MIDDLE TENNESSEE STATE UNIVERSITY

OFFICE OF THE UNIVERSITY PROVOST

ACADEMIC RESOURCES

GUIDE TO FULL-TIME FACULTY RECRUITMENT

February 13, 2024

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Finding Faculty in a Competitive Market

I want to share this recruitment guide produced in our office on behalf of Academic Resources.

We continue to see Nashville and its surrounding areas grow at an amazing pace, garnering national recognition. Likewise, Murfreesboro was recognized as #19 by *Money* magazine in its <u>2018 Best Places to Live in America</u> issue. As a result, we have the unique advantage of being in one of the most highly desired areas of the country. More specific to our campus, MTSU has been named in The Princeton Review's "Best 385 Colleges" each year since 2020.

Supporting our colleges and academic departments is crucial to the Academic Resources staff. We hope this guide will provide helpful information for HR liaisons, search committee participants, and hiring officials, translating into successful faculty recruitment and hiring.

Please review this guide and use it to strengthen your skills and efforts toward recruitment, resulting in the selection of colleagues who will enjoy longevity and success at MTSU while bringing significant value toward the success of our students and your departments.

Good luck with your search!

Becky Cole
Vice Provost for Academic Administration and Resources
Middle Tennessee State University

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Selecting the newest in our community of scholars!

COMMITMENT AND VISION

We seek candidates committed to innovative teaching, robust research/creative activity, and meaningful service. We also seek to attract culturally and academically diverse faculty who value working with diverse students.

The Office of Institutional Equity and Compliance (IEC) at Middle Tennessee State University (MTSU) is committed to a diverse, inclusive work and learning environment. We fully embrace, value, and respect the backgrounds, cultures, identities, and experiences of our students, faculty, staff, visitors, and all who partner or do business with MTSU. Our vision is to foster a culture of inclusive excellence through our diverse people, philosophies, and perspectives to advance MTSU as a national leader, leveraging diversity to achieve its goals.

By the policy statement and letter of commitment from the President, outlined in Section I of the Affirmative Action Plan, MTSU shall not engage in practices that would discriminate against any individual or group for reasons of race, sex, sexual orientation or gender identity, age, color, religion, ethnic or national origin, disability status, or status as a covered veteran. MTSU finds explicitly that the diversity of students, faculty, administrators, and staff is crucial to the educational process. It reaffirms its commitment to enhancing education through affirmative action to increase diversity at all levels.

- **EQUAL OPPORTUNITY POLICY (Policy 21)**
  https://www.mtsu.edu/policies/governance-and-compliance/021.php
  NONDISCRIMINATION POLICY (Policies 25, 26 and 27)
  https://www.mtsu.edu/policies/governance-and-compliance/025.php
  https://www.mtsu.edu/policies/governance-and-compliance/026.php
  https://www.mtsu.edu/policies/governance-and-compliance/027.php
- **NEPOTISM POLICY (Policy 816)** https://www.mtsu.edu/policies/personnel/816.php
- **ENGLISH PROFICIENCY POLICY – FACULTY (Policy 207)**
  https://www.mtsu.edu/policies/academic-affairs-institution-and-faculty/207.php
- **IMMIGRATION REFORM AND CONTROL ACT OF 1986**
- **EMPLOYMENT ELIGIBILITY VERIFICATION (USCIS, Form I-9)**

The University will achieve greater academic distinction through innovation, a celebration of diversity, and a heightened sense of active engagement.
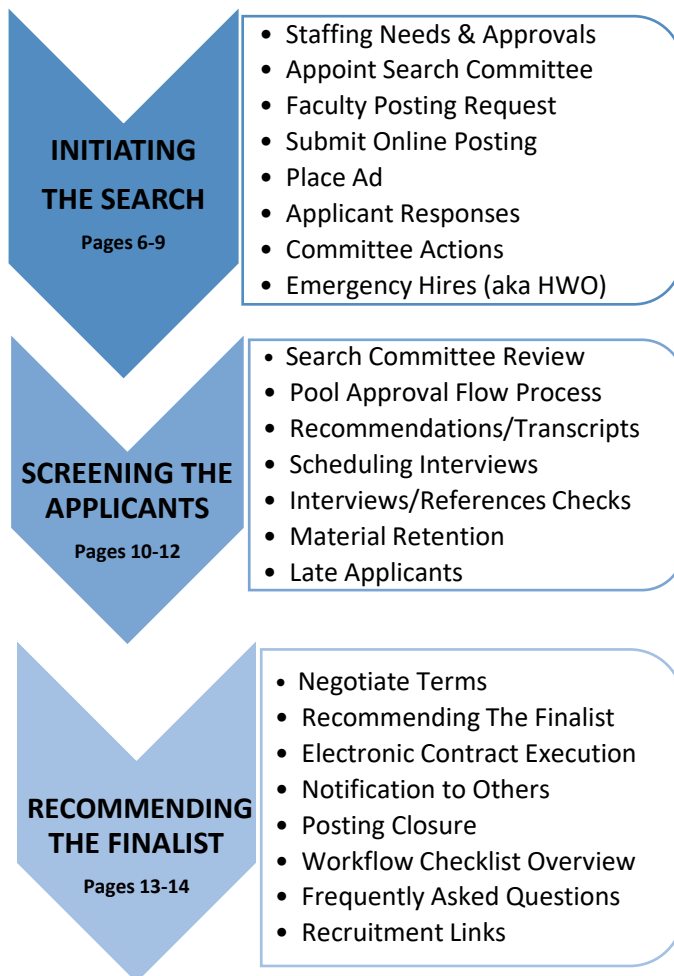
CONTACTS AND CONTENT

The Faculty Recruitment Specialist can respond to your suggestions or questions during this process.

Phone: **(615) 898-5128**
Email: **Mitzi.Dunkley@mtsu.edu**

If you find an unclear area in this guide, please let us know so we can provide better directions.

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STAFFING NEEDS AND APPROVALS are determined by reviewing division/department staffing needs and affirmative action goals. They should include a discussion of these goals with the Office of Institutional Equity & Compliance (IE&C). This is also a time to consider the plans of the department. The dean and the department chair should have a vision of the department's needs for the future, and the recruiting should be in harmony with those goals.

Departments/Colleges wishing to hire a full-time faculty position must first obtain the Provost's approval to fill the position.

Academic Affairs is now using the Academic Performance Solutions software platform and an associated Faculty Line Request Template to consider requests to advertise replacement or new faculty positions:
https://mtsu.edu/provost/recruit_documents/Faculty_Line_Request_Form-AY2020-21.xlsx

Academic Affairs follows a fall recruitment initiative schedule for tenure-track faculty positions and most open-ended clinical/research track appointments. We provide the Provost Optimal Recruitment Timeline each year, detailing the expected schedule for the fall recruitment cycle. Full-time lecturer recruitment initiatives occur in the spring. We then provide each department's "color chart" detailing reappointment year status and the Provost's approval of filling positions.

By March 15 of each year, requests to fill existing or new faculty lines during the fall initiative originate at the department level, with the chair completing the Faculty Line Request form in consultation with the dean. The dean evaluates the submissions and provides a college ranking for all requests in the college. The provost, in collaboration with department chairs and deans, makes decisions on positions approved to be searched for the next academic year. Emergency hires (expected to be the exception – not the rule) will require provost approval as well as approval from the Office of Institutional Equity and Compliance. Requests falling outside the approval time period will be handled on a case by case basis.

PROVIDE POSTING DETAILS using identified needs and, if time permits, consider the advice of the search committee. Be sure to include the job description, required education, required experience (if any), licensure and certifications (if any), and other desirables (if any) as well as advertising source(s).

AT THIS TIME, departments **WILL NOT** create a Job Card (aka "faculty posting") within the PageUp hiring system due to possible confusion with the Administrative/Classified process. Instead, once you have obtained the required approvals referenced above to search a faculty position, please navigate to and complete the Academic Resources Faculty Posting Request dynamic form found at:

https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngweb solutions.com%2fSubmit%2fStart%2fa55a4ceb-90c4-4135-acb2-0d2020e6b6c7

Completing and submitting this form provides all the information and approvals needed by the Faculty Recruitment Specialist to create your faculty posting within the PageUp hiring system. All information specific to your posting must be provided within the form. All required areas are denoted with an asterisk (*). Sections not required for your position (e.g., Required Experience, Licensure, Certification, and or Registration) may be left blank when not needed for the posting.

The posting may contain more than one position approved to post as long as each position has the same job description and requirements to apply. Follow user directions for the online hiring system to submit and obtain all necessary approvals.

PLACE AD: At least one discipline-specific ad source identified by the hiring department is required for tenure-track postings. Departments are responsible for placing discipline-specific ads and covering costs (if any). Academic Affairs will post ads in other required advertising sources, including sources contracted for our efforts toward diversity outreach.

If tenure-track postings are out of the recruitment cycle, department chairs or deans are responsible for placing and paying for ALL required outside ad sources.

Be sure to provide the Faculty Recruitment Specialist with all outside ad sources so the Recruitment Plan for the posting can be updated. Ad requirements and copy to all external sources **must be** consistent with online posting. Academic Affairs will place ads in the established centralized recruitment list of sources during the recruitment initiatives.

**NOTE: Do not publish your outside advertisement before the job posting becomes active on our hiring site.

If you do, potential applicants who may visit our site will not be able to find the posting.

Tenure-Track postings are nationally searched and require a 30-day posting period.
All other full-time temporary (non-tenurable) faculty postings require a two-week posting period.

APPOINT SEARCH COMMITTEE (minimum of three members), identify chairperson, and adhere to gender and government-recognized race and ethnic minority representation. When required, diversity needs can be met through other departments or a professional community member outside the campus (Guest Users).

Faculty serving as a Search Committee Member….

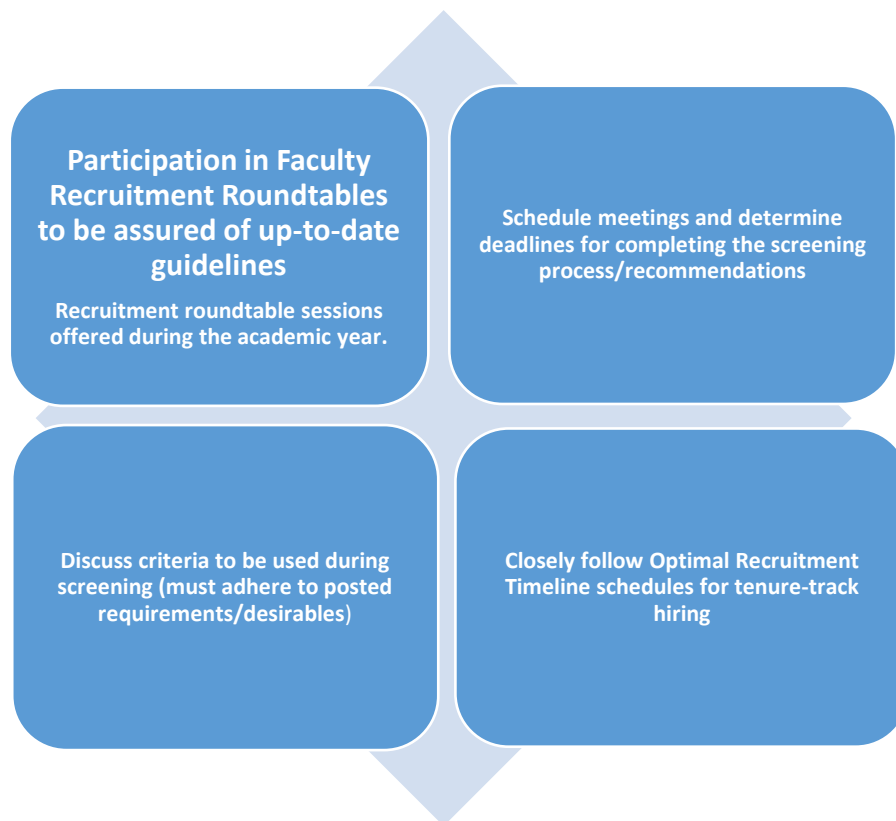|		
Should decline serving if considering application to the posting.	Must recuse themselves **before** the Review Date if interested in applying.	Should reveal any relationship with an applicant.
May not provide letters of recommendation for candidates in the search (Includes Dept. Chair & Dean as well).	Recusal required if conflicts of interest exist (i.e., professional, personal, or financial).	Should be tenured or tenure-track faculty. Temporary faculty, adjunct faculty, students, and staff **may not** serve.
May assist in creation of advertising; however, outside ad source copy **may not** differ from posting.	Consider discipline-related journal, professional associations, or colleagues for outside ad sources.	Participate in a Recruitment Roundtable session to assure being up-to-date with process and regulations.

Search Committee Member Actions should include….

Participation in Faculty Recruitment Roundtables to be assured of up-to-date guidelines

Recruitment roundtable sessions offered during the academic year.

Schedule meetings and determine deadlines for completing the screening process/recommendations

Discuss criteria to be used during screening (must adhere to posted requirements/desirables)

Closely follow Optimal Recruitment Timeline schedules for tenure-track hiring

APPLICANT RESPONSES: Department chairs may follow up to see if applicants are applying by logging into the online posting periodically during the posting period to note the number of applicants. If there is little or no applicant response, please contact our office to discuss additional advertising. Department chairs **should not** review applicant's materials before the committee release review.

EMERGENCY HIRES without a search **(HWO)** require approval from the Provost and IE&C along with a Request for Waiver of Search Procedures
https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f76207ec4-ff0f-4758-bd60-b5ff3b29bc1d
Please also provide all items listed on the checklist
https://www.mtsu.edu/provost/recruit_documents/hiring_paper.pdf

SCREENING THE APPLICANTS   (REFERENCE APPENDIX A)

SEARCH COMMITTEE REVIEW: Members will not be able to review applicants until they receive email notifications the applicants have been released as the assigned Review Date arrives. The email will provide a link to access the applicants/materials and the Selection Criteria Form each committee member (including guest members outside the university's employment) will use to perform their reviews.

Individually review applicants, confirming if applicant meets requirements and supplied all requierd documents.

Review to confirm **successful** provision of all required documents are attached.	Failure to include all required attachments results in an "Initial Screen Unsuccessful" status for the applicant.

If applicant response results in high volume, search committee chair **may** decide to allow review division among committee members.

No applicant may be dismissed from consideration by a single member review, consensus of at least three is required.	Produce a strong, diverse pool who meet or exceed required qualifications

Selection criteria is required for ONLY applicants submitted in the pool.
Search committee chair will enter information into the hiring system.

New qualifications (not included in posting or required for position) MAY NOT be introduced during review.	Develop pool using strengths and limitations for Selection Criteria Form and provide to Committee Chair

Provide department chair with list of names submitted in the pool. **DO NOT RANK** applicants within pool.

After review of applicants being recommended to the pool, department chair will take necessary steps to submit pool to dean; Dean will follow with submittal to Institutional Equity and Compliance (IE&C) for candidate pool approval.

Once **POOL APPROVAL** of candidates has been returned from IE&C, check for any changes (omissions/additions) that may have been applied to your pool.

Committee contact with applicants **may not** occur until **after** they are approved in the pool. IE&C will notify the department once the candidates are approved. All approved candidates must be provided the same interview opportunity.

LETTERS OF RECOMMENDATIONS will be automatically solicited via the online hiring system as soon as IE&C approves the applicant as a candidate in the pool. Response letters to the solicitations must be returned via the unique link assigned to each recommender, which was provided within their solicitation. Recommendations must be based on the candidate's professional (not personal) knowledge and **should be** current, specific to the posting, and external to MTSU whenever possible. General dossier letters are not accepted. Letters **cannot** be received from the candidate being recommended.

SALARY RECOMMENDATIONS should be initiated by the department chair for the candidates being considered as finalists. Use the prefilled form the faculty recruiter sent you for your search. The fully signed form and a hard copy of the CV should be sent through campus mail or delivered to Becky Cole for each finalist before the final interview. Please indicate the date/time of the scheduled interview (top left-hand corner) on the form to help prioritize salary recommendation response times. If hiring without a search, you can use this form: https://mtsu.edu/provost/docs/facsalrec.pdf.

TRANSCRIPTS for ALL conferred degrees should be requested and must be "official" (**not i**ssued to students). Finalists with one or more non-US conferred degrees must have the transcripts translated into English (if needed) and evaluated by an approved foreign credential verification organization. The list of approved organizations can be found at this link **AND** is at the candidate's expense: http://www.naces.org/members.html.

Copies of evaluations performed previously for the finalist to have been accepted into a US institution or program are also acceptable if performed by one of the approved credential verification companies, and their former program is agreeable to share the evaluation.

Legislation from July 1, 2016 (T.C.A. Sec., 49-7-133) requires each institution to publish warnings that misrepresentation of academic credentials constitutes a Class A misdemeanor. The warning is required in the institution catalog, website, AND any contract for employment in a position requiring academic credentials.

SCHEDULE INTERVIEWS once you have received the approved pool of candidates from IE&C. If the qualified applicant response to the posting is such that the pool cannot be narrowed to two or three candidates (aka "short-list") for final interviews, the tiered approach (phone, video interview) **should be** used.

IMPORTANT: Once you have identified your "short-list" of approved candidates, it is imperative that their workflow state be changed within the PageUp hiring system to "Finalist Interview scheduled." Doing so prompts the system to automatically generate an email to those candidates requesting their provision of official transcripts and credential evaluations if/when needed.

On-campus interviews are required for tenure-track finalists only. All other faculty posting interviews may be conducted via phone or video. Committees may elect to use a video interview approach.

With the initial tier, however, candidates may decline a video interview, and the committee chair must provide an option for a phone interview. All candidates should receive this option, which should not be held against a candidate who declines the video option. Planned audio recording of all phone or video sessions is recommended to allow for the unforeseen times when a committee member may not be able to participate in the "live" interview. Be sure to notify the candidate of any recording of a session.

All candidates must be treated equally and provided the same interview opportunities without exception throughout the interview process – including internal candidates (e.g., phone interviews, same questions posed [follow-up questions may differ], required lectures/presentations, meals, meetings).

Remember: Searches must remain confidential!! Discussions of candidates shall be limited to committee members or those directly administering in the recruitment process. Internal candidates **may not** be included in departmental provision of other candidates' information nor attend their lectures/presentations.

INTERVIEWS Tenure-track on-campus interviews should be conducted by the entire committee and include the department chair and dean. The Vice Provost for Research should be included in the on-campus interviews to discuss possible research support with the candidate. The Office of Academic Affairs maintains several resources to assist search committees with the interview process. Please also reference Appendix A for resources (e.g., appropriate questions to ask or not to ask, legal versus illegal actions to be avoided during the recruitment process).

Annual Faculty Recruitment Roundtable sessions will be available throughout the academic year. Department chairs and committee members are the front line in our recruitment process and are encouraged to attend in order to remain current with process.

REFERENCES are different from Letters of Recommendation. (Recommendations are solicited automatically through the hiring system using contact information provided by the applicant during application.) It is vital to check references to limit employer liability, reduce the cost of rehiring/retraining, and produce authenticity of the information provided by the candidate. Candidates should be made aware we will check both listed AND unlisted references. A delay of reference for the candidate's current employer may be honored but *must* **occur before the final recommendation for appointment.**

MATERIAL RETENTION requires the department to maintain all applications and other materials submitted by applicants, as well as all documents (written/emailed) generated during the search/interview (e.g., committee member notes, presentation evaluations) for five (5) years. Note Policy 129: Records Retention and Disposal of Records (https://www.mtsu.edu/policies/general/129.php). Materials generated for department chair searches should be retained in the dean's office.

RECOMMENDING THE FINALIST

NEW/ LATE APPLICANTS to the posting will continue beyond the initial review release due to our practice of "Open until filled." Committee members will periodically receive released applicants for review and consideration who may be added upon approval from IE&C. To add late applicants to the pool, committee members must use the same selection criteria for the original pool before submitting to IE&C for approval.

NEGOTIATE TERMS after a finalist has been recommended by the department chair and dean.

Recommendation	• Department chair should contact finalist to notify him/her of the **recommendation** subject to all approvals. • Inform finalist **offers** can only be made by the University Provost on behalf of the President via the contract.
Start-Up & Negotiations (Tenure-Track ONLY)	• Start-Up support can be used as a negotiating tool and may include Equipment, Computer, Supplies/Software, Professional Travel. Credit toward tenure may also be considered. • Provost will provide moving allowance for finalists who qualify (up to $3,000 max, $5,000 for upper level administrators) and Immigration Sponsorship Expenses when needed (up to $4,500 max).
Start-Up Request Form	• Start-Up Request Form https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource= https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f bbc0086a-a3f7-46ce-9d1e-0491666ceb86 Please follow the directions carefully and complete tables as directed. This form is for internal use ONLY and should not be provided to the candidate.
Immigration	• MTSU will provide immigration support for the H1B and permanent resident status for tenured/tenure-track faculty ONLY. All requests and supporting documentation are submitted by the department/candidate to Academic Resources who will coordinate the petition processes..
Summary of Terms	• Once terms are agreed upon, and start-up support has been obatined and approved, follow-up with an email of written **recommedation** to your finalist noting negotiated terms and requesting acceptance of terms in writing.

RECOMMENDING FINALIST is initiated within the electronic hiring system by the department chair once the finalist accepts the terms for the recommendation. Please be cautious to obtain the dean's approval when performing this step in the hiring system. Proper submittal will result in the recommendations prompt for Academic Affairs to initiate the online background check to be completed by the finalist. Meanwhile, as the recommendation is routed through the hiring system, the department should gather the hiring packet items for submittal to the Provost's Office. **ONLY the Provost**, on behalf of the President, may extend an offer through a contract.

CAUTION: Please use caution when recommending your finalist in the online hiring system, being sure to use the correct workflow state titled "Recommend for Hire – Enter Details."

Please reference https://www.mtsu.edu/provost/recruit_documents/hiring_online.pdf for the most current checklist and items required within the packet.

The Provost's Office will return incomplete packets to the department, delaying hiring.

ELECTRONIC CONTRACT EXECUTION will be initiated within the Provost's Office once all levels of approval are secured, and a complete hiring packet has been received. The contract represents the official offer of appointment. After the Provost's review and approval, contract documents (including moving allowance and immigration support when appropriate) will be forwarded electronically for the finalist's consideration. Once electronic acceptance of the offer has been received from the finalist, Academic Affairs will provide notification of the accepted appointment to the department, college, and the Office of Human Resource Services.

NOTIFICATION TO OTHERS not selected for the position will only occur AFTER the finalist accepts the electronic offer and the faculty recruitment specialist closes the posting. If the hiring department wants to reach out to the finalists interviewed, they may do so. Still, Academic Affairs will review applicants and candidates not selected and change their status as appropriate when closing the position in the hiring system. The system will automatically send notification emails to those not selected at the time of the posting's closing.

Since notifications to applicants not selected for the position can only be forwarded as the position is closed, committees are encouraged to move forward with selection in a timely manner to allow notifications as soon as possible.

WORKFLOW CHECKLIST OVERVIEW

NOTE: The PageUp hiring system identifies department chairs as hiring managers."

POST	Permission to post position must be obtained via Provost/APS
	Submitter and Department Chair determine details needed for position posting draft – **DO NOT add posting directly into PageUp.**
	Submit posting details on "Academic Resources Faculty Posting Request" dynamic form
	Academic Affairs reviews, edits, and posts requisition after achieving Department Chair and Dean approval of posting copy
	- Posting Periods Required: 30 days for tenure-track positions; Two (2) weeks for all other full-time temporary faculty
COMMITTEE REVIEW	Review Date Passed
	- Search committee is notified applicants are released for review
	- Individual committee members conduct reviews of successfully applied online applications using Selection Criteria form
	- Committee convenes to discuss/determine pool to be submitted for consideration/approval by IE&C
	Search Committee Chair enters collective Selection Criteria in the system for **ONLY** applicants being recommended in the pool
	- Committee Chair provides Department Chair with list of names being recommended in the pool
POOL APPROVAL & IDENTIFYING FINALIST	Department Chair confirms Selection Criteria has been entered for applicants recommended in the pool
	Department Chair moves applicant pool in system for Dean review
	Dean reviews/considers pool and moves forward for Equity and Compliance (IE&C) consideration
	IE&C reviews pool and considers approvals and possible pool additions/deletions
	Department is alerted once pool is returned after IE&C review
	- Department reviews candidate pool for changes/approvals of the pool, begins scheduling/conducting interviews; checks references. Automatic solicitation of recommendation letters occurs within the hiring system as soon as an applicant is approved for the pool by IE&C. Ability to retrieve Letters of Recommendation once received via the system.
	- Once approved short-listed finalists are identified, Department Chair must move each to "Finalist Interview Scheduled" which prompts automatic email via hiring system to candidates requesting official transcripts
	- Department Chair sends salary recommendation form (hard copy) with curriculum vitae to Academic Affairs for finalists being considered
	- Committee is charged NOT TO RANK finalists; Department Chair and Dean determine/select finalist to be recommended for hire
	- Department Chair or Committee Chair confirm reference checks are completed. This is NOT the same as recommendations.
	- Department Chair communicates with finalist regarding negotiated terms for the **recommendation** contingent upon University approval & follows up with email regarding terms
	- Verbal **recommendation** accepted. (If finalist declines recommendation, please notify Academic Affairs.)
RECOMMENDING YOUR FINALIST	Department Chair moves finalist in hiring system to status **"Recommend for Hire – Enter Details"**. **IMPORTANT - Please be cautious** in selecting the correct workflow.
	Department Chair may then generate electronic "Offer Card" in hiring system for recommended finalist
	- All negotiated terms, reference check date, and person checking reference must be entered in the PageUp system
	- Department Chair forwards "Offer Card" through the online hiring system for Dean review/approval
	- Hiring department prepares and sends hiring packet for all approvals needed to Dean who submits paperwork to Academic Affairs
	Dean reviews and moves electronic "Offer Card" through the system to Academic Affairs
	- Background report request is initiated by Academic Affairs. (Candidate responds directly to TrueScreen with information)
	Academic Affairs moves "Offer Card" to IE&C. This can only occur after background report has been received from TrueScreen.
	IE&C returns offer review response to Academic Affairs allowing formal contract to be initiated (or forwards for further approval when needed)
	Academic Affairs initiates electronic offer to recommended finalist after Provost review/approval
	- Once offer is accepted by finalist and their response is received, Academic Affairs closes posting
	Automatic email sent to candidates not chosen for hire

Why can't I log into the hiring system?

If you are a faculty administrator, verify you are on the employer website rather than the applicant site: **Mtsuemployees.pageuppeople.com.** You may need to perform the "Single Sign-On" required by MTSU. Use the same standard FSA username and password to access your computer. Search committee members should use the link provided in their email notification so that review of applicants may begin. Access to applications will not be available for committee members until the faculty recruitment specialist releases them on the review date.

What if I need to conduct an emergency hire?

The department chair should complete the Request for Waiver of Search Procedures at https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f76207ec4-ff0f-4758-bd60-b5ff3b29bc1d. This form will route to the Dean, Provost, and IE&C Assistant to the President for approval to hire. If an email exchange relating to the hire without a search (HWO) has occurred, the department chair should attach it to the waiver form, **BUT** it cannot replace it. (See Page 8.)

What if I need to change a position number on a requisition?

The department chair should contact the faculty recruitment specialist to help change position numbers. It is helpful to reference the position title, requisition number, and old and new position numbers.

Can we interview candidates at our conference?

Interviews and visits at conferences are informal and should be used as advertising. If individuals request interviews at the conference, use this opportunity to promote the university and encourage them to apply through the online hiring site at https://careers.mtsu.edu/en-us/listing/.

Departments can only interview at conferences when they have met **ALL** of the following criteria:

- IE&C approval of the finalists' pool for an initial interview (similar to telephone interviews to assist in narrowing the applicants to two or three finalists for on-campus interviews).
- This is a common discipline practice.
- The search committee should be represented during the interview; federally recognized ethnic minority and female representation from the search committee **must** be present.
- If this method is used, all candidates in the pool **must** be interviewed in some form.
    - You must allow all candidates in the pool unable to attend the conference a virtual or telephone interview.

What if we cannot narrow our applicant pool to only two or three candidates based on the submitted information?

Some applicant pools are enormous, with more than a few applicants that appear ideal for the position. If this is the case and the finalist pool cannot be narrowed to only two or three candidates, a multi-tiered interview process may be used. Suppose a search committee can only narrow the interview pool to four or more candidates (ideally no more than six) once the larger pool has been submitted to IE&C for approval. In that case, telephone/video interviews may occur to identify the short-listed finalists. Reference checks may also be used as a screening tool to limit the approved interview pool to two or three candidates for final interviews.

May I conduct video interviews in place of telephone interviews?

Yes, the search committee may prefer video interviews when identifying the "short-list" from a larger approved candidate pool. This should be communicated to all approved candidates. If a candidate chooses not to interview via video, then a telephone interview should be conducted with them. To ensure equality, please ensure the format of your telephone and video interviews is consistent. (Reference Page 9 and Page 11 of this guide.)

What if I want to add more candidates to the interview pool after I have received my initial interview pool approved?

The department chair should submit the additions (along with their Selection Criteria information provided by your committee) through the hiring system to the dean for approval. The department chair should note the names of the additions being considered in the email alert forwarded regarding the pool. This prevents confusion by all parties who have to review the additions. The dean will then deliver to IE&C with an email alert, and they will review and respond.

What if I cannot find a finalist for my position?

The department chair should submit a Request to Fail a Faculty Search form (https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f5d64f4d3-0865-4f27-acd2-c970fcf91094) requesting permission to fail the search. After IE&C approves the failed search, the faculty recruitment specialist will cancel the search in the online hiring system, automatically removing the posting from the MTSU career page and other outside ad sources contracted through the Provost's Office. Applicants to the posting will receive email notification of the canceled search.

A candidate has asked for the names of the search committee members. May I give the candidate the names?

Yes. If a candidate asks for the names of the search committee members, you should provide the list. Candidates may want to know the names of the search committee so they can send a thank you note. During the on-campus interview, we recommended that the search committee provide each candidate with an agenda listing the names of the people on the search committee.

May a department display application material for faculty searches?

Yes, but remember, searches should remain confidential. Suppose the search committee determines they would like to display the application materials to receive feedback from the faculty and staff members in the department. In that case, it should only occur briefly after the review date passes for the job posting. Internal candidates or those considering applying MAY NOT have access to other candidates' materials. Application materials could be displayed after the search committee has selected their finalists for the position.

Internal candidates **may not** be provided other applicant/candidate information **OR** participate in the other candidates' presentations/meetings during the search.

Do internal applicants need to resubmit three recommendation letters and official transcripts even though they have worked at MTSU for several years?

To successfully apply, all applicants to posted faculty positions must provide names and contact information for three PROFESSIONAL recommenders at the time of their online application.

Letters of recommendation are required for submittal through the hiring system and should:

- Be specific to the posting
- Be on letterhead
- Be external to MTSU (As a last resort, internal letters may be accepted if applicants cannot provide external.)
- Be current (date cannot precede job posting date)
- Be signed

Internal applicants who are current faculty members do not have to submit official transcripts unless a new degree has been conferred that is not already on file in our office. Academic Affairs will need official transcripts for all college degrees if an internal applicant is currently in a classified or administrative position and has applied for a faculty position. If in doubt, you may contact the Faculty Recruitment Specialist at 898-5128 to verify whether or not Human Resource Services or Academic Affairs has official transcripts.

I have three positions listed on a requisition, but I am only ready to offer the job to one person. May I get approval for one finalist and then seek approval for the other two finalists?

The department chair can send each selected candidate through the system separately.

When will applicants know they are not selected for a position?

After Academic Affairs accepts the electronic contract from the recommended finalist(s), the faculty recruitment specialist will close the posting in the online hiring system. When the posting is closed, the online hiring system will automatically send a letter of regret via e-mail to all applicants and candidates to notify them the position is filled. This email notification may be sent months after the position was initially posted to MTSU's job website. However, departments are cautioned not to inform applicants too quickly when they are not considered in the initial review. Doing so would hinder the option to reconsider them later in the search process if needed.

Who handles classified and administrative positions?

Human Resources handles all classified and administrative positions. Please contact the employment specialist at 898-2928.

What Onboarding occurs after the contract is signed?

- Academic Resources will send contract and payroll documents to Human Resources.
- Employee data is checked and entered into Banner.
- Once data is confirmed, the employee is activated for faculty roles (this generates a report to ITD).
- ITD will email the new hire at their personal email account with their MTSU email and Pipeline setup information. This email refers them to their department for their M#. The new hire email is also sent to the department administrative assistant so they will be aware the faculty member is now an active employee in Banner and will be contacting them for the M#.
  (*Due to security violations, please DO NOT forward the email you received from ITD to the new employee.*)
- When the new faculty member completes their part of the email/Pipeline setup, they will have full access to the Pipeline Faculty Services tab.

RECRUITMENT LINKS to HELPFUL TOOLS

FORMS:

Faculty Line-Request Template
https://mtsu.edu/provost/recruit_documents/Faculty_Line_Request_Form-AY2020-21.xlsx

Academic Resources Faculty Posting Request
https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2fa55a4ceb-90c4-4135-acb2-0d2020e6b6c7

Faculty Applicant Selection Criteria Form (Downloads as a fillable Excel form)
https://mtsu.edu/provost/recruit.php

Full-Time Faculty Hiring Checklist
https://www.mtsu.edu/provost/recruit_documents/hiring_online.pdf

Salary Recommendation for Faculty Candidate
https://mtsu.edu/provost/docs/facsalrec.pdf

Start-Up Request (For Tenure-Track ONLY)
https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f5d64f4d3-0865-4f27-acd2-c970fcf91094

Academic Preparation Certification
https://www.mtsu.edu/provost/recruit_documents/apc.pdf

Request to Fail a Faculty Search
https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f5d64f4d3-0865-4f27-acd2-c970fcf91094

FORMS: For Hires Without a Search – HWO (Reference Page 8)

Request for Waiver of Search Procedures
Waiver of Search Procedure URL

Full-Time Faculty Hiring Checklist Without a Search
https://www.mtsu.edu/provost/recruit_documents/hiring_paper.pdf

Electronic Background Check for Adjunct/HWO FTT
https://mtsu.edu/provost/forms/BackgroundADJandHWOonly012523.pdf

Periodic updates to the above links may occur. Because of this,
please do not save the documents on your desktop but rather
go to the form via these links to ensure you are using the most
current version of the form.

APPENDIX A
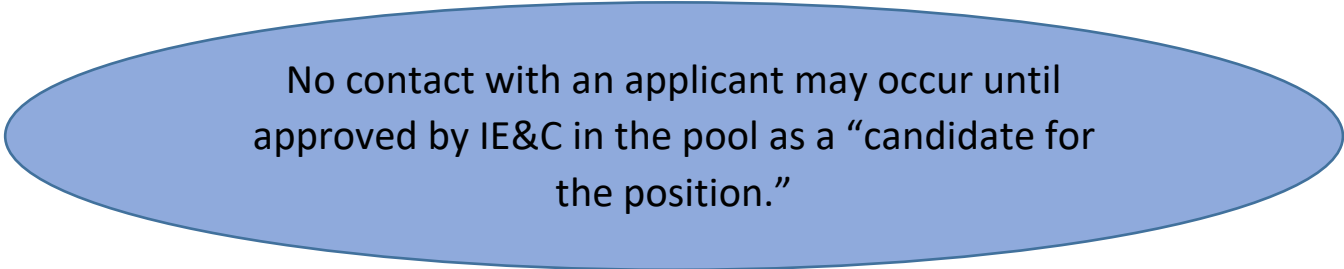## REFERENCE GUIDE FOR SEARCH COMMITTEE

This Reference Guide for Search Committee Members will provide additional assistance throughout the faculty screening and hiring process. We have included a quick review process overview, tips on screening and conducting interviews, and helpful resources.

*Search committee members need to review this
entire Full-Time Faculty Recruitment Guide (particularly the SCREENING APPLICANTS
section) so they familiarize themselves with the recruitment and hiring process.
Committee members should attend the faculty recruitment discussions
to learn of changes and share experience with
new committee members.*

Some of the information contained in this reference guide was contributed by the College of Basic and Applied Sciences, and other information was adapted from "Search Committees: A Tool Kit for Human Resource Professionals, Administrators."

Committee members cannot review applicants before the review date established for the posting. The email provides a link to access the applicants/materials and a link to the Selection Criteria Form each committee member will use to perform their reviews. PLEASE REFER TO THE "Using the System" guide for step-by-step instructions for reviewing applicants. The search committee chair will be the only committee member to enter information into the PageUp hiring system.

No contact with an applicant may occur until approved by IE&C in the pool as a "candidate for the position."

If a search committee member has questions about using the hiring system, please reference the committee member's step-by-step instructions for performing your review as provided by the faculty recruitment specialist and made available to committee members. If you have questions, call (615) 898-5128.

Search Committee Process in Review

1. Decide on criteria to be used during review of applicants, which **must** adhere to posting;
2. Determine the best timeline for completion, noting the Provost's Optional Recruitment Timeline;
3. Individually review applicants, eliminating any who failed to apply successfully, and use the Selection Criteria Form to document your review. <u>DO NOT</u> enter your critique into the online hiring system but limit your comments to the selection form; search committee members may access application documents throughout the interview process.
4. Convene as a committee and compare top candidates to define a reasonably sized, high-potential candidate pool;
5. <u>Search committee chair</u> will enter selection criteria (e.g., strengths/limitations) for ONLY those applicants being recommended in the pool – DO NOT RANK;
6. Provide department chair with the list of applicants being recommended in the pool;
7. After pool review by IE&C, confirm approved candidates, noting any changes that IE&C may have made;
8. Letters of Recommendation (automatically solicited through the system) must be returned via the unique link assigned and provided to each recommender within the solicitation;
9. Large pool – when using a tiered approach, initiate contact to schedule phone/video interviews, "Short-List" pool (typically 2-3 candidates) – initiate contact to schedule a final interview; On-campus interviews **are not** required for other faculty position types but should occur for all tenure-track positions;
10. Department chair changes status for short-listed finalists in the hiring system to "Finalist Interview Scheduled." *(This is **a crucial step** to help initiate system prompts!);*
11. On-campus interviews are required for tenure-track finalists but **not** needed for other faculty position types, which can be conducted via telephone/video;
12. Department chair submits salary recommendations along with CV to Ms. Becky Cole;
13. Check references **(Letters of Recommendation are not the same as reference checks.)** A finalist's current employer reference check <u>MUST occur before formalizing your recommendation of that finalist</u>;
14. Committee shall not rank finalists; department chair and dean will determine finalist to be recommended.

Search committee members and the hiring department chair and dean **may not** provide letters of recommendation for a candidate within the search. Letters may also not come from general dossier (e.g., Interfolio).

It is important to check references to limit employer liability, verify information, and reduce cost of rehiring/retraining. Checks will produce authenticity of information as it relates to such areas as work history or credential problems.

TIPS – Before the Interviews:

- Book an appropriate location.
- Review the job description.
- Draft and agree upon the interview questions to be asked. (MUST be the same for ALL interviewees.)
- Review the candidate's résumé/application.
- Agree on the format of the interview.
- Ensure that you know and can identify the indicators of the candidate's ability to perform the job.

TIPS - Telephone Interviews:

Planning and Arranging the Interview

- Schedule a call of no more than 30 minutes with the interviewee and interviewers.
- Review the interviewee's application materials.
- Determine the order in which the interviewers will ask the prepared questions.
- Test speakerphone and teleconferencing equipment and procedures. (Audio records of interviews are helpful IN CASE a committee member cannot attend.)

Conducting the Interview

- Introduce the individuals participating in the interview and describe how the interview will be conducted.
- Make the interviewee aware if you are recording the session.
- Ask questions about the vitae (e.g., gaps in employment, special training, or a change of professions).
- Ask why the person is interested in leaving their current position.
- Ask one or two technical questions about the job.
- Ask one or two questions to help determine the interviewee's complement to your department and the campus community (e.g., "What is your philosophy of ___?").
- Ask follow-up questions as appropriate.
- Ask the interviewee if they have any questions.
- Explain to the interviewee the next step in the selection process.
- Thank the candidate for their time.

TIPS - On-Campus Interviews (required for tenurable positions ONLY);

Interview Preparation Checklist

- Hiring department or college sends Welcome Package to interviewees.
- Confirm travel and lodging arrangements.
  - **Candidates must make their airline reservations** and purchase their airline tickets. Reimbursement will be made after the travel has been completed. MTSU does not pay for airline tickets in advance. If a cancellation or reimbursement is required, the airlines will only make those to the person named on the ticket.
- The department chair or designee should make hotel reservations for each candidate. It is ideal to limit lodging for faculty candidate interviews to <u>one nigh</u>t unless it is impossible to do so. Lodging

expenses should be directly billed to the department (will be paid from the college recruitment account.) Make sure the hotel provides the in-state rate or lower.

- Arrange transportation from airport or another location.
  - Search committee members should be responsible for picking up candidates from the airport, hotel, getting them back to the hotel, airport, etc.
  - *Caution* should be used during the travel time to/from airport, being sure not to venture into areas of conversation considered inappropriate for an interview.
- Arrange tour of local community (if appropriate).
- Arrange campus tour.
  - Search committee members should escort candidates around campus to interview sessions.
- Arrange interviews by search committee, including department chair and dean.
- Arrange meeting with Vice Provost for Research Services.
- Include Provost in on-campus interview for upper-level administrative faculty positions (dean, chair)
- Schedule candidate's presentation. (Internal candidates **may not attend** presentations by other candidates.)
- Schedule meals and breaks as appropriate.
  - Search committee members should take candidates for meals.

Note: By completing a Claim for Travel Expenses form, search committee members may be reimbursed for travel expenses to transport a candidate to and from the airport. The faculty member who pays for a candidate's meal and any other faculty member in attendance **(limited to 2 additional)** may be reimbursed for those meals by completing a Food Purchase Authorization form. Receipts are required for guest meal reimbursements. Alcohol is **not** reimbursable.

TIPS - Good Interview Questions to Consider for Faculty:

- Describe your teaching style.
- Describe your teaching philosophy.
- What technology applications have you utilized in the classroom?
- How do you engage students, particularly in a course for non-majors?
- Share your ideas about professional development.
- What changes have you brought to the teaching of-?
- How would you go about being an advocate and resource for using technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What are the most essential attributes of a good instructor?
- Where would this position fit into your career development goals?
- How do you define good teaching?
- What do you think are your greatest strengths as an instructor? In which areas do you think you can use some further development?
- How do you think your teaching style can serve our student population?
- What professional development activities have you been involved in over the past few years?
- What pedagogical changes do you see on the horizon in your discipline?
- How would your background and experiences strengthen this academic department?
- How do you adjust your style to the less motivated or under-prepared student?
- What are your current research interests? Have you involved your students in your research?
- What is the most recent book and article that you've read?

TIPS - Interview Questions to <u>AVOID</u>

- Where were you born?
- What is your birth date?
- How old are you?
- Do you have a disability?
- Are you married?
- What is your spouse's name?
- What is your maiden name?
- Do you have any children?
- Do you have childcare arrangements?
- What is your race or ethnic origin?
- Which church do you attend?
- What is your religion?

Acceptable Alternative Questions *(only if there is a bona fide, job-specific reason. If you ask one candidate, you must ask all candidates)*

- Do any responsibilities conflict with the job's attendance or travel requirements?
- Are you able to work in the United States on an unrestricted basis?
- Can you perform the duties on the job description with or without reasonable accommodations?
- Do you have any conflicts that would prevent you from working the schedule discussed?
- What languages do you speak or write fluently?
- Have you worked under any other professional name or nickname?
- Do you have any relatives currently working for this institution?
- Would anything prohibit you from making a long-term commitment to the position and the institution?

TIPS – Do's & Don'Ts

- **Limit closed questions** – they elicit a one-word, yes or no answer. Example: Did you do curriculum development?
- **Ask open questions** – they elicit expanded responses, allowing you to gauge their thought processes, values, etc. Example: Would you explain the process you employ when developing curriculum?
- **Avoid Leading Questions** – leading questions suggest an answer; the candidate will feel compelled to agree with you. Example: You do like working on teams, don't you?
- **Ask questions about bona fide occupational qualifications** – they should only relate to the candidate's job ability.
- **Stay away from questions related to protected classifications-** do not ask questions about gender, race, nationality, age, disability, religion, etc. Example: You don't look old enough to have a PhD; how old are you?
- **If a candidate brings up classification, then it is okay –** if the candidate opens the door by asking about a particular area, then it is permissible to discuss that topic. Example: My husband is also a professor; do you offer spousal relocation services?

TIPS - Questions for Evaluating Presentations

- Was the presenter professional?
- Was the presenter well prepared?
- Was the learning objective clear?
- Did the presenter attempt to establish rapport with the audience?
- Did the presenter demonstrate mastery of their subject?
- Did they effectively present the subject matter (that is, with sufficient clarity, at the right pace, and so on)?
- Were their handouts or other learning aides helpful?
- Did they use the learning aids effectively?
- Did they handle questions well?
- Did they engage the audience and hold its attention?
- Did the presentation start and end on time?
- Did you learn something worthwhile from the presentation?
- Did the presenter display oral proficiency in the English language?

TIPS - During the Interview

- Let the applicant do most of the talking.
- Keep the interview on track.
- Observe nonverbal behavior.
- Take notes – remember they **will** become a part of the search file. Use caution; notes you find helpful to identify a candidate could unintentionally indicate a bias for/against a candidate.
- Leave time for the candidate to ask questions.
- Notify the candidate that we **must** check listed and unlisted references.
- Describe the remainder of the search process and the time it will take.
  - Express appreciation for the candidate's interest in the position. Ask if the candidate has any questions for the committee.
- Thank the candidate for their time.

TIPS - After the Interview

- Give the candidate a brief overview or written synopsis of benefits.
- Answer any questions related to salary. (The department chair should submit the Salary Recommendation form to Academic Affairs before the interview so they can discuss it with the candidate.)
- Evaluate the candidate.
- Document the interview.
- Search committee members should not have contact with a candidate after they leave campus unless it is a standard process implemented for ALL interviewed candidates. If candidates contact search committee members, it is acceptable to answer questions. However, committee members **shall not** provide early notification of the recommended finalist to other candidates or applicants.

TIPS - Interviewing at Off-Campus Sites (Tenurable Faculty Recruitment)

The University supports efforts to recruit and employ faculty essential to the mission of academic quality. To be competitive, academic departments must continue to identify effective procedures that allow for timely interviews of applicants for faculty positions.

The following guidance applies to interviewing applicants at off-campus sites. The guidance applies only to candidates in a pool **already approved by IE&C** AND who have participated in a previous telephone interview.

Search committee members participating in interviews at off-campus sites:
- Shall reflect diversity of male/female gender diversity and federally recognized ethnic minority representation.
- Shall consist of no fewer than 3 (three) members, and all members must be present at the time of each interview.
- Shall consist of at least one member whose area of concentration is similar to the advertised position.

All information above must be provided.

In addition to the above:
- The interview questions must be job-related and consistent for all candidates.
- All candidates shall be invited to the off-site interviews (screenings). If the off-site interview is not possible for some candidates, they shall be allowed to have an additional interview with the search committee.
- Interviews shall be conducted in neutral, non-threatening areas.
- Interviews **shall not** be conducted in hotel rooms of committee members or candidates.