

# A&S FACULTY HIRING PROCEDURES 2022-23

## Procedures and Recommendations for Department Heads

For Tenure Track and Career Track faculty (not for Department Heads, endowed chairs/professors, or adjuncts)

- Proposal: You propose a tenure-track or career-track position, usually in response to a call for such proposals (typically these proposals are due in the Dean's office early June).
- If the Dean approves the position, you will be asked to complete a Request for Authorization to Fill Position (ATF) form, which you will submit to the A&S Business Office (email Reneé Teffertiller and Teresa Reedy). This form is then forwarded to the Provost for approval.
- When the ATF form is approved and returned, you then submit a RTS (Request To Staff) form including the proposed ad to the A&S Business Office. Whatever salary is listed there and approved constitutes your hiring range – you are expected to stay within that range when you make an offer (but more on this below). Sending the ad separately to the Associate Dean for review usually delays approval. Approval of the position does not guarantee that start-up funds have been allocated for the position (see Start-Up below).
- Schedule required HR Search Committee training for all unit faculty and/or make faculty members aware of the 5 dates this fall that HR will be offering centralized, non-unit specific, training for all CAS faculty. All full-time CAS faculty must complete the training by January 2022; all Search Committee members must complete the training before approving the position announcement. After 2022, Search Committee training will be conducted on a bi-annual basis, with all new faculty will be required to participate in the training each fall.
- Recommendations on position ads:
  - Have the entire department review the ad and consider opportunities for broadening its appeal
  - Include multicultural language in the ad (for example, you may wish to highlight departmental demographics and diversity data and/or articulate your unit's commitment to diversity, equity and inclusion)
  - Be sure your ad includes all the criteria you will want to use in evaluating applicants
  - If possible, ask for names and contact information for references instead of letters of recommendation (or wait to collect letters until after the list of finalists has been generated)
- Approval: The Dean's Office will review the ad and other parts of the RTS form. This approval process usually takes less than a week.
- Departmental Review: Once the RTS form is approved, you may place the ads and, when the applications come in, undertake your departmental review process for the applications.
- Consider inviting diverse students, alums, or individuals from other departments, as needed, to participate on the search committee—they may be non-voting members
- Recruiting applicants and building a diverse applicant pool:
  - Ask faculty to recommend individuals and advise who should be contacted as possible candidates.
  - Each Search Committee member should identify three potential candidates who represent diversity and invite them to apply.
  - After asking colleagues at other schools for individuals they would recommend to apply, ask them specifically if there are other women or underrepresented individuals they would like to add
  - Include search ads on professional society listservs and sub-listservs (see "Diversity Recruitment Resources")
  - Have the Search Committee members phone individuals whom they would like to apply instead of just emailing them or sending a letter.
  - Send applicants OEO link to for Affirmative Action data collection if you are not working with Interfolio.
- Evaluating applicants (creation of semi-finalist list):

- Develop well-defined and prioritized evaluation criteria before evaluating applicants
  - Evaluate each application in its entirety; do not depend too heavily on a single element
  - Ensure your evaluation criteria correspond to the ad as written
  - Challenge yourselves and other (committee members and other faculty) to back up vague, ambiguous, or irrelevant statements in determining the ranking of finalists
  - Include “fostering diversity” as a criterion, if that was included in the ad
  - In phone or Zoom interviews of semi-finalists or finalists, consider asking each candidate how they would promote diversity on our campus; many searches require candidates to write a statement on diversity as part of their application
  - When compiling your list of finalists, be aware of the fact that a single woman or minority candidate will tend to be viewed as a token candidate; having two or more women or minority candidates may remove that token status.
- Affirmative Action Review and Approval of Finalists: Once your departmental review is complete, your hiring committee should assemble three lists: candidates potentially to be invited for an “on campus” interview, the candidates just below those to be interviewed, and the rest. The department head and the chair of the hiring committee then meet with the Associate Dean for Personnel and Faculty Development to review the procedures and criteria used, review the quality and quantity of the applicant pool, and review any affirmative action considerations. Be sure to bring the files for the first two lists!! This meeting generally ends with approval of an interview list. E-mail Lori Scanlan in the Dean’s Office to set up an appointment.
  - Campus Interview and the Dean’s Office: When you bring candidates to campus (in person or virtually), they must be interviewed by one of the Associate Deans. Lori sets up these interviews; contact her as soon as you have selected your finalists. The costs of the search, in general, are borne solely by the department.
  - Offer the candidate the opportunity for a 15-30 minute discussion with a work-life liaison (generally a member of the CAS equity advocates or someone from HR). This is entirely separate from the interview process and will allow the individual to ask questions about the Stillwater community and OSU environment that they might not feel comfortable doing otherwise. Contact the Associate Dean for Personnel and Faculty Development for additional information and recommendations. Providing information on the greater Stillwater community is highly recommended for each candidate.
  - Allow the candidate the ability to control some of their interview schedule
  - Job Offer: After all the suitable candidates have been interviewed and you have received appropriate faculty input, you may make an offer. Assuming that you have followed proper procedure, you do not need to secure approval from the Dean’s office before making the offer. Generally, the first offer should be verbal and must be at the rank advertised. Issues of early tenure or similar considerations should be discussed with the Associate Dean of Personnel and Faculty Development before agreeing to them. The A&S Business Office has numerous template letters of offer for the various faculty ranks and visa status. Letters of offer require the signature of both the department head and the Dean.

#### Communication with the Dean’s Office

- Keep the Associate Dean for Personnel and Faculty Development informed of the status of job candidates.
- If you have run out of candidates from your interview list, let the Associate Dean know. Do not interview “the next candidate” unless such an action was anticipated and approved as part of the affirmative action review.

#### Start-Up

- Regardless of the start-up amount, that approval should be confirmed with the Associate Dean for Research for the position.

- If your position requires substantial start-up, then the College will probably need help from the University. This requires work in advance to ensure that funds may be available. In addition, the start-up needs and availability must be individually approved by the Associate Dean for Research.
- Start-up packages are difficult to fund, so it is especially important to have close and continuing communication with Dr. Baum, Associate Dean of Research, regarding status of offer and start-up needs.

#### Affirmative Action Review by the Associate Dean

Who was on the Search Committee?

What are the demographics of your search?

What was your procedure for evaluating candidates?

You should know why the evaluations came out the way they did (not: we voted and ....)

Was that procedure consistent with the ad?

Were there under-represented minorities or women in your interview list or the list just below that top list?

How many were in the applicant pool?

Justify the placement of each qualified under-represented minority or female candidate.

#### Affirmative Action Considerations

- With few, if any, exceptions you must advertise appropriately and hire at the rank and description of the advertisement.
- In deciding whom to interview, the Dean's Office will review the procedures and outcomes and determine whether there is a need to act affirmatively towards candidates from under-represented minorities or women.

#### **What topics may not be initiated in the interview process by anyone except the candidate?**

- Unless these topics are brought up by the candidate, you may not discuss national origin, religion, sex, sexual orientation, marital status, visa status, ethnicity, race, pregnancy, age, or political affiliation before a job offer is made.
- In general, before asking a question, ask yourself if what you ask is indeed related to the job requirements.

**Selected Diversity Recruitment Resources** (not intended to be a comprehensive list)

**African Americans**

<a href="#">The Journal of Blacks in Higher Education</a>	<a href="#">Historically Black Colleges and Universities (HBCU Connect)</a>
---	---

<a href="#">National Society of Black Engineers</a>	<a href="#">Minority Postdoc</a>
---	----------------------------------

<a href="#">National Organization for the Professional Advancement of Black Chemist and Chemical Engineers</a>	<a href="#">National Medical association (an association of African-American physicians)</a>
--	--

	<a href="#">National Society of Black Physicists</a>
--	--

**Asian Americans**

<a href="#">National Association of Asian American Professionals</a>	
--	--

**Individuals with Disabilities**

<a href="#">Ability Jobs and Job Access</a>	
---	--

<a href="#">Disabled Person Inc.</a>	
--------------------------------------	--

<b>Diversity in the Workplace</b>	<a href="#">Job Opportunities for Disabled Veterans</a>
-----------------------------------	---

<a href="#">Workplacediversity.com</a>	<a href="#">Diversity Working</a>
--	-----------------------------------

<a href="#">Insight into Diversity</a>	
--	--

	<a href="#">Diversity : A World of Change</a>
--	---

**Gay, Lesbian, Bisexual and Transgender**

<a href="#">The National Consortium of Directors of LGBT Resources in Higher Education</a>	<a href="#">National Organization of Gay and Lesbian Scientists and Technical Professionals</a>
--	---

**Hispanic Americans**

[Society for Advancement Chicanos/Hispanics and Native Americans in Science](#)

[MAES Latinos in Science and Engineering](#)

[Hispanic Association for Colleges and Universities National Headquarters](#)

[Latinos in Higher Education](#)

[National Society of Hispanic Physicists](#)

[Hispanic Outlook in Higher Education](#)

[Hispanic Network Magazine Online](#)

[National Society for Hispanic Professionals](#)

[LatPro, Inc - Latinos in Higher Education](#)

[Society of Hispanic Professional Engineers](#)

## **Native Americans**

[American Indian Science and Engineering Society](#)

[Society for Advancement of Chicanos and Native Americans in Science](#)

## **Women**

[American Physical Society: Committee on Status of Women in Physics](#)

[National Women's Studies Association](#)

[Women's Career Networking and Professional Associations](#)

[Association for Women in Computing](#)

[Women in Higher Education](#)

[Financial Women's Association](#)

[Association for Women in Science](#)

[National Center for Women and Information Technology](#)

## **Veterans**

[Military Hire](#)

[Veteran Employment](#)

[Careers for Transitioning Military](#)