from the Dean. If the recommendation is positive, the dossier is sent to the Provost, then the President and the Board of Trustees. The candidate is notified at the Provost stage as to the recommendation. The Board of Trustees normally approves the tenure and promotion consent agenda at their June meeting, but on occasion at an earlier meeting.

Appendix 10

REVIEW PROCESS FOR APPOINTMENTS GRANTING TENURE

Hiring 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 for a tenure hire action to be included on a Board of Trustees meeting agenda for final review and approval, 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 Inbox	BOT Meeting Date	**Effective Date of Appointment**
1/22/2021	2/12/2021	On or after 2/12/2021
3/26/2021	4/16/2021	On or after 4/16/2021
5/17/2021	6/18/2021	On or after 6/18/2021
8/09/2021	9/10/2021	On or after 9/10/2021
10/08/2021	10/29/2021	On or after 10/29/2021
11/15/2021	12/17/2021	On or after 12/17/2021

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 with tenure may be addressed to Academic Human Resources.

Information provided by AHR Website 12.29.2020

Appendix 11

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

Below is link to the "Sample Tenure System Faculty Offer Letter" from Academic Human Resources which has all of the language needed in a letter of offer including the new temporary reduction language when needed 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".*

- *The College of Arts & Letters provides a range of options in terms of specialized spaces to conduct research and activities related to faculty academic and professional advancement including a full sound studio in Wells Hall where recordings take place, the Digital Scholarship Lab in the main library, and the Hub for Innovation in Learning and Technology.*

- *The College of Arts & Letters Academic Technology Office provides assistance with the use, creation and development of digital teaching software, course websites, video/audio work and other digital platforms. You will also be provided with the standard computer package for new faculty for your office; special needs will be reviewed by the College Academic Technology Coordinator*

- *The language "locate housing/house hunting" cannot be used in the letter of offer. Please ask the Dean's Office for further information.*

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						
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...

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

OVERALL RATING:

ACCEPTABLE | ACCEPTABLE WITH CONDITIONS | UNACCEPTABLE

Appendix 14

College of Arts & Letters

Best Practices for Virtual Zoom/Skype Interviews
(with a specific focus on "on-campus" interviews)

Many of the suggestions below are designed for both screening and "on-campus" virtual interviews. Some are more pertinent to "on-campus" virtual interviews. Thank you to everyone who contributed to or reviewed this tip sheet. This tip sheet is taken from the *CAL Guidelines for Faculty Searches*.

Checking/testing prior to the interview

- *Implicit bias in virtual settings* - Consider how implicit bias in the virtual space (technology hiccup, candidate background, candidate interview interruption, first impressions) might influence the quality of the interview. Be vigilant to new types of implicit bias that take place in this space. Consider watching the following, helpful 15-minute video on "implicit biases in virtual interviews" from the American Association of Medical Colleges (AAMC): https://vimeo.com/443088643

- Address requests for sign language interpreters or other accommodations for the interview beforehand. Many accommodations are inexpensive or free and easy to provide particularly in a virtual space.

- Provide the entire Zoom invitation that includes phone numbers and international phone numbers along with the Zoom room URLs as backup options to dial into the Zoom meeting. Also consider addition 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

- Candidates should be provided with a list of all search committee members in advance. This can be included on the interview schedule. Some search committees also provide the interview questions and unit bylaws in advance to all candidates as well.

- If holding initial screening interviews, remind the candidates that the committee could be running behind as much as 5-10 minutes because of multiple interviews scheduled.

- Review any interview materials before starting such as the schedule, questions, etc.

- Make sure your device is fully charged, that you have its cord, and that there is an outlet nearby in case you should need to plug it in.

- Check your internet speed. You can do this it at SpeedTest.net. Have a back-up option like a hotspot or cell phone should the Wi-Fi connection become problematic.

- Participants should download and test the Zoom client and room in advanced from the location 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 Note: Audio settings sometimes revert to default settings when Zoom updates.

Adapted from suggestions from Adam Gacs (LGSAAL).

Recording virtual interviews –

- For reasons of search confidentiality, only research and administrative presentations/talks may be recorded so that department/unit faculty/staff/students who were unable to make the presentation may view it later.
- Candidates must give their written consent to be recorded ahead of the "visit". For the purposes of equity, if one candidate does not give their consent, then none of the candidates can be recorded.
- Job talk recordings should be deleted once the search is complete and not archived for future use.

Setting, lighting, attire, muting –

- *Setting* – It is the most helpful to have all committee members access Zoom individually rather than sitting at a collective table where candidates cannot see all of the search committee members well. (Of course, the latter does not allow for social distancing).

- *Lighting* – Being backlit by a window or light fixture will cast a shadow over your face and you will be viewed as a silhouette. If you have lighting behind you, please add lighting in front of you so that the interview participants can see a brighter image. Generally, your best strategy is to sit opposite an open window. If your space is dim, try adding floor or desk lamps.

- *Eye contact* – Please be sure to look directly at the camera (as opposed to your monitor) when you are speaking. Preferably, your camera will be at eye level.

- *Body language* – Please be aware of your body language and facial expressions as they can be highlighted when on video. Movements appear exaggerated and are distracting to the other participants and speaker. Try to stay still and be attentive – or at least act attentive!

- *Interview attire* – When dressing for video interviews, solid colors are best. You may want to avoid plaids, stripes, or prints, as the movement of these patterns may distract the viewers on the other side of the video connection.

- *Background* – Try to provide a nice, plain background. You can't control everything in a mobile environment but give some thought to background prior to the meeting. Ensure that the background is professional to the extent possible. Remember that you are trying to recruit the candidates that you will be interviewing.

- *Video* – Please keep your video turned on if at all to the fullest extent possible. Consider others who might be in the same location. Make them aware that you will be interviewing during the appointed times.

- *Muting* – Be prepared to ask your assigned interview question in the order it is assigned. If you are not asking a question, please place yourself on mute to minimize distracting background noise or interference.

- *Mute device notifications* – Please be sure to mute any notifications on your device and shut down any applications, such as email, that may be distracting during the interview. Please also turn your phone to silent or vibrate.

This above section was provided courtesy of Isaacson, Miller executive search firm with a couple of additions.

Interview scheduling, structure –

- *Pace through the day* – Schedule in 45-minute blocks to enable a 15-minute break between each appointment. Make sure to keep this strict schedule and do not routinely go over the time limit for the benefit of all concerned and especially the candidates. Also make sure to give the candidates a longer break during the day at some point for lunch and to prepare for other portions of the interview as you would during a regular campus visit.

- "*Interview escort*" – Consider having one person "accompany" the candidate from meeting to meeting to break the ice, facilitate introductions, and troubleshoot any technical or other difficulties. This person stays in each Zoom room only for the first few minutes and then exits quickly and gracefully for the interview to begin. They then join the person in the next room at the correct time. This might be the search committee chair or a search committee member.

- *Questions* – Collect committee questions ahead of time to create a standard list and assign a question to each search committee member in a numbered order to facilitate the interview process. Make sure that the questions align with the rubric so that the various rubric criteria are addressed. Ensure that each member has the full schedule and full list of questions for their reference and transparency. Some search committees choose to send the question list to all of the candidates ahead of time to facilitate a more advanced dialogue in the time allowed. Address questions directly to the candidate, even if a sign language interpreter is present in the room.

- *Time intervals* – Split the interview up into sections ahead of time (committee introductions, questions, candidate questions, wrap-up). At the beginning of each interview the search committee chair should explain the format of the interview to

each candidate saying that the committee has a series of questions that will be asked during the first 30 minutes and that the candidate will then have 10 minutes to ask questions of the committee. Again, it is important to keep to these time intervals and not run over. Usually in such a format there is not time for a follow-up question. The search committee chair might also mention, should there be a technological hiccup for anyone participating in the interview – committee member or candidate – that the everyone else will just accommodate the glitch without impact on the interview, and that everyone understands the circumstances under which the interview is taking place. That can help to reduce the stress for the candidate.

- *Zoom functions* – Search committee members should discuss ahead of time with the search committee chair how they will indicate their interest in answering a candidate's question. If the committee is large enough, then consider using the "raise hand" function that is under the list of participants in Zoom. Do not forget to lower your hand once you have asked your question.

- *Answering questions* – Provide good information and be succinct in your answer. If not, all committee members present have asked a question, allow them to answer questions first. Do not dominate the interview. Remember broad and diverse committee participation is important in establishing a good impression with the candidate.

- Have the following information/materials ready for each candidate:

    - Interview schedule.
    - Login information (if applicable).
    - Welcome script.
    - Interview questions.
    - Contact information for tech support.
    - Applicant's contact information (as a backup option if disconnected)

- Some suggested virtual interview starters

    - Welcome
    - Make sure that the candidate can both see and hear you.
    - Facilitate introductions. Candidates should have the list of interviewers beforehand on the schedule.
    - Acknowledge the unusual circumstances of the interview, which should help to put the candidate at ease. This might be the candidate's first virtual interview.
    - Remind the candidate how long the interview will take, how long is foreseen for committee questions, and how long the candidate will have to ask questions.
    - Remind the candidate that you might be taking notes during the interview or referring to prepared materials. This might interfere with eye contact and should not be seen as an indication of disinterest.
    - If there is the chance that someone might be interrupted by a call or other urgent matter during the interview, mention that potentiality at the start so that it will not unsettle the candidate if it happens.

- *Near the end of the interview*, thank the applicant for their time and be prepared to mention next steps if the meeting is with the search committee and the search committee chair deems it appropriate.

- *Do not forget* to end the interview punctually as the candidate has a strict schedule to follow and does not want to make a bad impression by arriving late to the next meeting. It is also important for the candidate to have the full 15 minutes allotted for their break between some meetings.

Be mindful of the following –

- Not every candidate will be able to access virtual interview technology and may need to reschedule or determine an alternate method for interviewing.

- Not every candidate will be able to access the most ideal interview space and may need to attend to the occasional interruption without having it impact their interview.

- Be accommodating of technology hiccups and audio/visual delays. A 15-minute window between interviews will also help everyone to test out their technology/links.

Resources used for this tip sheet, if not cited above, include:
Yale's "Conducting a Virtual Interview Amid the COVID-19 Outbreak" https://your.yale.edu/work-yale/manager-toolkit/recruiting-and-hiring/conducting-virtual-interview-amid-covid-19-outbreak
"Virtual Interviews: Tips for Medical School Interviewers" American Association of Medical Colleges https://www.aamc.org/system/files/2020-05/Virtual_Interview_Tips_for_Medical_School_Interviewers_05142020.pdf
See also the Modern Language Association "Recommended Guidelines for Interviews for Academic Positions" - https://www.mla.org/Resources/Career/Career-Resources/Recommended-Guidelines-for-Interviews-for-Academic-Positions
Modern Language Association "Disability and Hiring Guidelines for Departmental Search Committees" https://www.mla.org/Resources/Career/Career-Resources/Disability-and-Hiring-Guidelines-for-Departmental-Search-Committees

Last updated 11/22/2020, 1/11/2021

Appendix 15

College of Arts & Letters
Dispositioning Applicants

Faculty Searches – Dispositions

The information below are dispositions for faculty searches for first- and second-round interviews.

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 first-round 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: When changing applicants to a disqualification status in PageUp.*

If the 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 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 **Second Round - Formal Interview**

Step 1:

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

1. Interview Recommendation – Onsite
2. Interview Recommendation – Alternate

Step 2:
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:

1. Interview not selected – lack of technical skills
2. Interview not selected – lack of analytical skills
3. Interview – applicant withdrew after interview

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

10.28.2020

Appendix 16

College of Arts & Letters

Dean's Hiring Modification Form

WHEN IS A HIRING MODIFICATION FORM REQUIRED AND WHAT APPROVALS ARE NEEDED?

On March 25, President Stanley communicated his directive to unit leaders for the University to observe some modifications to hiring, as a result of the coronavirus situation and its impact on the University. In his communication, President Stanley noted that "effective immediately and until further notice, all hiring decisions must be approved by the relevant vice president or provost, who will consult with the president as needed."
University Guidelines - https://hr.msu.edu/ua/hiring/faculty-academic-staff/hiring-modifications.html

FAS and Support Staff Hires
Dean and Provost "Hiring Chill" approval is required for all new on-call, part-time, and full-time FAS and Support Staff positions. This includes non-standard hires such as Visiting Artists, Scholars, Lecturers.

Dean approval is required for FAS appointments where a new search approval is not required.

- Any hiring from existing pool searches approved prior to March 25, 2020
- Overload payments for course coverage, curriculum development, or other assignments not in the current contract.
- Funding used to increase the employment percentage of FAS appointment.

Temporary and On-Call Staff
Chief of Staff approval is required for all temporary and On-Call hires. All TOC hires will be reviewed yearly by the Chief of Staff.
Note: All Hiring Modification Forms that do not require Provost approval do not get attached to hiring documents. This is an internal form that remains in the Dean's Office and the Unit.
Hiring Modification form:
https://hr.msu.edu/ua/hiring/documents/hiring-modification-approval-form.pdf

Hiring Modification Forms need to include a solid rationale for the position and should be written for someone who does not know the department or college structure when it needs Provost approval. It is important to include the following:

1) Name of unit and college, semester/year, percentage, and title of position.
2) Rationale for search: course/curricular need, enrollment history and current demand, student success considerations, course cost/salary and source of funding.
3) Rationale for why a search is necessary at this time.

11.5.2020

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