



College of Arts & Letters
MICHIGAN STATE UNIVERSITY

Faculty Searches 2023-2024

Fixed-Term System

Faculty, Academic Staff, Research Associate
(Post-Doc) & CAL Pool Searches

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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” tile.

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/Center 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. Includes the unit HR staffing coordinator and Office Operations team member in charge meeting. If the Search Committee has questions/concerns about procedures, ask the Department Chair or Associate Dean for Academic Personnel and Administration/Associate Dean for Equity, Justice, and Faculty Affairs (once appointed) for advice.
- c) Schedules with the Associate Dean, search committee implicit bias training for all full-time 9-month (academic AY) or 12-month (annual AN) fixed-term faculty and academic specialist searches.
- d) Ensures that the committee includes an affirmative action advocate.
- e) Works closely with the search committee chair, search committee, and unit HR staffing coordinator to ensure that a clear job description is written following best practices and using the relevant College Hiring template. If an academic specialist position, then a separate academic specialist job description form needs to be completed for submission with other posting materials.
- f) 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 clarification.
- g) 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.
- h) Receives the recommendations from the Search Committee through its chair.
- i) Writes response/endorsements of Search Committee selections before sending them on to the Office of the Associate Dean for Academic Personnel & Administration/ [Associate Dean for Equity, Justice, and Faculty Affairs \(once appointed\)](#) & Office for Institutional Diversity & Inclusion (IDI) for approval.
- j) Makes the job offer, once approval is received from the Dean's Office. If the search is for an administrator [who is supervised by the Dean](#), the Dean makes the offer.
- k) An administrator (e.g., Center or Program Director) does not take part in 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/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 if relevant the committee meeting with the College Associate Dean for Academic Personnel and Administration/[AD for Equity, Justice, & Faculty Affairs \(once appointed\)](#). "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:

Works closely with the unit support staff as a team, including the unit HR staffing coordinator and the Office Operations Team member, to ensure that the search committee meetings and interviews are organized in a transparent and professional fashion.

- a) Works closely with the department chair/unit director, search committee, and unit HR staffing coordinator to ensure that a clear job description is written following best practices and using the relevant College Hiring template. If an academic specialist position, then a separate academic specialist job description form needs to be completed for submission with other posting materials.
- b) Provides the following information to [Office Operations Team for second interview as needed](#):
 - list of all individuals the candidate needs to meet with
 - potential dates for zoom interviews
- c) Responsible for the communication and coordination of the interview schedules with the candidates.
- d) Works with the affirmative action advocate and other committee members to ensure a diverse pool of candidates and remains vigilant regarding the potential influence of explicit or implicit bias in the search process.
- e) Writes the committee reports including first round, second round as needed, and final recommendation letter. Ensures that the recommendations do not rank candidates, but rather list pros and cons. 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/Unit Director and/or the Associate Dean for Academic Personnel and Administration/[AD for Equity, Justice, & Faculty Affairs](#) 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 works with the Associate Dean for Diversity, Justice, and Faculty Affairs (once appointed) to complete the job description and submits it to Sarah Jackson, the CAL unit HR administrator. The CAL unit HR administrator should be included in the charge meeting along with the Dean's Executive Assistant to let the committee know their role in the search. 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 for Academic Personnel and Administration/[AD for Equity, Justice, & Faculty Affairs \(once appointed\)](#) 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 an on-campus interview (if approved by Associate Dean).
- d) Maintains vigilance as bias can interject itself into the process at any phase.
- e) Safeguards candidates from unequal or discriminatory treatment.
- f) Brings any search inequities to the chair of the Search Committee and the Department Chair/Director.
- g) Ensures that no correspondence with candidates or interviews are held before the Office of Institutional Diversity and Inclusion has approved the Search Committee recommendations for the second round of interviews if there are two rounds. If only one round, then IDI must approve the only round of interviews.

- h) Note that no additional affirmative action report need be included at any stage of the search. This is an outdated process that was discontinued in 2015–2016, but is still mentioned in the Toolkit. IDI takes care of this vetting now.

A written document of a Recruitment Plan is required for all searches. 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 encourage them to apply. Consider sending the job description to the chairs of professional organization subcommittees dedicated, for instance, to minoritized faculty or women in the profession, please contact IDI or Associate Dean for Academic Personnel and Administration/AD for Equity, Justice, & Faculty Affairs (once appointed) 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, and the MSU Academic Hiring Manual to ensure that best practices are followed for a successful search.
- 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) Work with the search committee chair, affirmative action advocate, and other committee members to ensure a diverse pool of candidates and remains vigilant regarding the potential influence of explicit or implicit bias in the search process.
- e) 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) CAL Unit HR Staffing Coordinator (Primary Staffing Coordinator/Pageup reference) and Office Operations Support Team Staff Support

The Department Chairperson/Center Director will work with the unit’s HR staffing coordinator as well as the Office Operations Support Team member who will assist with the search within the department. 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 Unit HR Staffing Coordinator
 - Works with the chair of the department to complete the CAL Dean’s Hiring Request Form for approval.

- They can complete the following tasks within the PageUp System:
 - Review and manage job postings and their statuses
 - Manage and communicate with applicants
 - Schedules first round interviews (Zoom if needed)
 - Check and request applicants' references
 - Obtain IDI interview list approval
 - Manage employee onboarding tasks (Unit if faculty home is there)
 - Help to draft any offer letters for approval by Associate Dean
- b) The Office Operations Team member
- Schedules search committee meetings
 - In cooperation with the Search Committee Chair, manages and communicates with applicants regarding second interviews if needed.
 - Handles all personal information around scheduling with candidates to avoid having these issues impact selection decisions. (If a candidate requests disability accommodation, contact Melissa Staub).
 - Schedules second round (typically virtual) interviews, when relevant.
 - Manages the logistics in creating second round interview schedule if needed and refers any question regarding the schedule content to the Search Committee Chair.

6) Working with the Dean's Office for Administrative Searches

The CAL HR staffing administrator, Sarah Jackson (jacks835@msu.edu) will have the main responsibilities of job posting and by default will receive all system-automated emails. The faculty home unit HR staffing coordinator will manage employee onboarding tasks, once a hiring decision has been made.

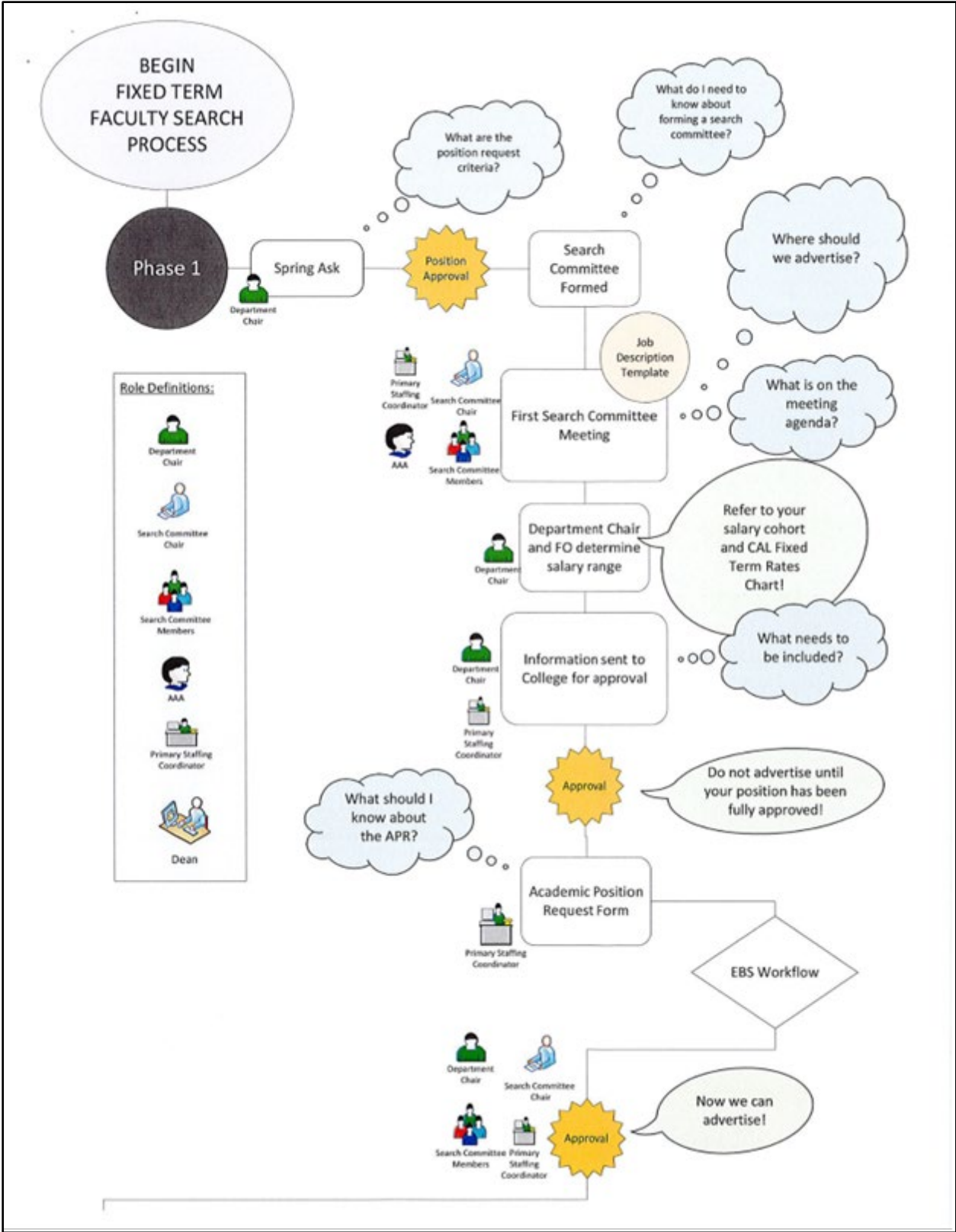
The Dean's Assistant will take care of the search logistics with some help from the unit in specific instances. There needs to be an initial meeting between the Search Committee Chair, the Dean's Assistant, and unit search support staff.

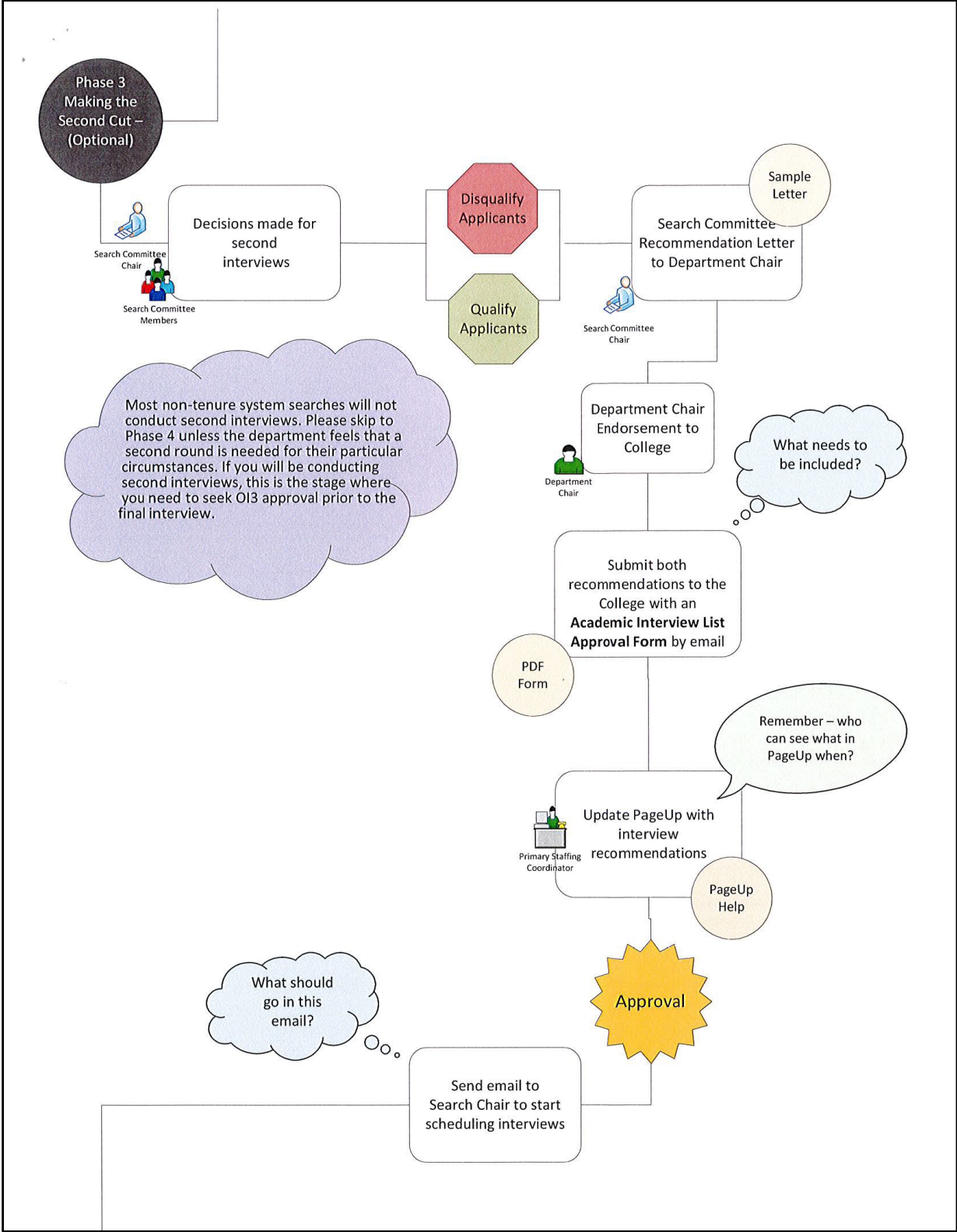
7) Associate Dean for Academic Personnel & Administration/AD for Equity, Justice, & Faculty Affairs & HR Director

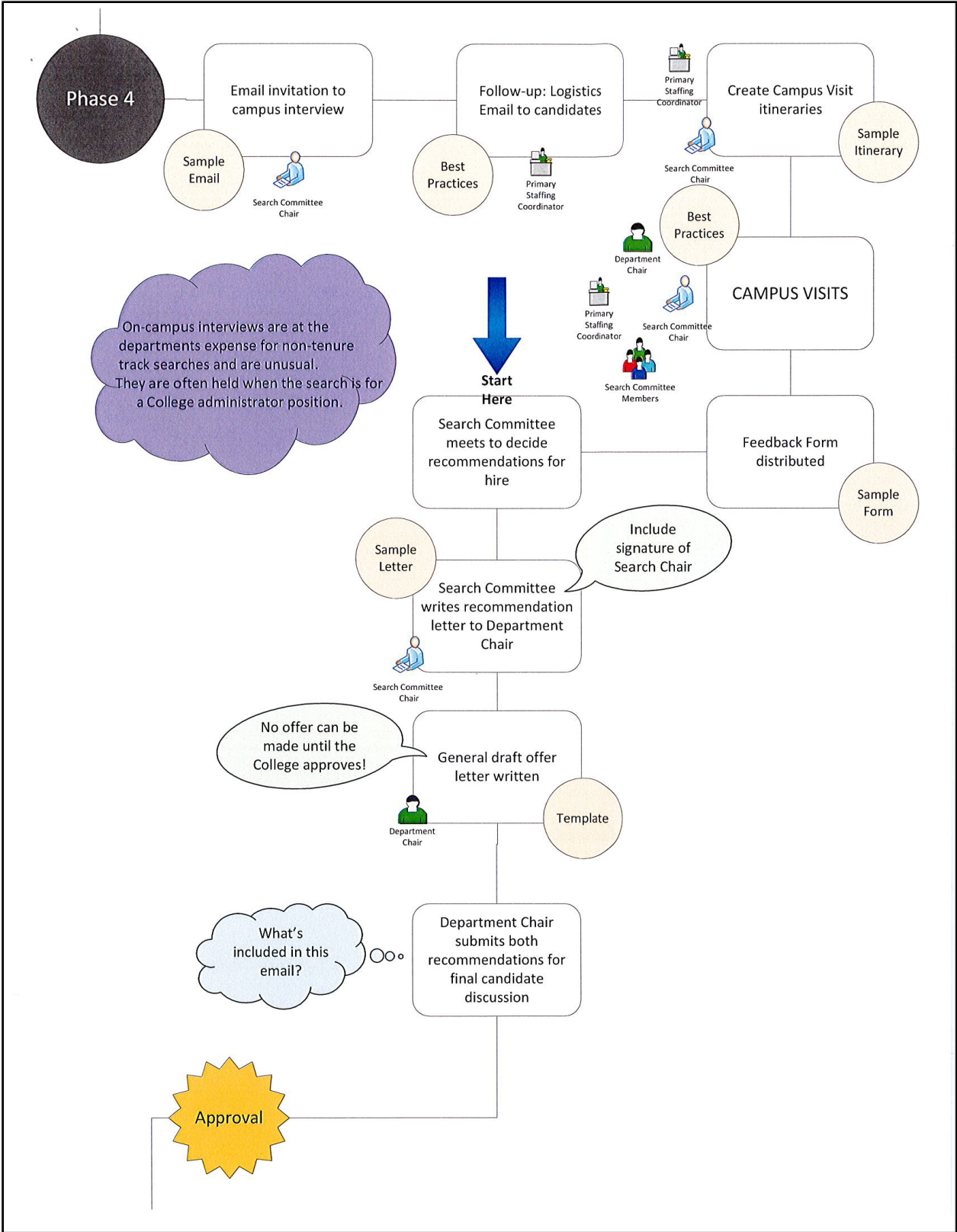
The Associate Dean acts as a resource for Department Chairs and Center/Program Directors (and Search Committee Chairs in the case of an administrator search) concerning CAL academic personnel matters and is available to answer any questions or to provide additional information or training when needed. To help ensure a successful faculty hire, this position oversees College search processes and works with Faculty and Academic Staff Affairs and the Office of Institutional Diversity and Inclusion (IDI) to ensure that searches follow federal and state laws, MSU policies and procedures as outlined by Faculty and Academic Staff Affairs 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. The Dean or the Associate Dean as designee approves the budget for all full-time College searches and must review and pre-approve all

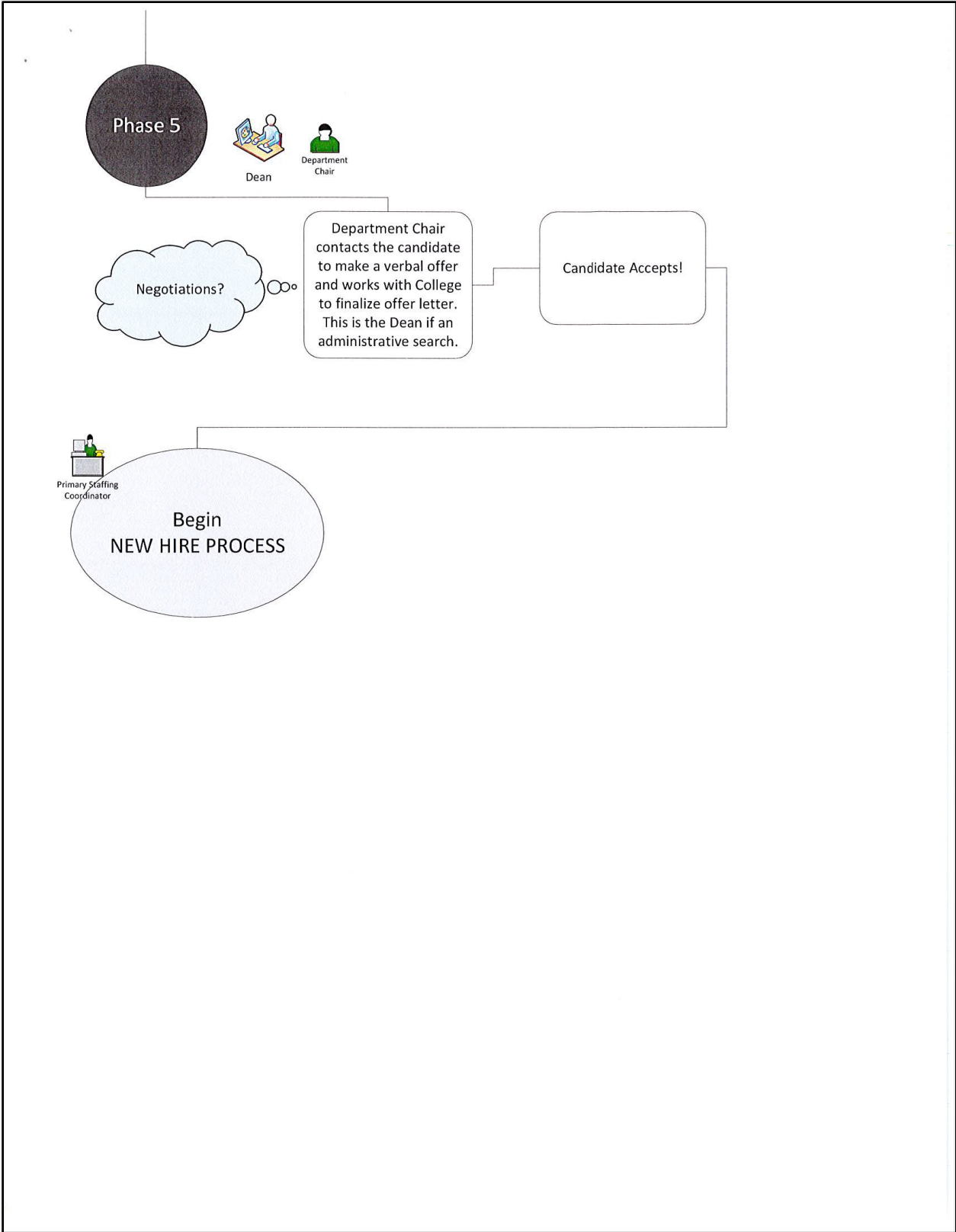
offer letters for full-time searches. The Associate Dean oversees the search process for all tenure-stream and full-time non-tenure stream positions.

The HR Director oversees the search process for all part-time non-tenure stream positions, and must check first with the Associate Dean that the budget for such positions has been approved. If not, the CAL Dean's Hiring Request Form needs to be submitted to the Associate Dean by the department chair or center/program director for review.









Phase 1: Search Approval Process for New Full-Time Fixed Term System Faculty, Academic Specialist, Research Associate (Post-Doc/Post-MFA) & Pool Searches

Approval of Search

The Department Chair (potentially in collaboration with other units) [submits new position requests to the Dean as part of the yearly budgeting process](#). There is a yearly call for new tenure system proposals (typically early spring). Criteria for these requests are provided as part of this process. Occasionally a request must be made off-cycle given course staffing needs. If this is the case a [CAL Hiring Request Form must be submitted with rationale to the Associate Dean for Academic Personnel and Administration/Equity, Justice & Faculty Affairs for review and Dean's approval](#). Rationale should include: a) title and AY/AN, b) specific courses to be covered and modality, c) course coverage need (enrollment history, student need, etc.), d) any other workload assignments (explanation of need and percentage), e) address how the position contributes to the DEI goals of the department/center and College, f) budget source, g) any attached supporting data as needed. CAL Teaching workload = 15-17% per course for non-tenure stream faculty and academic specialist positions (e.g., a 1-1 load would be 33.33% for the AY).

Search Approval Process for Part-Time Fixed Term System Faculty Pool Searches and Full-Time Semester Only Searches

These searches normally fill courses left uncovered by faculty leaves or other course coverage issues. If this is the case a [CAL Dean's Hiring Request Form must be submitted with rationale to the Associate Dean for Academic Personnel and Administration/Equity, Justice & Faculty Affairs for review and approval](#). Rationale should include: a) title and AY/AN, b) specific courses to be covered and modality, c) course coverage need (enrollment history, student need, etc.), e) budget source, f) any attached supporting data as needed. CAL Teaching workload = 15-17% per course for non-tenure stream faculty and academic specialist positions (e.g., a 1-1 load would be 33.33% for the AY). Every effort should be made to create full-time, 9-month AY positions rather than creating multiple part-time positions.

Suggested Search Timeline

Note: this timeline outlines a standard search plan that starts in the fall. The weeks indicated help with planning searches that do not start in August/early September. This timeline varies much more due to need than the tenure-searches, so this is just an ideal guide with an understanding that it will be adapted to the search need. Hopefully, most searches, including part-time pool searches can take place during the academic year, so that instructors can be hired from an existing pool of vetted candidates over the summer for the following fall as needed. **This type of search is best started early to mid-spring semester**. See appendices.

Yearly budget request (typically early spring): Department submits position requests for full-time, 9-month (AY) or 12-month (AN) fixed-term system, academic specialists, and Research Associate (Post-Doc/Post-MFA). Otherwise, this is done as needed along with the part-time

positions. Please plan ahead make sure that such searches are done in the spring at the latest and not in the summer if at all possible.

- **Spring/Summer:** Dean's Office notifies units of search approvals – again time depends on particular search.
- **August/early September:** Search committee receives charge/[affirmative action training](#)/finalize job description/post position. Guidance on setting an initial review date for applications—allow 2 weeks for College/FASA/CHR/IDI approval and then 2–5 additional weeks for candidates to apply. Note: Once in a while, CHR takes an additional week to approve these (happens more in the spring), which is why the date a total of 7 weeks out may be suggested to recruit the best, most diverse pool of applicants. Also note that some part-time pool searches might just wait the 2-week minimum before reviewing.
- **October/early November** (allow ca. 2 weeks): Review applications & make the first round recommendation.
- **November/early December** (allow 3–4 weeks): College approval and IDI approval if only one set of interviews will take place, Zoom interviews, reference checks, and final review with candidate recommendation.
- **February/early March:** (allow 3 weeks): College approval, 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

Note: It is recommended that committees range from 3–5 faculty members for non-tenure system searches, and that the committee include one fixed-term system faculty member or academic staff as a voting member whenever possible. Note that Department Chairs should try to choose full-time, fixed-term system faculty who have a portion of service in their contract (e.g., 90% teaching/10% service) workload or academic specialists for this role when possible. While the Department Chair should not normally serve on the selection committee, there are occasions, particularly in the summer, where this might be necessary. But it is to be avoided so that the preference for faculty review of candidates remains intact. It is also possible to just have two search committee members for a part-time pool search if absolutely necessary, but again this should be avoided. Occasionally a search committee member must drop out for a variety of reasons, this change and their replacement needs to be 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/ AD for Equity, Justice, & Faculty Affairs (once appointed) at First Search Committee Meeting

The Associate Dean must be included in the first meeting of the Search Committee for all full-time non-tenure stream searches 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 department chair will typically charge the committee first.

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 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. See the example in the appendix.

Note: If needed and approved, it is possible to search for several identical full-time positions with a single job description in a “full-time” pool search. This “full-time” pool search is distinct from the guidelines for “part-time” pool searches.

While position descriptions may vary widely, descriptions of academic positions that are submitted as part of the position approval process must be written on the appropriate search template:

Part-time pool search template: <https://cal.msu.edu/wp-content/uploads/sites/56/2022/09/Fixed-Term-Pool-Search-Part-Time-Template-2023.docx>

Full-time fixed term template: <https://cal.msu.edu/wp-content/uploads/sites/56/2022/09/Fixed-Term-Full-Time-Search-Template-2023.docx>

Specialist Position Description (if applicable):
<https://hr.msu.edu/ua/forms/documents/SpecPositDesc.pdf>

Note: If the position needs to be filled quickly, it is recommended that the 3 letters of recommendation be solicited from acceptable applicants via pageup from the start. This is recommended for part-time positions rather than full-time searches, where the timeline is longer and letters can be requested after the first round.

Note: Please also see the Guidelines for Evaluating Diversity Statements:
<https://cal.msu.edu/documents/cal-guidelines-for-evaluation-of-diversity-statements/>

_____ 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. [We particularly welcome applications from women, people of color, LGBTQI individuals, and others who are traditionally underrepresented in the academy.](#)

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. 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 get letters from the referees. [No offer should be made without at least two letters given the university requirement to have written documentation of references.](#) Letters need to be requested through the PageUp system by the unit HR staffing coordinator and not be sent directly to the Search Committee Chair.

_____ 4. Department Chair/Director: Determining the Salary Range

For full-time fixed term faculty and academic specialists (i.e., all 9-month (AY) and 12-month (AN) appointments), the Department Chair/Director should work with their Department or Center/Program Financial Officer (FO) and look at the salary cohorts in their departments, in the CAL cohort, in the Big Ten or AAU salary cohort, and at other peer institutions, and suggest a salary range to the Office of the Dean for approval. It should be at least the minimum listed in the University and College minimum salary guidelines. [This should be indicated in and submitted via the Fixed Term Full Time Search Template.](#)

The College has a fixed-term rate chart for all other NEW semester by semester, hires which takes the UNTF minimum rates into account. Please review the CAL salary chart with your FO.

Please see this link for the MSU minimum salary guidelines:

<https://www.hr.msu.edu/ua/recognition/faculty-academic-staff/academic-salary-adjustment.html>

Please see this link for the current UNTF minimum salary guidelines:

<https://www.hr.msu.edu/ua/recognition/faculty-academic-staff/untf-salary-adjustment.html>

_____ 5. What Information to Send to the Dean's Office for Approval

Submit the following information using the Fixed Term Full Time Search Template to Associate Dean Sonja Fritzsche (fritzsc9@msu.edu) and copy Melissa Staub (staubmel@msu.edu) and Sarah Jackson (jacks835@msu.edu).

1. Position description
2. Proposed salary range
3. Search Committees Members (including Chair & Affirmative Action Advocate)
4. Recruitment Strategy/Plan: Where and how the search committee and department plans to publicize/advertise/recruit for the position following best practices for recruiting a diverse and inclusive faculty and academic staff (e.g., listservs and professional organization subcommittees focused on underrepresented groups). The final version must also be in the first cut letter.
5. Specialist Position Description Form (if specialist position). Faculty/Academic Staff Administrative Forms under Helpful Search Information

NOTE: The Dean's Office makes every effort to prioritize the faculty search approval process. After the position request leaves the College, it is standard for two weeks to pass before Central Human Resources has approved the position for posting. Please allow for this when you write the job description. During peak search times, this has been known on occasion to take three weeks. Only after Central Human Resources (and Provost) has approved may you go ahead and advertise the position.

IMPORTANT NOTICE REGARDING ADVERTISING: *The position cannot be advertised until the posting has been approved by CHR and the Provost's Office.* The unit HR staffing coordinator will be informed of the approval via email and this will include the job ad number that needs to be referenced in the advertisement for the candidate to find the posting on the Careers@MSU job site.

C. After Dean's Office Approves the Position Description, Salary Range, Search Committee, and Recruitment Strategy/Plan

The unit HR staffing coordinator will submit the Academic Position Request and Attachments after Dean's approval.

D. After Human Resources Approves You May Advertise the Position

1. Advertising and Other Expenses

Fixed-term system search expenses are a maximum of \$1,000 (Contact Ken Desloover if additional funding is needed).

This can only be used for advertising. It is expected that departments/programs will provide a match. If bringing finalists to campus for on-campus or final virtual interview, the department will pay the expenses. On-campus interviews need to be approved by the Associate Dean since it is unusual for non-tenure system searches.

Please follow the MSU MANUAL OF BUSINESS PROCEDURES for appropriate expenses and speak to your fiscal officer if you are unsure of anything. <http://ctrl.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?

Note: All full-time 9-month and 12-month position searches need to be advertised nationally to ensure a broad pool.

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 (IDI). [See a suggested list from IDI in Appendix 15.](#)

- 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
 - Other Digital Ads
 - [HighEdJobs.com](#)
 - [H-Net Job Guide](#)
 - Monster.com

Phase 2: Making the First Round Decision

*The position must be posted for **one week** before the first group of applicants can be vetted. **For all full-time positions, it is best practice to post the position nationally for four weeks to ensure the broadest pool of applicants.** (Depending on the search, if you are making your final decision on the first round, see page 29 on how to proceed after Associate Dean approved your list).*

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 accordance with the Office of Institutional Diversity and Inclusion.

- 1) Spouse or family member/“relative” as defined by MSU COI policy
- 2) Present or past PhD/MFA/MA Advisor/Advisee
- 3) Present or past postdoc/post-MFA supervisor
- 4) Publication collaborator within the past 5 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 should be submitted along with the first-round candidate letter to the Associate Dean’s office **and also submitted to IDI along with the interview list.** 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, to keep feedback consistent. It can more easily be integrated into the search committee’s deliberate process. [When creating an evaluation rubric, please also refer to the Guidelines for Evaluating Diversity Statements: https://cal.msu.edu/documents/cal-guidelines-for-evaluation-of-diversity-statements/](https://cal.msu.edu/documents/cal-guidelines-for-evaluation-of-diversity-statements/)

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 unit HR staffing coordinator or Search Committee Chair should make initial contact with the candidates to offer them an interview. The unit HR staffing coordinator will ask the candidate if they require special accommodations in scheduling the interview. Information regarding accommodations 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

**** Note: When changing applicants to a disqualification status in PageUp. If the unit HR 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 unit HR 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 Central 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 via email the information below to Associate Dean Fritzsche (fritzsc9@msu.edu) and copy Melissa Staub (staubmel@msu.edu) for all full-time searches. For all part-time searches, please provide the information to Melissa Staub. 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 the Associate Dean approves the first-round list, the unit HR staffing coordinator can 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. [Documentation of final recruitment strategy/plan](#)
5. List of applicants selected for first-round interviews and provide short paragraph rationale for selecting them with pros and cons. [Please include highest degree or ABD and current position, if applicable.](#)
6. List of next four to five applicants not selected and a **short** paragraph of detailed reasons for disqualification with pros and cons. [Please include highest degree or ABD and current position, if applicable.](#)
7. Blank rubric that the search committee used to evaluate all applications

_____ 4. After the Finalist List Has Been Approved by The Dean's Office

*****Note: The Office of Institutional Diversity and Inclusion (IDI) only needs to approve the list for the final interviews. If your search will only have one round of interviews, you need to also submit this list to IDI for approval. This is often the case in non-tenure system searches. If you do just have one round of interviews, proceed to the next step #1. If not, skip to #5.***

The applicant pool and interview list must be approved prior to scheduling and conducting **final** interviews. Approval must be obtained by the Department Chair/Program Director, Dean designate, and IDI (See *Academic Final Interview List Approval Form* below).

Step 1: 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 Program Director's signature to [Melissa Staub](#).

1. [Melissa](#) will get Associate Dean Fritzsche's approval and return to the unit HR staffing coordinator. In the case of part-time searches, Melissa will provide the approval unless hiring out of an open fixed-term faculty pool where the position budget has not yet been approved by the Associate Dean. All such searches currently require an approved CAL Dean's Hiring Request Form. The unit HR staffing coordinator will then upload the Interview List form and the search committee report into PageUp and send forward to IDI for approval.
2. Once IDI approves, the unit HR staffing coordinator will receive an email of the approval and you may schedule the finalists for interviews.

5. Proceeding with the screening interview on Zoom

After the first round is made and approvals received, reference letters should be requested if the search is not an administrative one. 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 Zoom interviews. See also the best practice document in the Appendix below. 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. [Committees should choose to share the questions ahead of time with all of the candidates in a similar manner for equity reasons and can include standardized follow-up questions to provide for more in-depth discussion should time allow. Place questions in the Zoom chat as you go.](#) Some committees might choose to share the questions ahead of time to provide time for more in-depth discussion. See the sample template for an email that might be sent to each candidate at this stage ahead of the Zoom interview in the Appendix. It is also very important that all search committee members are present at the screening interviews 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 tips on Zoom interviews in the appendices.

Phase 3: Making the Second Round Decision – (Optional)

Note: Most non-tenure system searches will not conduct second interviews. Please skip to Phase 4 unless the department feels that a second round is needed for their particular circumstances. If you will be conducting second interviews, this is the stage where you need to seek IDI approval prior to the final interview.

_____ 1. After Zoom Interviews: Dean’s Office Approval of the Finalist List

Once the first round of interviews is complete. Please provide the Dean’s Office with the information below.

Department Chairs/Directors: Please provide the information below to Associate Dean Fritzsche (fritzsc9@msu.edu) and copy [Melissa Staub \(staubmel@msu.edu\)](mailto:staubmel@msu.edu) for full time searches, or Melissa Staub for part-time searches. Both the signed committee letter and the Department Chair/Director email endorsement must be sent to the College of Arts & Letters. Note again that this documentation is very important should it be needed in the future as verification of how the search was conducted.

- a) Posting Number
- b) Total number of applicants (there is no need to provide demographic information)
- c) A list of the committee members and their role on the committee
- d) List the applicants you are interviewing and pros and cons rationale for selecting these applicants and rationale for not selecting the others

Note: Only for these exceptions–If you are doing a second round of interviews, since you have not yet gotten IDI approval to conduct final interviews, you now need to go to Phase 2, #4 & #5 page 29 for approval of selection list for final interviews by Associate Dean’s Office and IDI and then conduct the interviews. Then return to Phase 4.

Phase 4: Making the Final Round Decision

After the Zoom Interview

At the end of the selection process for interviews, all interviewed applicants must either be assigned to “second-round interview selected” or one of the following:

First interview completed but not selected for a second interview:

- a) Interview not selected – lack of technical skills
- b) Interview not selected – lack of analytical skills
- c) Selected for a second interview but does not interview
- d) Interview – applicant withdrew after interview

Note: For part-time pool searches, after the interview, select a) or b) if you no longer wish to have this applicant as part of your pool search. Do not change anything if you wish to keep them in the pool, but do not hire them at this time. If you wish to hire them proceed. You can keep a list of dispositions and update the application status after the finalist signs the offer letter.

1. After the Final Recommendations Are Determined – Approval by Dean’s Office

The Department Chair/Director will provide all together to Associate Fritzsche (please copy [Melissa Staub](#)):

- a. The report of the Search Committee with rationale of the pros and cons of each candidate modeled on the first/second round interviews plus reference letters and **with the signature of the chairperson of the Search Committee on the report. Note: the candidates should be listed as “acceptable” or “unacceptable.”**
- b. The Department Chair/Director’s statement/endorsement of the report, which may be in the form of an email.
- c. A draft letter of offer written in collaboration with the unit HR staffing coordinator with suggested starting offer salary. [All offer letters must be approved by the Associate Dean prior to making an offer. 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 **and help with any negotiation questions. Any salary or other financial negotiations need to be done in consultation with the Associate Dean.** 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.

Sample pool letter wording for applicants you may potentially hire:

Example One:

Thank you very much for your application to our department's pool of fixed-term instructors for next academic year.

The search committee issued a very positive report about your application.

While we do not have any courses in our department to teach at this time, the committee was impressed with your qualifications and we will keep your name in the pool should courses become available.

Example Two:

I am writing to let you know the status of your application to the “AREA” Pool search at Michigan State University. I wanted to personally let you know that the search committee is unanimous in their decision to welcome you to the faculty pool and I support this 100%. However, at this point and time, we do not have any teaching positions available for this next academic year. Based on enrollments this may change and if it does—I will alert you immediately. At this point and time, these pool searches are good for two years.

Thanks for your patience and please let me know if you have any questions in the meantime.

Phase 5: Making the Offer

_____ 1. **Have you received approval to make an offer from the Office of the Dean? Has the offer letter been approved by the Associate 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 Office approval [of the candidate list and the Associate Dean's approval of the draft offer letter](#), the Department Chair/Center Director contacts the candidate, makes a verbal offer by phone or email depending on type of position, and negotiates the terms of the appointment. For approval of any changes from conditions outlined in your draft letter, consult with Associate Dean Fritzsche. Send the official written letter of offer (or email) to the candidate giving a deadline of at least two weeks from receipt of letter to reply. If the search is for a 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 acceptance letter from the candidate, see Appendix 8.
- b. Once you have received a signed letter from the candidate accepting the position, [please forward it on to your unit HR staffing coordinator and have them get the hiring process started. They should plan to loop in relevant members of the Office Operations, Academic Operations, Marcom, IT, and Finance team for things such as access, keys, equipment, and any needed financial information.](#)
- c. After consulting with the Associate Dean or HR Director, the Department Chair or Search Committee Chair 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 Assistant Professor of the Department of XXXX in the College of Arts & Letters at Michigan State University. We 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."

Your committee should meet and read page 36 of MSU Search Toolkit while everything is fresh in your minds.

Frequently Asked Questions & Answers for Part-Time Pool Searches:

Please note that the CAL Dean's Hiring Request Form is necessary to move forward with a search. Note that the actual current number of positions need to be hired from the pool search must be included in the hiring request form as well as the rationale for these positions. See above in Phase 1 for more information. Please work with your unit HR staffing coordinator for help in starting a search and also contact the Associate Dean with any questions or concerns prior to submitting the request form.

1. What do AY and AN appointments mean?

- AY
An academic year (AY) faculty is normally appointed August 16 – August 15 and is assigned duties during the period August 16 to May 15; salaries are paid in ten installments on the last working day of the month over the duty period, August 16 through May 15.
- AN
A 12 month annual (AN) year basis, salaries are paid in twelve monthly installments on the last working day of each month.

Individuals appointed on an annual basis for less than 12 months receive salaries on a monthly basis during the stipulated period (i.e. semester hires).

2. What are the criteria for a pool search?

- In the College of Arts & Letters, a part-time pool posting is used to fill part-time AN (annual) or one-semester, full-time fixed term or academic staff positions. These positions are also often converted to AY positions should a spring appointment also come available. It is best not to put AN or AY in the posting description to allow for maximum flexibility in the offer process.
- Full-time positions of 9-months or more need to follow the standard process as part of a national search. A pool posting is similar to a regular posting. What makes it a “pool” is that you plan to hire more than one individual from that

posting OR, you know that you will have an on-going/sometimes last minute need to fill a position quickly.

- A pool posting follows the same procedure as a regular posting, including the establishment of a search committee, interview list approvals, and updating of candidate statuses. The position must be posted for 2 weeks before the first group of applicants can be vetted.
- A pool posting allows a unit to fill up to fifteen (15) openings from one posting.
- The benefit to making these appointments AY is the ability to reappoint the following year without a posting. If an AN appointment has a break in service, the units would have to post and rehire each year as these appointments wouldn't qualify for the reoccurring designation and the summer would count as a break in service. Therefore, if a need does come available in the spring or you know that you have availability for both, you can make an AY hire at that time. However, it is best not to put AN or AY in the posting description to allow for maximum flexibility in the offer process.

3. Full-time AY of 9 months or AN Searches of 12 months

- Full-time AY or AN searches need to be posted separately from “pool searches” which are for part-time or a full-time semester hires. In this type of search, normally only one person is being hired rather than multiple individuals and the posting is only open until the position has been filled. This allows for a larger pool of applicants for a full-time AY or AN position in a national search, although it is also possible to post nationally for a “pool search” as defined in #1.
- Note there is sometimes confusion with the term “pool” because it is used in two ways by CHR. First, there is a candidate pool for all searches, which refers to the number of applicants for a search, which the search committee reviews. Conversations talk about recruiting a large and diverse pool of applicants. Second, there can also be pool searches for full-time positions when there are two or more identical positions available. For instance, the need for multiple full-time, 3-3 load writing or language instructors in a given year. Then there is the usage “part-time pool search” that refers to search that remains open for 2 years and establishes a vetted pool of finalists from which units can hire as the need opens up. Some of these finalists might not be hired from the pool if no courses become available during that time. Or, if this pool needs to be replenished within the two-year period, the search committee can review new applicants to add to the existing vetted pool from which to hire.

4. How long is the pool valid before a new pool search needs to be done?

The Office of Faculty and Academic Staff Affairs has determined that the maximum time frame a pool posting should be open is 2 years. Once the two-year posting period has expired, a new position needs to be posted. Departments should try to anticipate their needs and plan ahead as to how and when these might best be (re)posted. Ideally, this work would be done during the academic year to establish a pool to hire from in the summer and to avoid summer searches.

5. Open Status vs Closed Status

If the position is kept open, new people will continually apply for the position. Departments will have to be diligent about reviewing the pool and dispositioning the applicants on a regular basis (CHR recommends a minimum review of every two months). If you have a sufficient pool and you do not want to consider others, you can close the posting. A request may be sent to the CHR Analyst or to the Academic Operations team at HR.Academic.Operations@hr.msu.edu to close. Within the two-year limit, the same posting may be reopened to solicit additional candidates. If you want to keep your options open (and have a clear plan to deal with applicants on a regular basis), keep the posting open. The Provost's Office has flexibility in this process.

6. Does "Open Status" mean that the department/unit can just hire people as needed and as they apply since the search would be open OR does it mean they have a search, interview and select the top 10 candidates, notify them that they are in the pool and then because it is still open, they can still be hired with the validity of that interview?

Positions must be posted and candidates must be considered just like any other search. There is nothing different about a pool posting other than the fact that the department anticipates hiring multiple people from one opening and there may not be a vacant position open at the time of the posting. Since the pool posting is just like any other posting, there must be an interview list submitted and reviewed by OIII prior to interviewing and making selections. The search committee will decide on a date when they will review applicants for first round and second round (if needed). Once the top candidates have been interviewed and approved then it is possible to hire out of this final vetted group (pool) as needed. Approved candidates need to be notified they are in the pool especially when there is not an immediate position available. It is possible that some of these candidates will not be hired if they are not needed within the 2-year window. The pool process is a mechanism to help departments cut down on some of the "last minute" scramble types of hires, by having a vetted group of candidates ready for hire. Applicants from pool postings can only be hired once from the pool if there is a break in service.

Since the pool posting is just like any other posting, there must be an interview list submitted and reviewed by IDI prior to interviewing and making selections. Normally this stage of the approval process occurs within 2-4 days.

7. Do all of the applicants need to be interviewed and then put on a two-year hold or are they in the pool to be interviewed over the next two years?

If an applicant in a pool is not qualified, you do not have to interview that individual (just like non-pool postings). FASA envisions that you post a position and that periodically the department will review the pool, interview, and make determinations about who from the pool meets the criteria to be hired. The department would communicate with those individuals that, should they have an opening, they will be contacted/extended an offer.

8. What do you put in the description?

The job description should explain that it is for a pool to draw upon for individual courses as needed within those two years. Once that expires, we need to do a new pool search for another 2 years. You can post the position based upon what you know the FTE to be as of today with language in the posting that the number of classes to be taught may vary based upon enrollment. It is possible to use language that anticipates future needs in multiple subjects to avoid conducting multiple, concurrent pool searches. Please ask the Associate Dean's office for help with this wording. See the Appendix below.

9. Is there a way that I can alert the applicants prior to the PageUp system's automatic email where I can let them know that they are in the pool for potential hiring over the next two years although I do not have a class to offer at this time?

Yes, the department can send a communication to the applicant outside of the system or can send a personalized email through the PageUp system. Only certain statuses in PageUp have automatic communications. Please reference this tip sheet for guidance as to what statuses trigger a communication, <https://hr.msu.edu/ua/pageuphelp/documents/applicant-emails-tip-sheet.pdf>. A detailed listing is embedded within the document through a "click here" link.

10. Will the pool search close automatically when someone has been offered the position and updated in PageUp?

No, you must submit an appointment form for the hire in the EBS system. Repeat this step for all hires stemming from a posting.

If you wish to proceed with hiring more applicants, then continue vetting and interviewing candidates. When either the two-year limit approaches or the unit no longer wants to fill any positions from the pool posting then the unit should reach out to the HR Analyst on the posting to officially close the posting.

11. How long should the position be posted before interviewing?

It is required by FASA that the position be posted for 2 weeks before a pool of candidates can be interviewed in order to ensure that there is time and the opportunity for candidates to apply.

12. Why can't the faculty just rehire them since the person is part of that pool and they have already been interviewed and hired for those courses?

The person was hired for a particular position for a contractually-defined length of time. Per MSU's interpretation of Office of Federal Contract Compliance Programs (OFCCP) regulations, once this term is filled and there is a break in service the employee must apply to a new pool. A break in service includes the summer months for all AN positions.

Keep in mind that if you have a pool of people, you do not want to keep them "waiting" to hear from you for two years, as this is not a good experience for an applicant. You should contact them and congratulate them on successfully making it into the pool should a position come available and that the pool is valid until a date that you have chosen, which is up to two years.

HELPFUL SEARCH INFORMATION

- [CAL Fixed Term Faculty/Academic Staff Search Template](#)

- **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
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.

- **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.

- **Waiver Crosswalk**

<https://hr.msu.edu/ua/hiring/faculty-academic-staff/documents/waiver-crosswalk.pdf>

Waiver descriptions on whether or not a position needs to be posted or not.

- **Faculty Ranks**

[Academic Hiring Manual University Approved Academic Positions/Ranks \(msu.edu\)](#)

A list of faculty ranks and descriptions

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. [We particularly welcome applications from women, people of color, LGBTQI individuals, and others who are traditionally underrepresented in the academy.](#)

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 <https://worklife.msu.edu/your-career/dual-career/>. Information about WorkLife at MSU can be found <http://worklife.msu.edu/>. Information about the Office of Faculty and Academic Staff Development can be found <http://aan.msu.edu/>. Information about MSU Diversity and Inclusion Initiatives, including the Diversity Research Network can be found at <http://www.inclusion.msu.edu/>.

The College of Arts & Letters employs over 227 full-time faculty with 2,495 undergraduates and 303 graduate students enrolled in 26 majors, 41 minors, and 32 graduate programs across 15 disciplines that are housed in 9 departments and 24 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, the Institute for Ubuntu Thought and Practice, and the Center for Structural Change. 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 2022, Black, Indigenous, and People of Color faculty made up 29% of the College faculty and students of color made up 27% of its entering undergraduate class.

Inclusion 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.

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.

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 1-page summary of your philosophy of diversity, equity, and inclusion as it pertains to intellectual leadership in the areas of teaching/curriculum development, research/creative activities, service, outreach, advising, and/or administration. The statement should also include an explanation of related past or planned activities/endeavors as well as how the candidate will advance our goals of inclusive excellence. For more information see the MSU Diversity, Equity, and Inclusion Plan. <https://strategicplan.msu.edu/strategic-plan/dei>. See also the College Guidelines for the Writing of Diversity Statements - <https://cal.msu.edu/documents/cal-guidelines-for-the-writing-of-diversity-statements/>.

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 for all Full Time Searches
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 interviews

Appendix 3

College of Arts & Letters Sample First Round Decision Letter

Note: If there is only one round for a non-tenure system search, additional detailed pros and cons of the top group of candidates need to be included in this letter (do not rank), since there will be no second round.

[Date]

Dear xxxxxxxx,

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 Zoom interviews with the first-round candidates. The Search Committee consists of xxxxxxxx (chair) in [Department], xxxxxxxx in [Department or Program] (diversity advocate), xxxxx in [Department or Program], xxxxxxxx in [Department or Program], xxxxxxxx in [Department of Program], etc. There were [total number] applicants total who applied before the deadline. Of those, [number] were selected for the first round of interviews. [number] were not. [If the pool is not diverse, justification is needed].

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

First round: [Include how many candidates you have selected. **additional detailed pros and cons of the top group of candidates need to be included (do not rank),. Ideally should be a list of between 4-5 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.

Candidate 2: degree attained, and from what institution, current position, short paragraph rationale for why the committee included this person.

Candidate 3: degree attained, and from what institution, current position, short paragraph rationale for why the committee included this person.

Candidate 4: degree attained, and from what institution, current position, short paragraph rationale for why the committee included this person.

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

Candidate 1: degree attained, and from what institution, current position, short paragraph rationale for why the committee did not include this person.

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

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

Appendix 4

College of Arts & Letters

Sample Zoom Preparation Checklist for Email to Candidate

In the email to each candidate from the Search Committee Chair include the following information:

- 1) Dear NAME OF APPLICANT
- 2) How long the 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 email.

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 Final Round Letter

Note: Provide additional detailed pros and cons of the candidates interviewed 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 xxxxxxxxx (chair) in [Department], xxxxxxxxx in [Department or Program] (diversity advocate), xxxxx in [Department or Program], xxxxxxxxx in (Department or Program), xxxxxxxxx in [Department of Program], etc. There were [total number] applicants interviewed via 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 to be finalists. 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.

Candidate 2: degree attained, and from what institution, current position, short paragraph rationale for why the committee included this person.

Candidate 3: degree attained, and from what institution, current position, short paragraph rationale for why the committee included this person.

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

Candidate 1: degree attained, and from what institution, current position, short paragraph rationale for why the committee did not include this person.

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

Candidate 3: degree attained, and from what institution, current position, short paragraph

rationale for why the committee did not include this person.

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

Make sure all applicants are dispositioned once an offer letter has been signed.

Appendix 6

College of Arts & Letters

Faculty “Part-Time” Pool Description Example

Note: This example lists a variety of types of courses all in one job description. This department chose to put all possibilities in one posting. Other departments might choose to do several different pool postings, one for each type of course available. Note that you cannot hire someone for one type of position from a pool that advertised another type of position, so consider what strategy would be best for you. It is also possible to only review for the type of course needed at that time and hold other candidates in reserve to be interviewed later. For instance, if there is only need in Portuguese, then only applicant qualified to teach Portuguese need to be interviewed although there are also French, Spanish, and Italian instructors among the applicants as well.

The Department of XXXX at Michigan State University is currently establishing a pool of fixed term assistant professors & instructors. These positions will be filled per course/per semester, on an as needed basis. Applicants in this pool are reviewed when the program has an immediate need to fill a vacancy as needed within two years to begin as early as August 16, 20XX.

Duties:

Responsibilities include teaching undergraduate and graduate courses in Theatre and Dance. Theatre courses include: Acting, Design and Technology, Theatre Studies, and Special Topics in Theatre. Dance courses include: Improvisation, Dance Technique of various styles, Choreography, and Special Topics in Dance.

Qualifications:

- MA, MFA or Ph.D. in theatre, dance or the arts or humanities.
- Experience teaching at the college level.
- Professional experience in the performing arts field.
- Review of applications will begin March 15, 20XX. Applications must be submitted electronically to the Michigan State University Human Resources web site <http://careers.msu.edu>. Posting # XXXX.

Required Application Materials:

Qualified applicants should submit a) a cover letter b) current curriculum vitae c) any other materials desired by the search committee d) [A 1-page summary of the candidate’s philosophy of diversity, equity, and inclusion as it pertains their intellectual leadership in the areas of](#)

teaching/curriculum development, research/creative activities, service, outreach, advising, and/or administration. The statement should also include an explanation of related past or planned activities/endeavors as well as how the candidate will advance our goals of inclusive excellence. For more information, see CAL Guidelines for the Writing of Diversity Statements - <https://cal.msu.edu/documents/cal-guidelines-for-the-writing-of-diversity-statements/>

e) the names and email addresses of 3 potential referees.

Special Instructions:

For more information, contact the Chair of the Search Committee, email or phone number. For more information about the Department of XXXX, go to XXXX.

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

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. We particularly welcome applications from women, people of color, LGBTQI individuals, and others who are traditionally underrepresented in the academy.

Appendix 7

College of Arts & Letters

March 1, 2018

TO: Deans, Directors, and Chairpersons

FROM: Theodore H. Curry II, Associate Provost and Associate Vice President for Academic Human Resources

Paulette Granberry Russell, Director of the Office for Inclusion and Intercultural Initiatives and Senior Advisor to the President

SUBJECT: **Communication #4 – Pool Postings as a Recruitment Tool**

This is communication #4 in a series of communications regarding changes to the academic hiring processes.

Effective May 21, 2018, new policies for faculty and academic staff hiring will be implemented. Please see the memo dated January 22, 2018, for information about the new policies.

Moving forward, units will be required to post academic openings that may have been previously filled utilizing a waiver. Units that have multiple openings for the same type of position may employ the pool posting functionality in PageUp to help streamline the recruitment process. A pool posting allows a unit to fill up to ten (10) openings from one posting. This is also a great tool to identify a pool of qualified applicants for unexpected openings wherein a unit may need to quickly fill a vacancy.

Items to keep in mind when utilizing the pool posting functionality in PageUp:

- A pool posting is similar to a regular posting and allows multiple hires from one pool.
- A pool posting requires the same elements of a regular posting, including the establishment of a search committee, interview list approvals, and updating of candidate statuses.
- A pool posting may be open until filled. Keep in mind, however, that applicants will continue to apply as long as the position is open.
- Units will need to establish a regular schedule for reviewing and providing a disposition of new applicants in order to maintain a positive experience for the applicant. We

recommend, at a minimum, review of the applicant pool every two (2) months. Applicants not qualified for your openings must be given the appropriate status in the system in a timely manner (i.e., do not wait until all

- positions are filled to apply the appropriate disposition to candidates who are not moving forward in the process).
- Units are not required to close a pool posting in order to move forward in the recruitment process. The interview list may be submitted, and candidates may be vetted and hired without closing the posting.
- If the unit would like to close the posting, a request may be sent to the HR Analyst to close the posting. The same posting may be reopened to solicit additional candidates.
- Pool postings may not be utilized across an MAU.

Please contact Academic Human Resources (517-353-5300) or Human Resources (517-353-4434) should you have any questions.

Appendix 8

College of Arts & Letters Fixed Term Letter of Offer Templates

Fixed Term Letter of Offer Templates:

Always use template on Human Resources (HR) website as HR may change the language in the letter of offer. Here is the link <https://hr.msu.edu/ua/hiring/faculty-academic-staff/>

- **COMPLETION OF NEW DEGREE LANGUAGE** – See Appendix 9
- **LANGUAGE USING TOTAL TO BE PAID-** Semester letters – please see the CAL Fixed Term Rate Chart for approximate pay.

Example “Your total pay for spring semester 202X will be approximately \$xx,xxx.”

Appendix 9

College of Arts & Letters Completion of New Degree

In looking at the concerns related to salary compression, we have come up with some wording, with the help of Academic Human Resources that would go into CAL offer letters only in specific circumstances. The proposed wording below would be used in the case where a new fixed term faculty or academic staff member does not complete their MFA or PhD for some reason before starting at MSU in the fall or spring, but are able to defend during that *first year only*. This offer is not available after the first year. Please use this wording when extending an offer to anyone who has not yet defended, but who plans to defend, even if they plan to defend in May/June of the offer year, as sometimes that falls through for some reason. In cases, where the faculty member is below the UNTF minimum for their new rank, this will give us the opportunity to raise their salary to that minimum with no additional merit. If they are above that minimum, then they will be given a 2% raise plus any merit increase in the fall following the traditional raise cycle. If there are any questions, please ask.

The offer letter language would read:

Instructor to Assistant Professor

Upon verification of the completion of the PhD/MFA degree during the first year of your appointment, if reappointed, you will be eligible for promotion to Assistant Professor and a one-time base salary increase of 2% (\$XXXX.XX) for a new total salary of \$XX,XXX.XX that would begin the following October 1, 20xx in accordance with the university's raise cycle,. This offer will expire on August 15, 20xx.

Department Specific Example

Upon verification of the completion of the Ph.D. degree during the first year of your appointment, if reappointed, you will be eligible for a promotion to Assistant Professor and a one-time base salary increase of 2% (\$1,000.00) for a new total salary of \$51,000.00 that would begin the following October 1, 2022 in accordance with the university's raise cycle. This offer will expire on August 15, 2022.

Academic Specialist

Upon verification of the completion of the PhD/MFA during the first year of your appointment, you will be eligible for a one-time base salary increase of 2% (\$X,XXX.XX) for a new total salary of \$XXXXX.XX that would begin the following October 1, 20xx in accordance with the university's raise cycle should the contract be renewed. This offer will expire on August 15, 20xx.

Department Example

Upon verification of the completion of the Ph.D. degree during the first year of your appointment, you will be eligible for a one-time base salary increase of 2% (\$1,000.00) for a new total salary of \$51,000.00 that would begin the following October 1, 2022 in accordance with the university's raise cycle. This offer will expire on August 15, 2022.

It is in the College's best interest to provide a motivation for a faculty member to finish their PhD/MFA and not let it languish perhaps never to be finished. There are also those cases where their PhD/MFA will likely never be finished because of full-time employment. The plan would give them the summer as well so that they would have time when they aren't teaching. Again this is only available for the first year of the appointment.

APPROVED BY FASA

Guidelines for Fixed Term Faculty and Academic Staff Who Received a Higher Degree During their Current Appointment

If you have a fixed term faculty member who completes a higher degree during their appointment period and it is conferred, their salary & rank will need to be adjusted to be in compliance with the minimum salary requirements specified within the UNTF contract. If they are non-union, the non-union salary minimums also apply. The salary needs to be adjusted simultaneously to be in compliance with minimums.

The date the degree is being conferred is the date for the change of both rank and salary if below the minimum according to Academic Human Resources (FASA) and will be processed via a Change of Status form. The new salary does not have to be effective on 10/1 since this is a raise related to promotion and not a general raise.

Note: Academic Human Resources does not allow a “promotion” to a new title without triggering a need for a new posting for that new title. In the case of promotion under the circumstances above, you will to file an exception request.

Procedures for Exception

1. FASA will approve an exception request for the requirement to post an assistant professor position, if an instructor receives a degree that qualifies them for promotion to a higher rank. If this is the case, the Department Chair needs to write a rationale for the change in rank and submit this to the Associate Dean for Personnel and Administration for approval. We will then send over to the FASA for approval. Verification of conferred degree will also need to be included in the request from the Department Chair/Director.
2. Once FASA approves, we will let you know and then you will need to process a change of status form, via EBS, and attach the approval from Associate Dean/FASA.

UNTF Minimums

<https://hr.msu.edu/ua/recognition/faculty-academic-staff/untf-salary-adjustment.html>

Non- Union Minimums

<https://hr.msu.edu/ua/recognition/faculty-academic-staff/academic-salary-adjustment.html>

Appendix 10

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 DEI philosophy, work, or future contributions (see CAL evaluations guidelines)						
REQUIRED	1	2	3	4	5	NOTES
MFA or PhD in xxxxx or related field, or equivalent prof. exp.						
Administrative experience						

Appendix 11

College of Arts & Letters

Definition of “Emergency Hire”

An emergency hire should be reserved for those cases when there truly is a last-minute pressing need to hire someone into a position. Here are some guidelines for the use of this option in the College. Please also refer to the Academic Human Resources Policies below.

- 1) Please always make sure to anticipate last minute hiring needs by conducting a pool search during the previous academic year or summer, so that there is a pool of candidates to draw from as the start of the semester nears. If there is one month before the summer session or semester starts and no pool exists, the pool of candidates has been exhausted or do not work out for some reason (Not available, already committed for the semester, conflict with other teaching schedule, visa problems, etc.), then an emergency hire is a possibility.
- 2) During the semester to replace a faculty member who is unable to teach for health reasons, visa problems, or other sudden, unforeseen reasons that take a faculty member out of the classroom for an extended amount of time. Chairs should make every effort to anticipate this need if it is known ahead of time (a planned absence).
- 3) Another situation in which a standard search process is somehow not possible.

When Associate Dean Will Not Approve Emergency Hire Requests.

Please note that if there is an anticipated need for the fall semester, a pool search needs to take place even if it is after May 15. Those faculty members or academic specialists who are on annual contracts can aid the Chair in such searches if faculty are unable to do so.

MSU Academic Human Resources Policy Regarding Emergency Hires

Emergency hires are not allowed to be reappointed. Therefore, to hire the faculty again you will need a posting or exception request.

Exceptions:

- Positions filled internally within MSU – The Office of Federal Contract Compliance Programs (OFCCP). OFCCP provides an exception to the posting requirement for positions filled internally within MSU. We have determined that these positions will include those in which an appointment category shift occurs (i.e. fixed-term to

tenure/continuing and promotions in rank) and retirees rehired within two years of retirement.

- Positions lasting for three days or less.
- Recruitment/Retention Contingent Hire (Spousal or Non-Spousal) – The recruitment and retention of world-class faculty and academic staff often rely upon support for the accompanying partner/spouse of the recruited individuals. MSU will facilitate contingent hiring as an exception to the regular posting requirements, as these positions are not considered employment openings. In other words, were it not for the recruited individual, the position of the accompanying spouse/partner would not exist. Similarly, we will apply this policy to the hiring of non-spousal/partner recruitment contingent academic staff (i.e., research faculty and postdocs from the lab of a recruited individual).
- Emergency Hire – We will retain in our policies the ability for units to hire quickly in situations that may warrant an exception to the standard posting requirements. We will not attempt to define an emergency; however, we expect that these requests will be few and will focus around a unit's inability to carry out mission-critical functions (i.e. instruction or patient care).

Procedure for Emergency Hire

1. The chair/director should provide the associate dean with rationale for this emergency hire for approval.
2. Attach associate dean's approval to the Academic Position Request form along with a CV for approval of Academic Human Resources.

11.25.19

Appendix 12

College of Arts & Letters

Best Practices for Virtual Zoom 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 additional 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> /t
- 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 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 advance 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.
- *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 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 someone “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 everyone else will 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.
 - 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](https://www.aamc.org/system/files/2020-05/Virtual%20Interview%20Tips%20for%20Medical%20School%20Interviewers%2005142020.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, 12/7/2022

Appendix 13

College of Arts & Letters

College of Arts & Letters [Hiring Request Form](#)

CAL Hiring Request Form

Approval: Does the Dean or Dean's designee approve of this position? Yes No

Job Title:

Primary Department:

Date/Semester of Hire:

1. Why are you requesting this position (e.g., sabbatical replacement, resignation, HARP, etc.)?

2. Please provide any relevant enrollment or other class data related to this request:

3. What type of funding is this on/how will you pay for this position? **If this is on a grant please provide extra information on the grant and how it is funding this position.**

Appendix 14

College of Arts & Letters

Fixed Term Full Time Search Template

Find the most recent search templates here: <https://cal.msu.edu/faculty/faculty-academic-staff-human-resources/faculty-and-academic-staff-hr/>

Appendix 15

Advertising for a Diverse Candidate Pool

Search committee members in coordination with the search committee chair need to actively promote the search by circulating the approved job description in professional venues (e.g., on professional listservs) and through professional contacts. The HR staff team member will work with the search committee chair to advertise the position in locations with a fee through an advertising service used by the College. Search committee members are highly encouraged to promote the position by sending it to chairs of subcommittees of professional organizations that focus on underrepresented groups so that they might forward it to members. The Office of Institutional Diversity and Inclusion (IDI) also suggests the following venues as potential locations for advertising positions:

Search committee members in coordination with the search committee chair need to actively promote the search by circulating the approved job description in professional venues (e.g., on professional listservs) and through professional contacts. The HR staff team member will work with the search committee chair to advertise the position in locations with a fee through an advertising service used by the College. There are also a number of locations where the position is posted automatically by MSU and these are indicated on the respective Search Description Template on the CAL Faculty and Academic Staff HR site. Search committee members are highly encouraged to promote the position by sending it to chairs of subcommittees of professional organizations that focus on underrepresented groups so that they might forward it to members. The Office of Institutional Diversity and Inclusion (IDI) also suggests the following venues as potential locations for advertising positions:

Inside Higher Ed job board
Diversity in Higher Ed job board

Broader diversity job boards that may not reach the higher ed audience.

- Diversity Jobs (#1 general diversity job board site)
- Black Jobs (ex: Broad Comms Manager II position posted)
- HLPAs – Hispanic/Latino job board
- PDN Recruits – general diversity site
- Jopwell – general diversity site
- Note that LGBTQA+ job boards are more private and tend to help identify centers that are safe rather than broad career postings

LinkedIn is where many are posting, so utilizing CAL's page and creating a post would be recommended. (Some search firms post to LinkedIn as well.)

Once the job is posted, circulate internally in MSU. For instance, reach out to the [Women of Color Community](#) to ask if they will post to their listserv, as they frequently post.

This handbook was last updated in October 2023. It has been expanded and updated since its original drafting in 2016.