

## Faculty Searches – Check List of Procedures and Processes for **Search Committees**<sup>i</sup>

### To do at the beginning of the search process:

- Department chair appoints search committee, approved by dean.
- The College Office of Finance and Business Service (OFBS) will establish a spending fund for each search, communicate it to the appropriate fiscal officer, and search committee chair.<sup>ii, iii</sup>
- The associate dean for faculty affairs meets with the search committee and TIU chair to discuss:
  - university and college rules for the conduct of searches
  - best practices for searches
  - strategies and practices for pursuing a diverse pool of applicants
  - timeline
  - the associate dean for faculty affairs provides all parties the OHR Guide to Effective Searches, a copy of the OAA Policy on Faculty Recruitment and Selection, and any other university and college policy pertinent to the conduct of a faculty search
  - Mandatory Implicit Bias training for all search committee members
- The search committee selects one of its members to be the Affirmative Action Advocate.
- The search committee with department chair to craft a position description and timeline; they forward the job description to the Associate Dean for Faculty Affairs, who reviews and submits to dean for approval. The dean reviews the job description and timeline and approves “as is” or with revisions.

### Advertising and Budget

- The Office of Faculty Affairs posts position descriptions on Academic Jobs Online (AJO), **for a minimum of 30 days**, and gives access to all committee members and department HR. Department posts approved position description with AJO job number with the Office of Human Resources.
- The department Office of Human Resources posts all tenure-track, clinical, and research faculty searches in the university personnel postings through Employment Services, Office of Human Resources (OHR).
- The Department fiscal officer meets with Search committee chair to review policies for the expenditure of funds allocated to the search (e.g., alcohol expenditures, inclusion of spouses in meals, etc) and the procedures for processing expenditures.
- The search committee designs a plan for advertising and disseminating notice of the position that meets university guidelines (e.g., is a national search and disseminates the search in venues that are likely to attract applications from scholars of color, women, and underrepresented groups among the faculty as per university policy).
- The search committee advertises the job announcement and position.
  - Funds to cover the cost of advertising are included in the search budget.

- In accordance with University Policy, the position posting must appear in the University Personnel Postings along with one print ad in a national publication. Please submit an e-Request to cover vendor cost for advertising costs in advance of placing the advertisement.
- Applications need to include a statement pertaining to future research plans, a statement about teaching philosophy, curriculum vitae, a list of a minimum of three references who can speak to the applicants research / scholarship and to their teaching, and either paper copies or url's for up to five recent publications / papers. If pertinent to the job description, the search committee may request additional items in the application packet as long as the request is consistent across all applicants. For example, if fluency in a language other than English is a required or desired aspect of the job description then the search committee may request proof of fluency.

### **During application period, before reviewing applicants**

- The AAA and search committee members monitor the pool of applicants, and adjust their recruitment efforts as necessary to ensure an optimal pool of applicants. Also monitors for completeness and follows up with applicants as needed.
- It is the responsibility of the search committee to develop form letters/emails for each stage of the search process. (Examples can be found in the faculty search committee packet, "[Faculty Recruitment Guide – Tips](#) to ensure a successful search.
- It is the responsibility of the search committee to keep summaries of search committee meetings.
- It is the responsibility of the search committee to ensure that documentation provides rationale for search committee decisions and recommendations.
- It is the responsibility of the search committee to ensure that initial acknowledgement letters/emails are sent to all applicants. There is a form email that can be found at: <http://oaa.osu.edu/assets/files/documents/RecruitmentTips.pdf>
- It is the responsibility of the search committee to send rejection letters/emails to applicants who do not meet minimum criteria, and others who will not be considered. All communication with applicants should use a form email to ensure that all are treated equally.

### **Affirmative Action**

- The AAA sends a report on the search process and the pool to the **department chair for 1<sup>st</sup> approval and then to the associate dean for faculty affairs for approval.** This approval is needed before the search committee may conduct interviews (this includes preliminary interviews such as telephone or skype interviews). There is a template (from OFA) for the written report and a standard report that will be pulled from the AJO website. **Approvals from both the department chair and the associate dean for faculty affairs** are needed before the search committee may conduct interviews (this includes preliminary interviews such as telephone or skype interviews, etc.).

### **Reviewing candidates**

- After the timeline for submitting applications has passed and after receiving approval from the department chair and the associate dean for faculty affairs to proceed, the search committee begins

the process of identifying two (2) to four (4) applicants to bring to campus for interviews. The exact number of those brought in for campus visits depends on many factors including the strength of the candidate's application, the available budget, the availability of faculty in the department to participate in a campus interview, among other factors. The search committee may, at its discretion, conduct telephone interviews or Skype interviews before identifying a set of applicants to recommend for campus interviews. Unless there are extenuating circumstances, the search committee should contact key references and engage in "due diligence" of applicants who are being considered for campus interviews. The search committee sends its recommendation (along with a report of the process employed for making its recommendation) of applicants to interview to the department chair, to the associate dean for faculty affairs, and to the dean for approvals before extending invitations for a campus interview.

- If only one applicant or if no applicants are found to be appropriate for an invitation to campus for an interview, the chair of the search committee will inform the department chair, the Associate Dean for Faculty Affairs, and the Dean of the College. Any of them may request a meeting with the search committee chair. Except in extremely rare circumstances, the search will be terminated, postponed, or continued into the next academic year at the discretion of the Dean.

### **Campus Interviews**

- After receiving approval from the Associate Dean for Faculty Affairs and the Department Chair, the chair of the search committee offers invitations to selected applicants for a campus interview.
- The chair of the search committee is responsible for organizing the campus interview itinerary. Campus interviews need to consist of all of the elements below (if any of the elements below are not to be included, approval is needed from the department chair and the associate dean of faculty affairs). Both the chair of the search committee and the department chair are responsible to ensure that all of the elements below are included in a campus interview (or that approval for variation has been obtained prior to the campus visit). Note that the items below are a minimal list. Other items and events may be included as long as there is consistency across applicants.
  - meeting with the dean
  - meeting with all associate deans
  - research presentation open to the university community (in the case of clinical faculty, the presentation should focus on teaching)
  - open meeting with faculty and staff
  - open meeting with students
  - extended meeting with search committee
  - meeting with department chair
  - ask each candidate if there s/he wants the committee to arrange any other meetings on campus during his/her interview
  - clinical faculty also need to meet with the department administrator responsible for undergraduate education (or a designee) and it is recommended to also meet with the department administrator responsible for graduate education (or a designee).
  - opportunity for faculty, staff, and students to provide written feedback and input to the search committee to consider in their deliberations.

### After campus interviews

- After all campus visits are completed and after faculty, staff, and student feedback has been collected, the search committee meets to deliberate on recommendations to the department chair. All applicants are to be identified as “acceptable”<sup>iii</sup> or “unacceptable.” The names and files for all “acceptable” applicants are forwarded unranked to the department chair.
- At her or his discretion and best judgment regarding timing, the search committee chair informs applicants of their status with regard to the search (e.g., that they are no longer being considered for the position). Using a form email is recommended to ensure equal treatment.
- The department chair may request to meet with the chair of the search committee or with the search committee as a whole to allow an opportunity for the search committee to elaborate on its recommendations.
- After submitting its list of “acceptable” applicants, the responsibilities of the search committee are completed. However, should there be a need to continue the search, the search committee may be asked to continue its work. If the search does not conclude successfully and if the search is continued into the subsequent academic year, the search committee may be reappointed or a new search committee may be appointed (the process for appointing a search committee follows the procedures outlined in the Check List of Procedures and Processes for the Office of Academic Affairs and the Check List of Procedures and Processes for department chairs).

### Notes

<sup>i</sup> Although this document provides a checklist of the major processes and procedures for a tenure-track faculty or clinical faculty search, not every policy for every situation is or could be listed. Therefore, during a faculty search it is important to maintain close communications with the Associate Dean for Faculty Affairs and the College Senior Human Resources Director especially as unusual situations occur.

<sup>ii</sup> It is anticipated total costs will generally range between \$3,000 - \$5,000 and include, but not be limited to: advertising, recruitment meals, candidate travel expenses, etc. In unique situations, there may be need for additional budget allocations. Such discussions should occur with the Dean prior to any increased expenditures or commitments are made. Domestic travel is to be pre-approved by the academic chair after consultation with the Dean; international travel must be directly approved by the Dean. University policy requires pre-approval of the travel which can be handled by submitting an eRequest or eTravel.

<sup>iii</sup> An “acceptable” applicant is determined by using the best professional judgment of the members of the search committee and the following criteria: (1) the applicants fits with or exceeds the criteria in the job description, (2) the applicants can contribute to the mission of the university, college, and department, (3) if the search is for a tenure track faculty member at the assistant or associate level, the applicants are viewed as likely to be successful in achieving promotion (and tenure) within the appropriate timeline, (4) for clinical faculty that the applicants are able to contribute to the department in the ways specified for clinical faculty in the College POA, (5) the applicants meet the criteria listed in the college and department APT document for faculty assuming a particular rank; and (6) moreover the applicants meets and exceeds the following statement from the College pattern of Administration (section IV A): “The College is committed to making only faculty appointments that enhance or have strong potential to enhance the quality of the department and advance the mission of the College. Important considerations include the individual's record to date in teaching, scholarship and service; the potential for professional growth in each of these areas; and the potential for interacting with colleagues and students in a way that will enhance their academic work, enhance the research and teaching mission of the academic unit and the college; and attract other outstanding faculty and students to the department.”