



College of Arts & Letters
MICHIGAN STATE UNIVERSITY

Faculty Searches

2023-2024

Tenure System
Faculty and Faculty Administration

TABLE OF CONTENTS – TENURE SYSTEM FACULTY SEARCHES

Faculty Search Roles..... 5

Search Process Workflow Overview 12

Phase 1. Search Approval Process For Tenure System Faculty 18

Approval of Search 18

Suggested Search Timeline 18

Creating the Search Committee and Posting the Position

A. ***Search Committee Information***..... 21

 1. Search Committee Composition

 2. Search Committee Toolkit

 3. Meeting with Associate Dean for Academic Personnel and Administration at First Search Committee Meeting

B. ***Writing the Job Description*** 21

 1. Information to Include

 2. CAL Diversity Language

 3. MSU Affirmative Action Statement

 4. Reference Letters

 5. Department Chair/Director: Determining the Salary Range

 6. What Information to send to the Dean’s Office for Approval

C. ***Dean’s Office Approval*** 23

 1. Submit the Academic Position Request and Attachments via EBS/SAP

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

D. ***Advertising the Search***..... 23

 1. Tenure Search Advertising and Other Expenses

 2. Recruitment Strategies

Phase 2. Making the First Round Decision	25
1. Best Practices in Reviewing Applicants	
2. First Round-Applicant Screening	
3. Dean’s Office Approval of First Round Decision List	
4. Proceeding with the Screening Interview on Zoom	
Phase 3. Making the Second Round Decision	28
1. Search Committee Review and Dean’s Approval of the Finalist List	
2. After the Finalist List Has Been Approved	
Phase 4. On-Campus Interviews & Final Decision Approvals Determined	29
1. CAL Policy on Scheduling On-Campus Interviews	
2. After the On-Campus Interview	
3. After the Final Recommendations are Determined - Approval by Dean’s Office	
Phase 5. Making the Offer	33
1. Have you received approval to make an offer from the Dean?	
2. Once a Final Candidate has Been Approved by the Dean’s Office	
3. After Candidate Accepts the Position	
Helpful Search Information	34

[CAL Tenure System Search Template](#)

The Faculty Search Toolkit

The Academic Hiring Manual

Composition of the Search Committee

Handbook for Faculty Searches with Special Reference to Affirmative Action

PageUp Information, Guidelines & Tips

Advertising

Disability Information

Wage and Retirement Contribution Information

Faculty/Academic Staff Administrative Forms

Faculty Rank

Appendices

Appendix 1 Diversity Language for Job Applicants	36
Appendix 2 Sample Agenda for Initial Search Committee Meeting.....	39
Appendix 3 Sample First Round Decision Letter.....	40
Appendix 4 Sample Zoom Preparation Checklist for Email to Candidate	42
Appendix 5 Sample Second Round Letter	43
Appendix 6a Sample On-Campus Visit Schedule	45
Appendix 6b Sample On-Campus Visit Schedule.....	47
Appendix 7 Policy on Recruiting Meals	50
Appendix 8 Procedures for Granting an Appointment with Tenure to Associate	51
Professors and Professors	
Appendix 9 Review Process for Appointments Granting Tenure.....	53
Appendix 10 Offer Letter Template.....	55
Appendix 11 Sample Search Rubric.....	57
Appendix 12 Post-Campus Feedback	58
Appendix 13 Best Practices for virtual on-campus Zoom interviews.....	60
Appendix 14 Dean’s Hiring Request Form.....	66
Appendix 15 Suggested Diversity in Hiring Advertising Locations.....	67
Appendix 16 Chair, College-level Director, and Assistant/Associate Dean Searches.....	68

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 online go to ebs.msu.edu and click on “Applicant Tracking System.”**

Faculty Search Roles

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

- a) Handles all communication regarding the search with the Dean's Office.
- b) Assembles the Search Committee and staff support, charges the committee, and identifies the Search Committee chair. 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) Ensures that the committee includes an affirmative action advocate and that it meets as a group for training with the Associate Dean for Academic Personnel and Administration/Associate Dean for Equity, Justice, and Faculty Affairs (once appointed).
- d) 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. (Found here: <https://cal.msu.edu/faculty/faculty-academic-staff-human-resources/faculty-and-academic-staff-hr/>)
- e) Provides advice on search procedures to the Search Committee Chair and the Search Committee as a whole. It is important to be a good mentor to the Search Committee Chair, particularly if a faculty member is taking on this role for the first time. Please check in with them at crucial moments of the faculty search to ensure that they do not have any questions or need for clarification.
- f) 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.
- g) Receives the recommendations from the Search Committee through its chair.
- h) Writes response/endorsements of Search Committee selections before sending them on to the Office of the Associate Dean for Academic Personnel & Administration/[AD for Equity, Justice, & Faculty Affairs \(once appointed\)](#) & Office for

Institutional Diversity & Inclusion (IDI) for approval. Must include unit HR staffing coordinator on this communication so they can prepare and submit the interview approval form to IDI before the final interviews.

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

2) Search Committee Chair – The Search Committee Chair is in charge of the operation of the Search Committee and search process in consultation with the Department Chair/Center Director by following the procedures as outlined in the College Faculty Search Handbook, the MSU Faculty Search Toolkit, the MSU Academic Hiring Manual and other associated MSU resources ensuring that best practices are followed for a successful search, including the committee meeting with the College Associate Dean 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:

- a) 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.
- b) 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.

- c) Provides the following information to Office Operations Team member if candidates visit campus:
 - list of all individuals the candidate needs to meet with
 - potential dates for on-campus and zoom interviews
 - guests and location for lunch or dinner interviews
- d) Ensures that candidates who come to campus—whether virtually or in person—meet with the Faculty Excellence Advocate (FEA) and the WorkLife Office for 30 minutes each (the latter whenever possible).
- e) Responsible for the communication and coordination of the interview schedules with the candidates.
- f) Writes the committee reports including first round, second round, and final recommendation letter. Ensures that the first and second round recommendations do not rank candidates, but rather list pros and cons of the top three highly qualified candidates. See Appendices.
- g) The search committee should meet soon after the interviews while things are still fresh in the members' minds. See p. 36 of *MSU Search Toolkit*.
- h) Ensures that the search committee members keep their rubrics, notes from the search, and any other related materials that pertain to the search in a digital or hardcopy secure folder for three years should they be needed in an audit.

The Search Committee Chair should feel free to reach out to the Department Chair and 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 the on-campus interview stage.
- d) Maintains vigilance as implicit bias can interject itself into the process at any phase.
- e) Safeguards candidates from unequal or discriminatory treatment.
- f) Brings any search inequities to the chair of the Search Committee and the Department Chair/Unit Director. May also reach out to the Associate Dean or FEA.
- g) Ensures that no correspondence with candidates or interviews are held before IDI 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.

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, the MSU Academic Hiring Manual to ensure that best practices are followed for a successful search, including the committee meeting with the Associate Dean for training.
- b) Must meet with each of the candidates at each stage of the interview process.
- c) Must commit to the confidentiality expectations of the search, which include the importance of maintaining confidentiality in casual and private conversations about the search, and the imperative to honor the confidentiality request of candidates in perpetuity (not just until the search is over).
- d) Must keep rubrics, notes from the search, and any other related materials that pertain to the search for three years should they be needed in an audit.

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

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

6) WorkLife Office

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

move to the East Lansing area is likely to be smoother given their contact with this office that they can continue to rely on as they transition.

We recommend piggybacking this meeting onto others that occur in Linton Hall to save time. It should be separate from the FEA's meeting. The contact person is Jaimie Hutchison (hutchi@msu.edu), and she or several other representatives from the office would be available depending on the needed time. It is also possible to have a short meeting of 15 minutes, if necessary, but WorkLife has mentioned that the candidates have often required 30 minutes to discuss their questions. Candidates have offered positive feedback regarding this meeting.

7) 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. If a search is for an external Chairperson or College Center or Program Director, then the contact will be the Dean's Executive Staff Assistant. The designated staff member(s) and Search Committee Chair should meet at the beginning of the search process to discuss details. See Phase 4 and the Appendix for further information.

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

- a) The 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 on-campus visits.
 - 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 on-campus) interviews.

- Manages the logistics in creating an on-campus interview schedule and refers any question regarding the schedule content to the Search Committee Chair. Each interview stage must either be all virtual or all on-campus across all candidates and not a mixture of the two.
- If there are follow-up on-campus interviews, manages the following for on-campus interviews. See the section on on-campus interviews for a more detailed list of Search Committee Chair and staff roles.
 - 1) Travel arrangements, including airfare, hotel, and ground transportation.
 - 2) Welcome Basket (contact admissions)
 - 3) Create on-campus interview schedule, including Breakfast/Lunch/Dinner Meetings as outlined by the Search Committee Chair—per list of locations from the Dean’s Office.
 - 4) If presentations are to be recorded, determines who will do this and obtains candidates’ permission.
 - 5) Schedule meeting with realtors (per Dean’s Office list)
 - 6) Process payments for travel reimbursement/per diem, direct bill meals
 - 7) Creates and distributes Qualtrics faculty feedback survey based on search rubric.

8) Working with the Dean’s Office for Administrative Searches

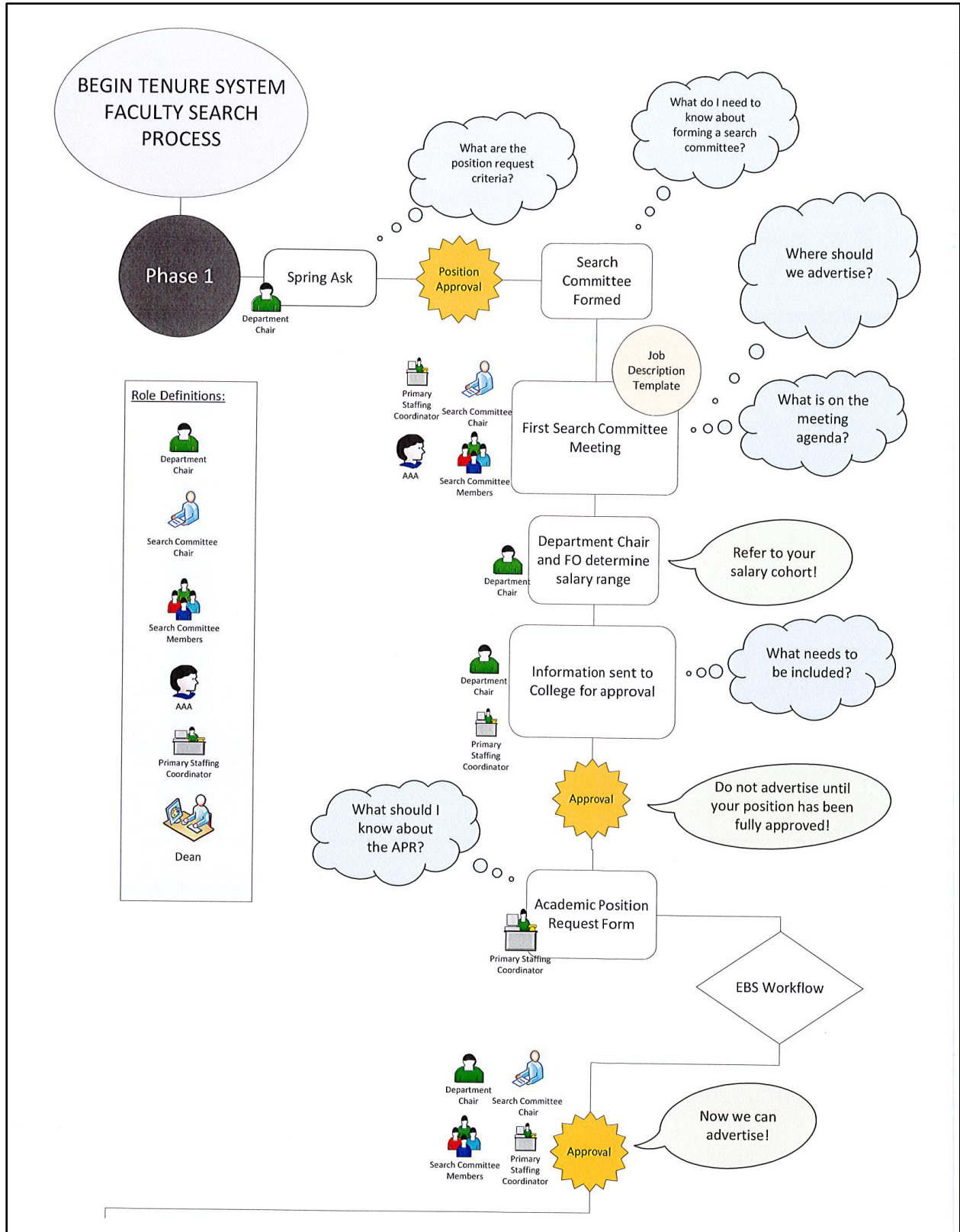
The CAL unit HR staffing administrator (Sarah Jackson jacks835@msu.edu) will have the main responsibilities of job posting and by default will receive all system-automated emails. The tenure home unit’s HR staffing coordinator will manage employee onboarding tasks once a hiring decision has been made.

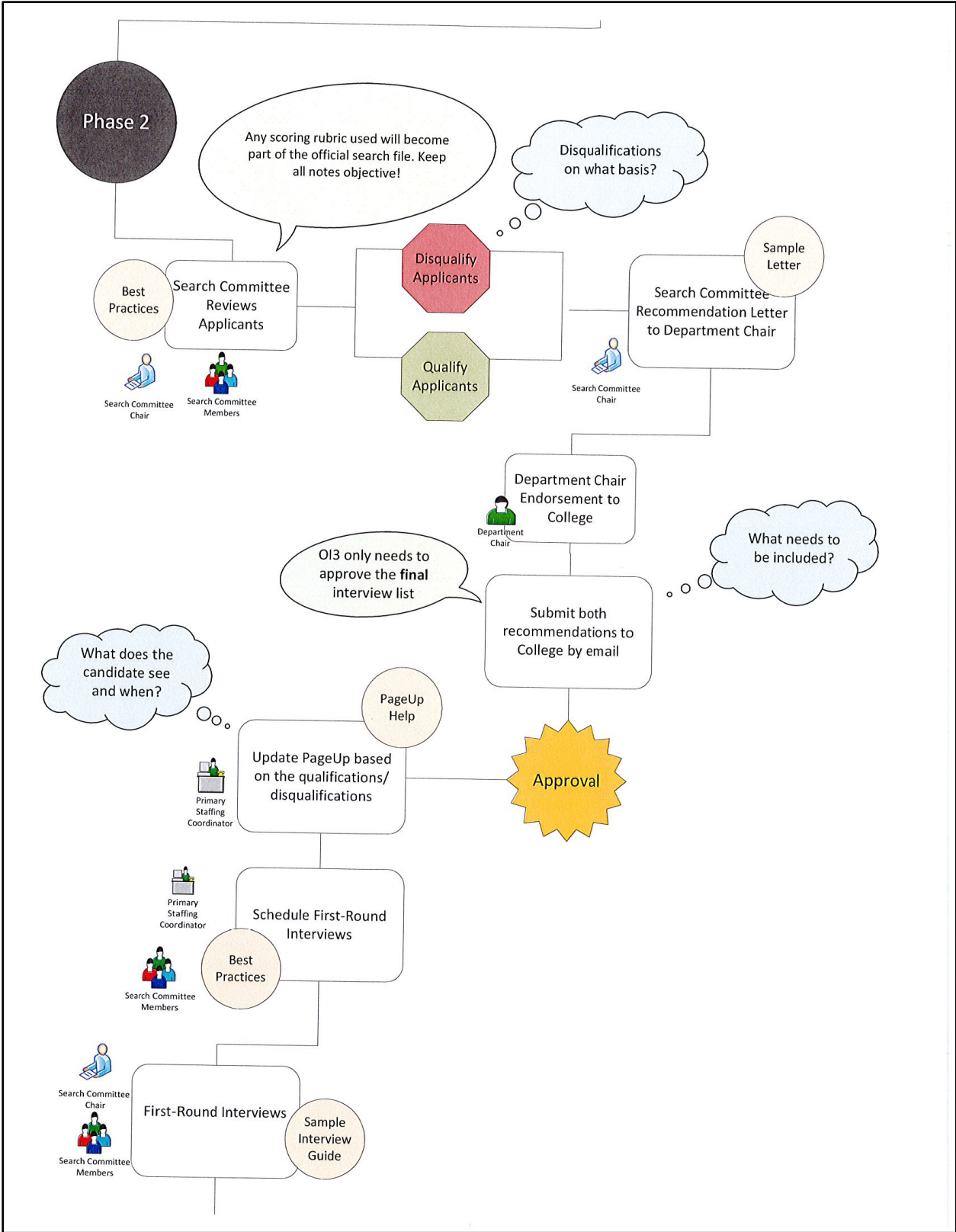
The Dean’s Assistant will manage the search logistics with some help from the unit in specific instances. An initial meeting must be held with the Search Committee Chair, the Dean’s Assistant, and the CAL unit HR staffing administrator.

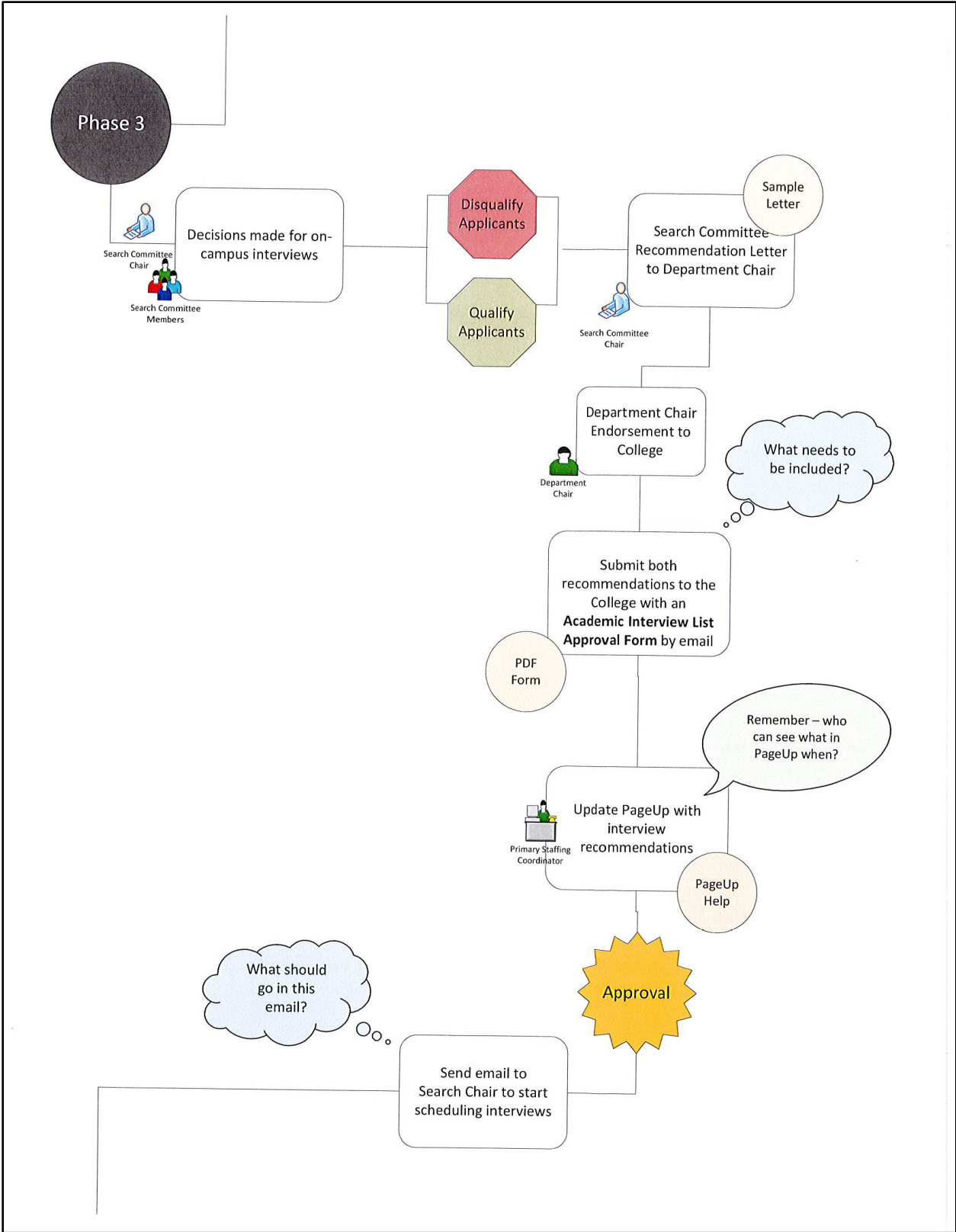
9) Associate Dean for Academic Personnel & Administration/AD for Equity, Justice, & Faculty Affairs

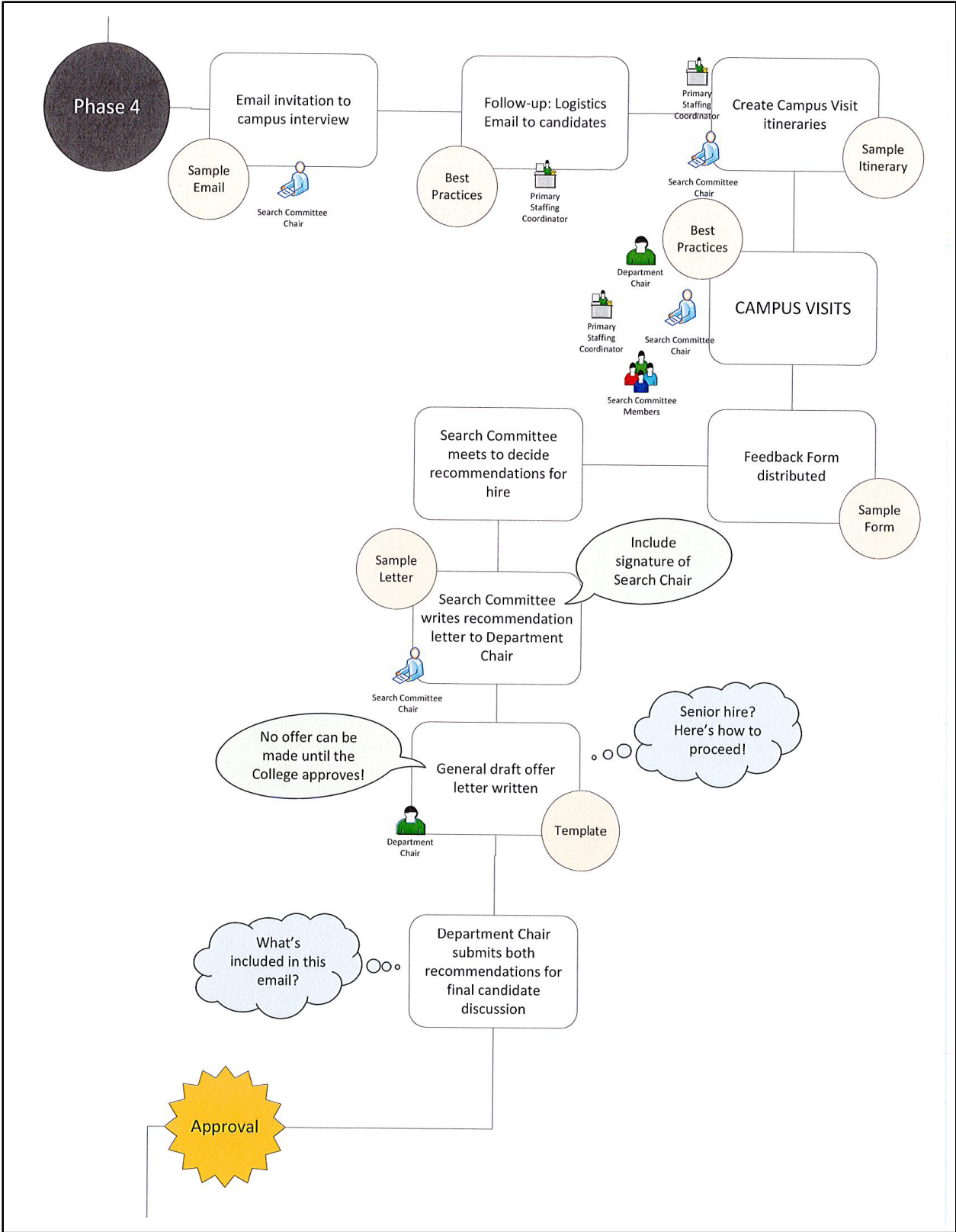
The Associate Dean acts as a resource for Department Chairs and Center/Program Directors (and Search Committee Chairs in the case of an administrator search) concerning CAL academic personnel matters and is available to answer any questions or to provide additional information or training when needed. 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 College searches and must review and pre-approve all offer letters. The Associate Dean oversees the search process for all tenure-stream and full-time non-tenure stream positions.

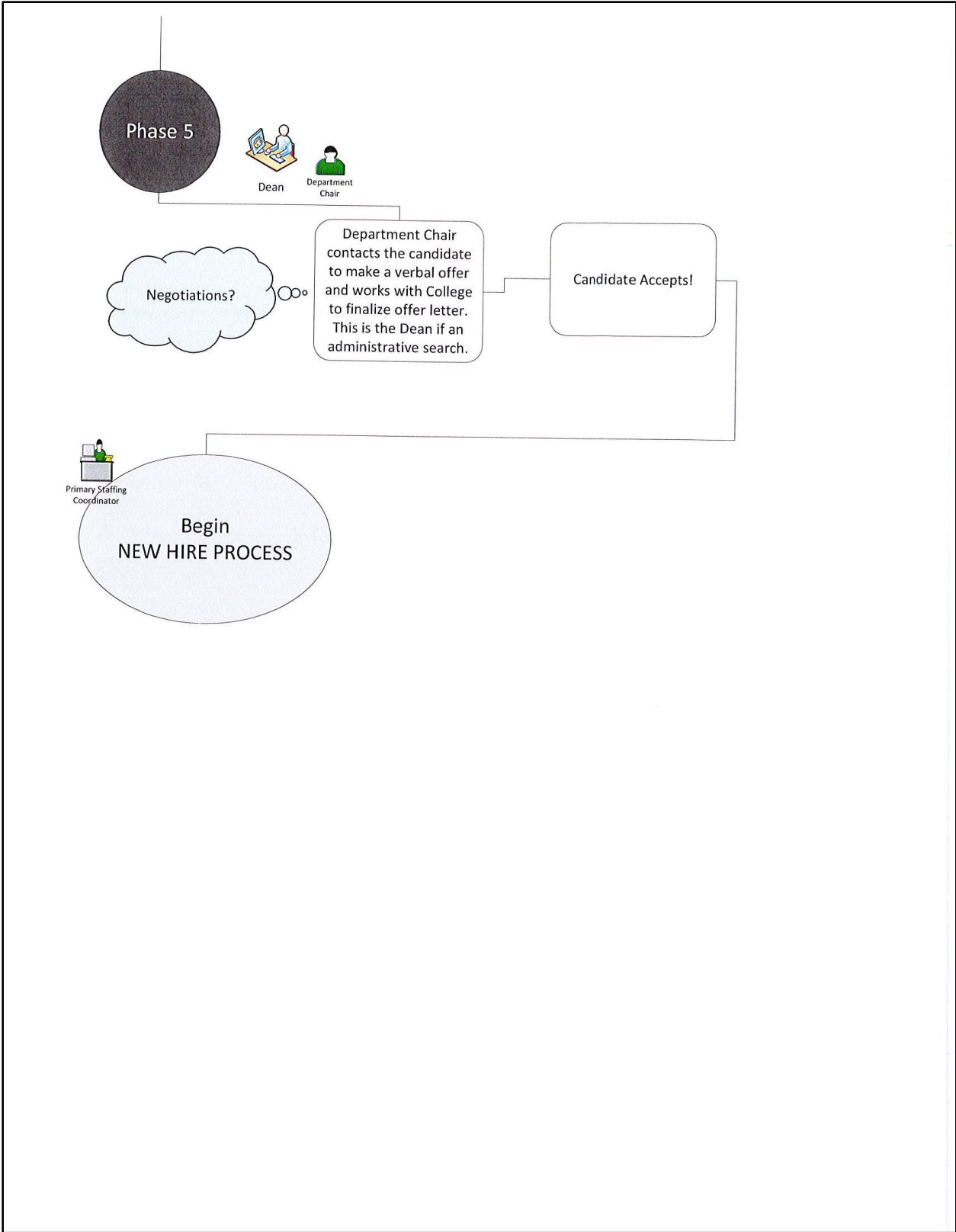
Search Process Workflow Overview











Phase 1: Approval of Search for Tenure System Faculty

Position Requests

The Department Chair (potentially in collaboration with other units) submits new tenure-system and full-time non-tenure system position requests as part of the yearly budgeting process. There is a yearly call for new tenure system proposals (typically spring). Criteria for these requests are provided as part of this process.

Approval of Tenure Stream Search

The Department Chair will receive a tenure stream search approval letter from the Dean that contains important information about the position and search. Once this letter has been approved, the Chair can begin the search process. If the search is for a non-tenure stream position, the CAL Dean's Hiring Request form is used.

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

Suggested Search Timeline

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

New Position Request: Department submits position requests. The department might consider putting together the names of a search committee at this point. Should the request be approved, this will expedite starting the search process in August. The Dean will send out a "Search Approval Letter" for all tenure stream position requests that have been approved. The CAL Dean's Hiring Request form will be used otherwise.

- **Spring/Summer:** Dean's Office notifies units of search approvals.
- **August/early September:** Search Committee receives charge/meeting with Associate Dean/finalize job description/post position. Guidance on setting an initial review date for applications - **allow 2 weeks** for College/FASA/HR/IDI approval and **then 4–5 additional weeks for candidates to apply**. Note: Occasionally HR takes an additional week to approve these (happens more in the spring), which is why the date of 7 weeks out is suggested.
- **October/early November** (allow ca. 2 weeks): Review applications & make the first-round list.
- **November/early December** (allow 3–4 weeks): College approval, Zoom interviews and second-round list.

- **Early Dec./January/early Feb** (allow 3–5 weeks): College and IDI approval, reference request, on-campus interviews and final review and candidate recommendations.
- **February/early March:** (allow 3 weeks): College approval (Provost if offer with tenure), offer negotiations and signed offer letter. The offer letter should give the candidate at least one week to sign the contract.

Creating the Search Committee and Posting the Position

A. Search Committee Information

___ 1. Search Committee Composition

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

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

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

___ 2. Search Committee Toolkit

Refer to the *MSU Search Committee Toolkit* Sections 1–4

<https://inclusion.msu.edu/assets/documents/hiring/FacultySearchToolkit-final.pdf>

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

___ 3. Meeting with Associate Dean for Academic Personnel and Administration/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 where they will give a presentation on affirmative action best practices and conducting a search as well as an overview of their role in the search process. The College’s Faculty Excellence Advocate (FEA) must be included in the campus visit agenda for all on-campus interviews. This needs to be an individual 30-minute meeting of the FEA with each candidate in a separate space reserved for this purpose.

B. Writing the Job Description

____ 1. Information to include:

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

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

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

While position descriptions may vary widely, descriptions of academic positions which are submitted as part of the position approval process must be written using the TS search template found here: <https://cal.msu.edu/wp-content/uploads/sites/56/2022/09/Tenure-System-Search-Template-2023.docx>

Note:

1. The diversity letter should be tailored to fit the requirements of the search and additional materials can be requested in this list as well. If the position is a senior hire, ask for email addresses of 4 potential referees of equal or preferably higher rank.
2. If the position is an administrative one, ask for email addresses of 4 potential referees who can comment on administrative ability and/or quality of scholarship/teaching. Referees must be of equal or preferably higher rank.
3. **Note:** Please also see 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. College of Arts & Letters 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, Black, Indigenous, and People of Color, LGBTQI individuals,](#)

persons with disabilities 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

The College highly recommends requesting reference letters at the same time that the on-campus invitations are made. No offer should be made without reference letters given the university requirement to have written documentation of references. Failure to have four letters will slow down an expedited tenure review. If a committee feels strongly, they may request letters after the first selection round. If the committee feels strongly about requesting letters from the beginning this should be indicated in the job description, but should be done in consultation with the Associate Dean. Whether these have all been received in time must not be a criterium for eliminating applicants from the first round. The committee should allow at least 2 weeks to receive letters from the referees. 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. A search for an administrative position may request references after the second round due to search confidentiality issues for the applicants.

How many reference letters are needed for your search?

- If Tenure-system *Assistant Professor* search - 3 letters
- If Tenure-system *Associate or Full Professor* search - 4 letters
- If *open rank*, a combination of a and b.
- If Department Chair or Program/Center Director in the tenure-system - the names and email addresses of 4 potential referees who can comment on administrative ability and/or quality of scholarship/teaching. Referees must be of equal or preferably higher rank.
- All referee letters should be requested through the PageUp system and uploaded by the referees into that system,
- Discretion of the committee for TS (Assoc/Full don't like to let people know they are looking)

4. Department Chair/Director: Determining the Salary Range

Department chair/director should look at the salaries in their departments, in the CAL

cohort, the AAU salary data, and at other peer institutions, and suggest a salary range to the Dean for approval. This should be indicated in and submitted via the Tenure System Search Template.

_____ 6. What Information to Send to the Dean’s Office for Approval

Submit the search template to Sonja Fritzsche (fritzsc9@msu.edu) and copy Melissa Staub (staubmel@msu.edu) and Sarah Jackson (jacks835@msu.edu).

NOTE: The Dean’s Office makes every effort to prioritize the faculty search approval process. After it leaves the College, it is standard for two weeks to pass before the Provost’s Office and Central Human Resources has approved the position for posting. Please allow for this when you write the job description and give applicants 4–5 weeks to submit their applications after the position has been posted. This normally means that the committee will first review applications 6–7 weeks after the position has been submitted into the system.

IMPORTANT NOTICE REGARDING ADVERTISING: The position cannot be advertised until the posting has been approved by the Central HR & Provost’s Office. The 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 your advertisement(s) for the candidates to find the posting on the MSU Careers job site.

C. Dean’s Office Approval

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

D. Advertising the Search

After MSU Central Human Resources has approved, the unit HR staffing coordinator will advertise the position and send a copy of the job advertisement to the search committee for their use in advertising.

_____ 1. Tenure Search Advertising and Other Expenses

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

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

- a. Advertising
- b. Direct candidate expenses (airfare or other travel, lodging, and meal expense); to contain costs, meal expense reimbursements should be used for Chairperson and/or department faculty to accompany the candidate to a breakfast, lunch, or dinner (with a recommended maximum of up to five faculty at a meal, including the chairperson
 - the University alcohol reimbursement policy states that the bill for alcohol must be separate as it cannot be paid for with general funds
 - no spouse reimbursements will be accepted
 - speak with your finance and office operations support staff about obtaining a purchasing card to pay for meals, or to find out meal options where direct billing is possible

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

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

Please follow the MSU MANUAL OF BUSINESS PROCEDURES for appropriate expenses and speak to your fiscal office if you are unsure on 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?

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
- Professional organization lists or publications
- Minority faculty organization lists or professional organization minority faculty subcommittee chairs
- Other Digital Ads
- HighEdJobs.com
- [H-Net Job Guide](#)
- Monster.com

Phase 2: Making the First Round Decision

1. Best Practices in Reviewing Applicants

MSU Search Toolkit section 5

“Your search may proceed through several stages, but all candidates in the pool at each stage must receive the same treatment and opportunity to compete for the position. Thus, for example, you may not require that a subset of candidates travel to a national professional convention for further screening with the Search Committee in order to be considered for the position. Further screening of the subset may occur at a professional meeting, but other qualified candidates in the subset may not be excluded from consideration if they are not in attendance and must be given similar opportunities to reach the next stage of the search. It is best practice to interview all applicants who meet the minimum requirements outlined in the job description if working with a small pool.”

Conflict of Interest

If a search committee member has a conflict of interest with one of the applicants, they must recuse themselves from the search conversations throughout the search whenever this applicant is being discussed or interviewed. A conflict of interest is defined in 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 Advisor/Advisee
- 3) Present or past postdoc/post-MFA supervisor
- 4) Publication or grant 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. It needs to be created and discussed by the committee before any applications are reviewed. It should be submitted along with the first-round candidate letter to the Associate Dean’s office [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, so as to keep feedback consistent. It can more easily be integrated into the search committee’s deliberate process. [When creating an evaluation rubric, please also integrate elements of the Guidelines for](#)

Evaluating 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 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

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 Human Resources encourage units to update the application statuses of candidates who you would never consider interviewing. For example, the applicant has an Associate’s degree but a Master’s degree is required for the position. In this case, updating the application status sooner rather than later could provide the applicant with a better experience, since they are not left holding out hope for a position that they would never be considered for.

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

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

*****Note: The Office of Institutional Diversity and Inclusion (IDI) only needs to approve the list for the final interviews (typically the second round).***

4. Proceeding with the Screening Interview on Zoom

After the first-round decision is made, 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 ebZoom interviews. If there are internal candidates, it is important for all candidates to be interviewed in the same way with the same questions. For instance, if some candidates are interviewed via Zoom, then all candidates need to be interviewed in this way. Please ensure full confidentiality for this internal candidate and conduct interviews in a discrete location. [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.](#) 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 interview to ensure that candidates are aware of who is on the search committee and that a diverse committee is represented in all interviews. See also Phase 3.

Phase 3: Making the Second Round Decision

_____1. Search Committee Review and Dean's Approval of the Finalist List

The applicant pool and interview list must be approved prior to scheduling and conducting on-campus—in person or virtual—interviews. Approval must be obtained by the Department Chairperson, Dean designate, and IDI. (See *Academic Final Interview List Approval Form* below)

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

With the exception of special circumstances, only 3 finalists are invited to campus. If you are recommending more than 3, the chair/director will need to include in the email detailed rationale

explaining why an additional finalist is necessary. Please send to Dr. Fritzsche and copy Melissa Staub.

Please include the following in the recommendation:

- 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) Similar to the first-round letter, list the applicants you are interviewing with pros and cons for selecting these applicants and rationale for not selecting the others
- e) Optional: "Secondary acceptable candidates" whom the committee does not want to exclude, but who do not make the top three. In case one of the top three candidates drops out, these 1–3 candidates would remain in reserve and pre-vetted. This optional status is not required and is only used as needed/desired when it makes sense to the committee to do so

Academic Final Interview List Approval Form

[https://www.hr.msu.edu/ua/hiring/documents/Academic Interview List Approval Form.pdf](https://www.hr.msu.edu/ua/hiring/documents/Academic%20Interview%20List%20Approval%20Form.pdf)

Send Academic Finalist Interview Approval Form with Department Chair or Director's signature to [Melissa Staub](#).

- a) [Melissa](#) will get Associate Dean Fritzsche's approval and return to the department. The department's 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.
- b) Once IDI approves, the unit HR staffing coordinator will receive an email and inform Office Operations and the Search Committee. ****Note: The Office of Institutional Diversity and Inclusion (IDI) must approve the list for the final interviews ("second round") before any candidates are contacted to schedule an interview.**

_____ 2. After the Finalist List Has Been Approved

Call or email the Dean’s Administrative Assistant to schedule interviews with candidates coming to campus, 517-355-4597. Make sure also to include the FEA and the WorkLife Office in the interview agenda as noted above. Provide their campus visit schedule and curriculum vitae [to the Dean’s team, FEA, and any other relevant people they are meeting with](#) at least 3 business days before they arrive. Provide the candidates with their campus visit schedule at least a week in advance to allow them enough time to prepare for the interviews. Have titles clearly marked on the schedule, so it is clear to the candidates whom they will be meeting with. All candidates must receive their schedule with the same advance notice, so that they all have a standard amount of time to prepare. If possible, provide them with information on the standard format of the interview further in advance when full details are not yet known—i.e., job talk, teaching demonstration, meeting with search committee, meeting with Chair, Dean, or Associate Deans, etc. This is particularly helpful to candidates who are newer to the academic interview process. To help with scheduling, if the Dean is away on business for one of the candidate interviews, one or more Associate Deans will stand in for the Dean for that search. On occasion both the Dean and Associate Deans will interview the candidates, particularly with an administrative search.

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

_____ 1. CAL Policy on Scheduling On-Campus Interviews

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

1. The Search Committee Chair should make the initial contact request for an interview and indicate once the candidate responds with positive interest that the [OO team member](#) will be contacting the candidate to schedule the interview.
2. When the [OO Team member](#) makes the follow-up contact call or e-mail, please ask about the following information and [refer to the survey questions at the Qualtrics link](#)

below. Here is some sample wording:

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

Arrival: _____

Campus visit: _____

Departure: _____

If you could, please fill out the following survey, which will help us get a jump start on your reservation. https://msu.co1.qualtrics.com/ife/form/SV_7UTxpCHzEclCRE

Please note that all information related to citizenship, childcare needs, disability, etc. will be kept confidential and not shared with the committee unless strictly necessary for accommodation reasons.

Also, note that at least a week before your visit we will provide you a full schedule of your visit, along with a list of when, where, and with whom you will meet. We will pick you up at the airport, or arrange for your travel to and from the airport, and we will ensure you get from point A to point B during your stay with ease. Search committee members will be present for the beginning and end of each event/meeting to do introductions.”

3. It is the Search Committee Chair’s responsibility (with staff logistical support) to create and maintain the schedule, including these considerations:
 - a. All activities and people meeting with the candidate. Each individual must be listed on the schedule prior to the visit and given to the candidate before the visit. Names and affiliations of all people should be listed on the schedule.
 - b. The candidate should not meet with anyone who does not work at MSU (unless they wish to speak with a realtor). No donors and no alumni. The candidate should only be interviewed on campus with the exception of off-campus dinners with the search committee.
 - c. If a candidate has an interdisciplinary interest, for recruitment purposes, it is recommended that they meet with relevant faculty or have the opportunity to tour a relevant facility. If this option is available for one candidate, then these types of meetings should be made available to every candidate to preserve search equity. Those they meet with may vary according to area of expertise although the types of meetings should be similar in scope.
 - d. The OO Team member is the only person who adds to or subtracts from the candidate’s schedule in consultation with the Search Committee Chair. Other faculty do not make changes to the schedule.
 - e. Make sure that the job talk and any other open times in which faculty, students, or staff may meet with the candidates are announced in advance to ensure the

transparency and openness of the search. If possible, record the job talk so that it is available and distributed to those who were invited and unable to attend. Ensure that you have candidate permission and do not use this for other purposes, and erase once search is complete. If one candidate does not wish to be recorded, then none may be recorded and distributed.

- f. Changes to the schedule should not occur during the visit.
 - g. Make sure to schedule time with: the Dean (or Associate Dean for Academic Personnel and Administration; or Research and Graduate Studies, if the Dean is unavailable), the Chair of the unit, unit staff, any relevant Center or Program Directors, relevant student/student groups, the Faculty Excellence Advocate (FEA), and the WorkLife Office (if available).
4. Best practices for campus visits:
- a. Provide an information packet for all candidates (e.g., map, departmental literature, College literature, schedule, etc.). If you cannot do this before the visit, have it waiting at the hotel or give it to the candidate as soon as they are on campus.
 - b. When possible, try to arrange for two people to be with the candidate throughout the visit.
 - c. There should be some non-interview (break) times in the schedule for the candidate.
 - d. The candidate should not be required to travel during religious holidays.
 - e. The candidates should not be driven in cars by students. It is best if faculty do this and not staff, as it is a chance for conversation with the candidate.
 - f. It is best if faculty or students walk the candidates from one building to another. This is another chance for conversation.
 - g. Everyone meeting with the candidates should review the acceptable questions listed in the Section 5.10 of the Faculty Search Toolkit <https://inclusion.msu.edu/assets/documents/hiring/FacultySearchToolkit-final.pdf>.
 - h. Just before the candidate arrives on campus, the Search Committee should use Qualtrics or another means to distribute a candidate feedback survey to faculty, students, and staff for use by the Committee in making their final recommendations to the Chair/Director. Distributing this ahead of time gives everyone the opportunity to fill it out as they meet with the candidate. Please note that the Qualtrics questionnaire format should follow the same criteria as listed in the job ad, which is also listed in the search committee's evaluation rubric. This will enable the search committee to easily integrate the feedback into their conversations. See examples in the appendix.
5. If the search committee wishes to record the job talk, ask the candidate for permission in an e-mail before the campus visit and save this as a pdf for the record.

2. After the On-Campus Interview

Following best practices, the search committee should convene as soon as they are able after the on-campus interviews, so that everything is fresh in their minds. They should continue to use the same evaluation rubric as a means with which to shape their deliberations and to open

up

conversations in an equitable manner concerning each candidate. When making the final recommendations to the Department Chair, the search committee should not vote, but record the pros and cons of each candidate. In this way, all members of the committee have a chance to include their feedback. The end goal of the search committee is to have selected the three

best

candidates for the position. If there are procedural or other questions at this point, please do not

hesitate to reach out to the Department Chair, Associate Dean, or FEA for advice.

The Search Committee Chair should write up the final recommendations in a similar format to the previous letters in a timely manner and submit the letter to the Department Chair for their review. Please remember that all records that pertain to the search (personal notes, completed rubrics, etc.) need to be kept by each faculty member in a secure digital or print folder for three years.

3. After the Final Recommendations are Determined – Approval by Dean’s Office

The Department Chair/Director will provide information below to Dr. Fritzsche (please copy [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 letters and **with the signature of the chairperson of the committee on the report. Note: the candidates should be listed as “acceptable” or “unacceptable”.**
- b. The Department Chair’s/Director’s statement/endorsement of the report, which may be in the form of an email.
- c. A draft letter of offer with no identified top candidate and without suggested starting offer salary. **See appendices for examples.** (The Chair/Director should work with their unit HR staffing coordinator to create the draft offer letter for review by the Associate Dean before making the offer.)

The Office of the Dean will review the materials and you will be notified if any changes or additions are needed. 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 Dean and/or 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.

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

Phase 5: Making the Offer

____ 1. **Have you received approval to make an offer from the Dean? If yes, please proceed on to the next step.**

____ 2. **Once the Final Candidate has Been Approved by the Dean's Office**

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

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

- a. Once you have received a signed letter from the candidate accepting the position, 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 startup funds or other financial information.
- b. After consulting with the Associate Dean, the Department Chair/Director should notify the other candidates that the position has been filled. (Search Committee Chair if the search is for an administrator.)

Sample rejection letter wording:

"Thank you for your interest in the position of xxxx of the Department of XXXX in the College of Arts & Letters at Michigan State University. I know from personal experience the energy it takes to apply for a faculty position, and I appreciate the time you put into

this process. We all really enjoyed meeting you and getting to know you better during your visit to campus.

Our choice was a difficult one, but after careful deliberation, we have chosen another candidate for our department. We appreciate the time you took in the application process. On behalf of the Department faculty, we wish you the best in your future plans.”

HELPFUL SEARCH INFORMATION

- **CAL Tenure System Search Template**
<https://cal.msu.edu/faculty/faculty-academic-staff-human-resources/faculty-and-academic-staff-hr/>
- **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:
To be used as a more detailed guide to hiring**
<https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/academic-hiring-manual/index.html>
- **Composition of the Search Committee - Handbook for Faculty Searches with Special Reference to Affirmative Action**
https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/search_committee.html
- **Handbook for Faculty Searches with Special Reference to Affirmative Action**
<https://hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/index.html>
- **PageUp Instructions, Guidelines & Tips**
<https://www.hr.msu.edu/ua/pageuphelp/>
- **Advertising**

The HR team works with Graystone or Job Elephant to advertise jobs. Your unit HR staffing coordinator will work with you to advertise positions and stay within budget. The College will refund Units up to \$5k to advertise tenure searches and the Finance team member should keep a record of what was spent and request those funds.

- **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.

- **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 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
3. Selection of Search Chair and Affirmative Action Advocate
4. Write and/or review posting description (include posting snapshot)
5. Consider preliminary work on search evaluation rubric
6. Determine advertising sources and talk about recruitment strategies
7. Committee's general availability for zoom/campus interviews

Appendix 3

College of Arts & Letters Sample First Round Decision Letter

[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].*

The committee advertised the position in the following way: [please outline places where advertised as well as other strategies that were adopted to ensure a broad pool of applicants]

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 ofand 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). We suggest alphabetizing the candidates. 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 that lists pros and cons.

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

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

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

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

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

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

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

Appendix 4
College of Arts & Letters

Sample Zoom Preparation Checklist for Email to Candidate

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

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

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

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

Appendix 5
College of Arts & Letters

Sample Second Round Letter

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

[Date]

Dear xxxxxxxx,

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

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

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

Candidate 1: degree attained and from what institution, current position, short paragraph rationale for why the committee included this person including pros and cons.

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

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

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

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

Candidate 2: degree attained and from what institution, current position, short paragraph

rationale for why the committee did not include this person including pros and cons.

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

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

Appendix 6a

College of Arts & Letters

Samples - On-Campus Visit Schedule

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

Name:

Cell:

Email:

Tuesday, April 17th

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

Wednesday, April 18th

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

Thursday, April 19th

7:30-8:30am Breakfast in hotel with XXX
Check out of hotel
XXX will bring CANDIDATE to Linton Hall
8:45-9:45am Meeting with Christopher P. Long, CAL Dean
9:45-10:15am Meeting with WorkLife Office
Committee member will walk with CANDIDATE over to the museum
11:30am-12:30pm Luncheon with department Community (Faculty, Staff, Students) Art Lounge
12:30-1:00pm Set up/Prepare Research Presentation

1:00-2:00pm	Research Presentation
	<i>Topic of Presentation</i>
2:30-3:30pm	Break
3:30-5:00pm	East Lansing tour and drive to airport
	Realtor name and contact information
5:00pm	Arrive at Lansing Airport
6:00pm	Depart via Lansing Airport

Appendix 6b

College of Arts & Letters

Sample On-Campus Visit Schedule

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

NAME				
Schedule				
Sun. Feb 4	Time	Location	Event	Notes
	7:15pm	Detroit Metro Airport	Flight arrival	Delta Airlines flight departs RDU at 5:20pm and arrives at DTW at 7:15pm.
	7:45pm	Detroit Metro Airport McNamara Ground Trans Ctr	Board Michigan Flyer to East Lansing	Ticket order number
	9:45pm	Marriott Downtown East Lansing		The Michigan Flyer will drop you off at the Marriott Downtown East Lansing. Your room reservation number is
			Dinner	Please enjoy dinner at your leisure. Receipts can be saved and given to NAME (dept staff) for reimbursement.
Mon. Feb 5	Time	Location	Event	Notes
	7:45am	Marriott Downtown East Lansing	Breakfast	Faculty name will join you for breakfast and then escort you to your first meeting of the day. Any receipts can be saved and given to NAME (dept. staff) for reimbursement.

	9:00am	Wells Hall C-617	Meeting with xxxx Department Chairperson	Dr. xxx, Chairperson of the xxx Department will meet with you. After your meeting, NAME will meet you at Dr. xxx's office and escort you to the job talk.
	10:00am	Wells Hall B-342	Job Talk - TITLE	Job talk will be recorded.
	Noon	Wells Hall B-342	Lunch	Lunch with graduate students will be catered by Pizza House. After lunch, NAME will escort you to Linton Hall.
	1:00pm	Location to be Determined	BREAK	
	2:00pm	Wells Hall B-342	Meeting with Search Committee and Policy Committee	You will be meeting with the search committee and policy committee. After this meeting, NAME will escort you to your next meeting.
	3:30pm	Wells Hall C-728	Meeting with Faculty Excellence Advocate	Meeting with FEA Dr. xxx. Dr. Xxxi s a Professor of xxxx in the Department of xxxx and is the Faculty Excellence Advocate for the College of Arts and Letters. After your meeting, you will be escorted back to the hotel by NAME.
	6:00pm	Location to be Determined	Dinner	NAME will give you a ride to and from dinner. You will be joined at dinner by members of the search committee.
Tue. Feb 6	Time	Location	Event	Notes
		Marriott Downtown East Lansing	Breakfast	Marriott has breakfast options including continental breakfast or breakfast buffet. Any receipts can be saved

				and given to NAME (dept. rep) for reimbursement. NAME will escort from Marriott to MSU campus.
	9:00 am	Linton Hall 302	Meeting with Associate Deans in the College of Arts & Letters	You will be meeting with Associate Deans
	10:00 am	Linton Hall	Meeting with WorkLife Office	You will be meeting with xxxx in the WorkLife Office for 30 min. After your meeting, you will get a ride back to the Marriott to check out of your hotel room (checkout is before 11am). NAME will walk from Linton and provide ride back to Marriott.
	11:15am	Marriott Downtown East Lansing	Board Michigan Flyer to Detroit Metro Airport	The Michigan Flyer will drop you off at the McNamara Ground Transportation Center.
	3:05pm	Detroit Metro Airport	Flight departure	Delta Airlines flight departs DTW at 3:05pm and arrives at RDU at 4:51pm.

Appendix 7

College of Arts & Letters Policy on Recruiting Meals

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

For more details regarding reimbursement, please contact your [Unit's Office Operations team member](#). It is possible to visit restaurants that will direct bill with the University so please check with your OO team member for those options. This policy is based on the MSU Business Procedures Manual <https://ctrl.msu.edu/combp/mbp45EBS.aspx>

Updated 8/1/18

Appendix 8

College of Arts & Letters

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

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

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

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

3. Four letters of reference from application dossier, which serve as a proxy for the external review letters that would be a part of the packet in RPT cases.
4. Confirmation of support from the unit and/or college RPT committee.

The chairperson of the department will then forward the support to the Dean for their recommendation (please copy Dr. Fritzsche & Melissa Staub).

5. Dr. Fritzsche will send all materials to the Provost’s office for Approval.
6. We will contact the department when the Provost’s office approves.
7. Please attach the approval to the hiring form when it is processed. Please make sure to submit all materials to Central HR for processing in a timely manner and make sure to do this in advance of the published deadline to make the agenda of the June BOT meeting. Do not wait for Board approval to do this, as Central HR needs to have the materials so that the name is forwarded to FASA for inclusion on the BOT meeting agenda. See next Appendix.

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

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

At Michigan State University (MSU), the expedited promotion and tenure process (RPT) is used when reviewing candidates from another institution. It is a university-wide procedure and is also outlined in the College Tenure-Stream Faculty Search Guidelines. At MSU, tenure resides at the university level and each faculty member has a tenure home in their department. The “expedited” RPT process respects the results of the process at the previous institution(s). So, for instance, if a candidate was tenured and promoted at another institution, that candidate does not need to go through the full, year-long process at MSU. Rather the application dossier (including 4 reference letters) are used as a substitute for the standard RPT dossier in an expedited review. On occasion, it is also possible to include a tenure and promotion review or a review for promotion to full when the candidate does not yet have this rank at their current institution. In all cases, the expedited review requires a recommendation letter of support from the department RPT committee and the department chair (when a chair search, this is not included), and a recommendation from the Dean. If the recommendation is positive, the dossier is sent to the Provost and then to the President and the Board of Trustees. The candidate is notified at the Provost stage if the recommendation has been approved. The Board of Trustees normally approves the tenure and promotion consent agenda at their June meeting, but on occasion at an earlier meeting.

Appendix 9

REVIEW PROCESS FOR APPOINTMENTS GRANTING TENURE

Hiring recommendations that involve the award of tenure are reviewed successively by the dean, the provost, and the president, who makes the final recommendation to the Board of Trustees (BOT) for action. In order for a tenure hire action to be included on a Board of Trustees meeting agenda for final review and approval, MSU Human Resources must receive the hire action (complete with all required attachments and approvals as specified below) in the HR Inbox by specific dates prior to the applicable BOT meeting.

Dates can be found here: <https://hr.msu.edu/ua/hiring/faculty-academic-staff/granting-tenure-process.html>

Start Date Reminders

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

The completed action must include the following:

- Offer Letter and Attachments
 - Additional Note: Prior to making an offer of appointment that conveys tenure, Faculty and Academic Staff Affairs must review the request (per policy). This review is similar to the official tenure review that occurs every spring as part of the university promotion and tenure process. Please note that these requests are reviewed immediately, but sometimes can take up to two weeks. Once this review occurs, a pre-approval of tenure memo will be generated for signature by the Provost and President (initiated by HR). Requests for offers with tenure are emailed to the Associate Provost and Associate Vice President for Faculty and Academic Staff Affairs and must include:
 1. The candidate's CV
 2. A letter from the dean and/or chair (with endorsement from the dean) explaining why the candidate should be appointed with tenure (this is similar to the letter that is often included as a part of Form D in promotion packets)
 3. Confirmation that the unit and college RPT committee have been consulted (typically, support for the appointment is indicated)
 4. Letters of reference (at least four), which serve as a proxy for external review letters
 - Adjudicated Background Check
 - Completed I-9

- Pre-approval Memo (signed by the Provost and President)
- Multiple Appointment Memorandum (if applicable)
- Conflict of Interest Disclosure (if applicable)

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

Questions regarding policies associated with tenure may be addressed to Faculty and Academic Staff Affairs.

Information provided by FASA Website 12.29.2020

Appendix 10

College of Arts & Letters

Offer Letter: Human Resources Sample & CAL Language

Below is link to the "[Sample Tenure System Faculty Offer Letter](https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/sample_offer_letter.html)" from Faculty and Academic Staff Affairs which has all of the language needed in a letter of offer for a tenure system position and below are the College requirements that will need to be included.

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

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

CAL Language for Offer Letter:

Startup Package

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

- We will provide you with startup funding of \$20,000. The startup funds may be used for reimbursement of moving expenses (this portion is capped at \$10,000 and this count as income for tax purposes), professional travel, summer salary, research assistants, book subventions, or other professional expenses. This startup package is being funded by contributions from your department, the College of Arts & Letters, the Office of the Provost, and the Office of the Vice President for Research and Graduate Studies. The startup package must be used within the first 5 years of your appointment. See Attachment B for additional detail regarding moving expenses.*
- One semester's leave from teaching within the first four years prior to tenure (the timing of which is arranged by mutual agreement with the Department Chair).*
- Instructional responsibilities (general area; since specific assignments and the average number of courses taught per semester may change, any information given in this regard should be stated as the candidate's initial assignment).*
- Other responsibilities (outreach, service, committee work, department "citizenship").*
- General Education: all tenure and continuing system faculty will be expected to contribute in some way and at some time to the general education mission of the College; for some faculty this opportunity will be an instructional or research assignment to the Center for Integrative Studies in the Arts and Humanities; for others, an*

assignment to writing courses; others may participate in outreach programs that serve general education objectives; this expectation will be more explicit for some new faculty than for others. What will their specific responsibilities in Arts & Letters be?

- *Explanation of the probationary period and the criteria for the award of tenure or continuing status; cite relevant dept., college, and university documents.*
- *The College of Arts & Letters provides a range of options in terms of specialized spaces to conduct research and activities related to faculty academic and professional advancement including a full sound studio in Wells Hall where recordings take place and the Digital Scholarship Lab in the main library.*
- *The College of Arts & Letters Academic Technology Office provides assistance with the use, creation, and development of digital teaching software, course websites, video/audio work, and other digital platforms. You will also be provided with the standard computer package for new faculty for your office; special needs will be reviewed by the College Academic Technology Coordinator*
- *The language “locate housing/house hunting” cannot be used in the letter of offer. Please ask the Dean’s Office for further information.*

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

Essential Components for All Letters of Offer

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

Essential Components for Special Situations

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

Appendix 11

College of Arts & Letters

Sample Search Rubric

CANDIDATE NAME:						
Overall Notes (e.g., degree from; area of research or creative activity; organizations they belong to, etc.)						
Rank 1 being lowest, 5 being highest						
Date						
SCHOLARSHIP	1	2	3	4	5	NOTES
Evidence of successful research publications and future agenda in desired area of expertise						
Record of scholarly or creative work commensurate with rank of Associate Professor						
National reputation						
International reputation						
TEACHING	1	2	3	4	5	NOTES
Evidence of teaching excellence in higher education						
Evidence of curricular innovation and leadership						
Balancing teaching pedagogy and pre-professional training and liberal arts education						
LEADERSHIP	1	2	3	4	5	NOTES
Evidence of diversity, equity and inclusive practices						
REQUIRED	1	2	3	4	5	NOTES
MFA or PhD in xxxxx or related field, or equivalent prof. exp.						
Administrative experience						

Appendix 12
College of Arts & Letters

POST-CAMPUS FEEDBACK

I am a...

Faculty Member

Graduate Student

Undergraduate Student

Other:

Candidate's Name

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

Read candidate's CV

Met with candidate

Read candidate's scholarship

Attended meal with candidate

Attended candidate's public lecture

Other (please explain):

Please rate the candidate on each of the following:

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

OVERALL RATING:

ACCEPTABLE

ACCEPTABLE WITH CONDITIONS

UNACCEPTABLE

Appendix 13

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-](https://www.aamc.org/system/files/2020-05/Virtual%20Interview%20Tips%20for%20Medical%20School%20Interviewers%2005142020.pdf)

[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-](https://www.mla.org/Resources/Career/Career-Resources/Recommended-Guidelines-for-Interviews-for-Academic-Positions)

[Resources/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 14

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 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. 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.

Appendix 16

Department Chair, College-level Center/Program Director, and Assistant or Associate Dean Searches

Department Chair, College-level Center/Program Director and Assistant or Associate Dean searches typically follow the process for a tenure system search even if they are non-tenure system positions. Internal searches are less extensive than external searches that have a recruitment and/or tenure review element to them. For the “on-campus” interview portion, whether internal or external, they typically include some selection of the following College-level interviews:

- Interview with the Dean
- Lunch or meeting with Department Chairs and College-level Center/Program Directors
- Interview(s) with current/relevant Assistant/Associate Deans
- Interview(s) with current/relevant Marcom/Development/Chief of Staff/Functional Team Leads to the extent available for the dates possible
- If external or internal Department Chair, include meetings with the relevant functional team support staff to the unit, include administrative aspiration talk inviting relevant stakeholders (internal and external to the College as needed), and meetings with graduate and undergraduate students, in addition to typical chair search meetings arranged by unit for faculty. If external search, also include tenure system faculty search meetings arranged by the unit.
- If an external or internal College-level Center or Program Director, include meetings with the relevant functional team support staff for the unit, include administrative aspiration talk for the Center inviting relevant stakeholders (internal and external to the College), include meetings with relevant student groups, in addition to typical director search meetings arranged by unit for core and affiliated faculty. If external search, also include tenure system faculty search meetings arranged by prospective tenure home unit.
- If Assistant or Associate Dean, the relevant area College stakeholders (staff and faculty)
- If Assistant or Associate Dean, the relevant University-level stakeholders as desired, e.g., committee representatives (COFAD, CODD, CORD, CUED)

If a College-level search, consider candidate confidentiality and refrain from announcing candidates until directly before the interviews/meetings/presentations and provide CV. Dates/times can be announced beforehand with location/link information by using Candidate #1, Candidate #2, Candidate #3. This grants the candidates themselves the ability to notify those needed of their candidacy before it becomes public.

If the job talk is being recorded also make the link to this available to all who are interviewing the candidates, along with the questionnaire mapped to the rubric. Typically, the rubric can

also be included ahead of the interview along with the CV, so that everyone sees the criteria that are being used. The job description is also typically provided. Ensure that candidates give permission to record the talk before recording and erase the recordings once the search is complete.

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