



Faculty Affairs

Faculty Search Committee Guidelines

These guidelines are designed to serve as an organizing tool for hiring authorities, search committee chairs, and faculty search committees as they move through the process of faculty recruitment and hiring. This document is organized into sections for each stage of recruitment and hiring. The guidelines have been constructed with resources from the Offices of Faculty Affairs and policy guidance from Human Resources. This tool has been created with a **specific focus on improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring**. This document, along with additional resources can be found at: <https://facultyaffairs.arizona.edu/content/about-recruitment>.

A key feature of these guidelines are tips and guidance for proactive recruitment of the candidate pool. Using proactive recruitment, search committees can seek out and hire world class faculty to contribute to our advancement as a premier Research 1 institution. Proactive recruitment takes time, but it works. A new faculty hire is one of the most important investments departments make for their future, so it worth investing the time to recruit a high quality and diverse candidate pool. Proactive recruitment can generate a highly inclusive and excellent group of talented people from which to select a colleague. Proactive recruitment signals to applicants that the UA is a highly engaged creative community, and once an offer is made, candidates are more likely to want to join our institution.

For more information and/or additional resources, please contact:

Andrea Romero, Vice Provost for Faculty Affairs, romero@arizona.edu

Judy Marquez Kiyama, Associate Vice Provost for Faculty Development, jkiyama@email.arizona.edu

<https://facultyaffairs.arizona.edu/>



Top 10 Strategies for a Successful Faculty Search Committee

- 1.) Complete Search Committee Training for all Committee Members Confirmed on Recruitment Plan form Submitted with Job Requisition
- 2.) Establish Proactive Recruitment for Robust, Diverse Pool of Candidates
- 3.) Utilize Best Practices for Reviewing Candidates Includes Criteria Matrix and Review Matrix
- 4.) Increase Fair Review and Minimize Unconscious Bias in Reviews and Discussion
- 5.) Utilize Consistent Questions for all Reference Checks
- 6.) Include Standard Interview Questions for Zoom/Phone Interviews
- 7.) Organize On Campus Interviews that Promote Inclusion and Prioritize Recruitment
- 8.) Utilize Standard Evaluation Tool for Feedback from Stakeholders to Committee
- 9.) Submit Strengths and Weaknesses of Finalists Provided to Hiring Authority
- 10.) Submit all Search Materials to Committee Chair



Responsibilities of the Hiring Authority

Before the Search Committee's First Meeting

1. Review "[A Guide to Successful Searches.](#)", the University of Arizona's [Recruitment Policy](#), and Human Resources (HR) [Recruitment Resources](#), Be prepared to share with search committee and have available as references during the search process.
2. Develop a hiring budget that includes advertising, email, conference attendance, candidate travel, and campus visit costs.
3. Be attentive to the role of [shared governance](#) in this process.

The faculty search committee operates as the shared governance process to vet candidates and provide recommendations to the hiring authority. The Department Head, or hiring authority, makes the final decision, engages in negotiations, and oversees the hiring. Given the Department Head's role as final decision maker, they are typically separate from the search process in order to ensure balance and give voice to the faculty in hiring decisions.

4. Appoint search chair(s) who is committed to improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring.
5. Appoint a search committee including faculty that represent diverse perspectives and experiences that are relevant to reviewing the candidates and include faculty that are attentive to scholarship, teaching, and service that represent high quality inclusive practices, perspectives and experiences that are relevant to the position. Search committees must include at least one person from outside the department or college (preferred).
6. All search committee members must attend the Faculty Search Committee Training. The training has been created with a specific focus on providing research-based strategies and best practices for identifying candidates who will help us advance our strategic priorities. The training focuses on improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring. Register for the workshop [HERE](#).



7. Upon completion of the training, Search Committee members will have access to the following resources: Criteria Matrix, Matrix Rating Sheet, and Sample Criteria Matrix. These materials should be discussed at the first meeting and can be found in the “Resources” section of the [Proactive Recruitment](#) page.

8. Create position description with assistance and approval of HR: Include minimum and preferred qualifications.

Ensure that inclusive language, as approved by HR is embedded throughout, including intentional word choices that signal inclusion. Include language in job description that signals asset-minded perspectives and avoided language from a deficit frame.

Include UAArizona’s commitment to equity in hiring and creating an inclusive workplace. See [A Guide to Successful Searches](#) “Diversity Commitments” for additional language.

9. Decide on application materials: CV, cover letter, equity statement, writing samples, etc. It is very strongly recommended to include inclusive excellence or equity statements as a requirement for all candidates’ applications. Potential language for a statement might include:

“The application should include a separate one-page statement on how the applicant’s scholarship, teaching and service specifically address issues of equity and inclusive excellence in [field].”

10. Post job opening in UAArizona [Talent Portal](#) - online applicant tracking system. [Consult Talent Requisition Process and UA Hiring Process Overview](#). Hiring authorities will need to complete and attach **Faculty Search Committees and Recruitment Plan Form (Short Form)**. Consider consulting with HR and/or Faculty Affairs to discuss proposed strategies for recruiting candidate pools with a focus on inclusion.

Once uploaded to Talent, the requisition and short form must be routed to the Office of the Provost and then to HR for approval.

First Search Committee Meeting

11. Issue charge for search committee:

- Define expectations for process & outcomes for committee, such as final recommendations format, and confidentiality expectations. The hiring process is subject to a consistent expectation of confidentiality. You can access the University’s [confidentiality agreement here](#) should the committee choose to use one as committee expectations are defined.
- Be clear with committee about the importance of actively and intentionally generating a wide and inclusive candidate pool using the training as a guide.



- Confirm recruitment plan budget with committee.

Interviews

12. Review the shortlist with search committee and discuss efforts used to generate a robust and inclusive candidate pool.

13. Follow up with referees and ask the “required reference check questions” regarding sexual misconduct and/or investigations noted [on this form](#).

Final Decisions & Announcements

14. Select the faculty hire or direct Search Committee to invite additional finalists.

Important reminder: Hiring decisions cannot not be based on a person’s sex, gender, gender identity, transgender status, sexual orientation, race, color, national origin, disability, religion, genetic information, or veteran status.

15. If the finalist will be offered an appointment with tenure or continuing status, remember to schedule a 30-minute meeting for Provost Folks to meet directly with the finalist. Ann Becker (annbecker@arizona.edu) can help schedule the meeting.

16. When preparing the offer, start from a fair and equitable place rather than obliging the finalist to negotiate. Do not tie a salary offer to the person's prior salary. When needed, consulting with HR to determine current market rates.

17. Documents related to the offer must be submitted to Marilyn Taylor (taylorm@arizona.edu) in the Office of the Provost. Once approved the offer letter can then be routed in Talent.

18. The letter of offer is extended to the finalist once approved by the Office of the Provost. Letter of offer must include the name and contact information for a mentor for the hire if they are at the assistant or associate level and include the date for the annual [New Faculty Orientation](#). It must also include the standard language approved by HR that outlines the nature of the employment relationship and the importance of the Notice of Appointment.

19. Invite finalist (and family) to visit Tucson.

Connect finalist to a range of faculty and to broader parts of University or Tucson that are of interest. Arrange for meeting with [Above & Beyond Relocation Service](#) for community orientation and housing. Consider scheduling meeting with HR to discuss benefit options or the Provost’s Office to discuss the [Partner Hire Program](#) as needed. Schedule meetings with individuals as requested by finalist.



20. Once finalist accepts and signs offer, announce new faculty member to search committee, department, the University community, and the Tucson community.
21. Thank Search Committee and the Search Chair for their efforts. Request feedback on how future efforts might be improved.

Responsibilities of the Search Chair

Before the Search Committee's First Meeting

1. Review "[A Guide to Successful Searches](#)," the University of Arizona's [Recruitment Policy](#), and Human Resources (HR) [Recruitment Resources](#), Be prepared to share with search committee and have available as references during the search process.
2. All search committee members must attend the Faculty Search Committee Training. The training has been created with a specific focus on providing research-based strategies and best practices for identifying candidates who will help us advance our strategic priorities. The training focuses on improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring. Register for the workshop [HERE](#).
3. Develop search timeline including targeted dates for advertising, initial screening, zoom interviews, campus visits, etc.

Recruitment Stage

4. Write and place advertisements in online sites, journals, magazines, and social media devoted to the discipline and those that specifically serve diverse communities. Human Resources helps with some ads by automatically posting all requisitions open to the public to the following websites at no cost to the hiring department: HigherEdJobs.com, HigherEdMilitary, Linkages, ArizonaDiversity.com, and AZ Job Connection.
5. Provide email template for search committee and faculty to share with colleagues to announce and invite candidates. Request nominations from the search committee, department, and campus community, professional networks and mentors, affinity groups and individuals well positioned to suggest viable candidates.
6. Invite nominees to apply. In addition to the standard recruitment avenues, plan for [proactive](#) and targeted recruitment with



professional associations and national affinity groups that are organized for Black, Indigenous, and People of Color (BIPOC) individuals and other underrepresented applicants.

Interviews

7. Generate a list of [reference questions](#) that is used consistently across each referee who is contacted. Complete all reference checks for each finalist before candidates visit campus. [Utilize HR's Reference Check Guiding Principles](#).

Campus Visit

8. Notify finalists and invite them for an **[on-campus interview](#)**.
9. Design itinerary to include visits with Hiring Authority, Dean, potential colleagues, a Faculty Affairs representative from the college, and others as requested by the finalists. Presentations and/or teaching demonstrations should be included as appropriate to the position. Include at least one interview with the Search Committee.
10. Identify staff support to develop standard materials and information packet (including agenda, campus & unit brochures, maps etc. to candidates ahead of visit), make equitable travel arrangements (including booking, all airport and hotel transport) accommodations and reimbursements.
11. Offer to arrange informal meetings for the finalists with campus partners, HR, [affinity groups](#), and/or community partners with whom they would like to meet. Assure finalists these meetings are not part of the formal evaluation or interview process. Please reach out to Judy Marquez Kiyama (jkiyama@arizona.edu) in Faculty Affairs to help arrange meetings with individual campus partners and/or affinity groups.
12. Communicate with the itinerary with the candidate and extend them an opportunity to share the kinds of accommodations (e.g. physical, dietary, etc) or break times that might be necessary for them. Make sure to be aware of resources offered through the [Disability Resource Center](#) should finalists request accommodations. Please visit the Faculty Affairs [equity resources page](#) to learn more about the accommodations available for faculty finalists.
13. Contact finalists in advance of visit to answer questions. Provide contact information and maintain contact with finalists throughout the campus visit process. Ensure all finalists feel equally valued and welcomed. Our goal is to create an environment where people from different backgrounds and academic traditions feel comfortable, supported, and excited to join



the University.

14. Provide final itinerary to the finalists. Include information on the Tucson community, the University, the hiring college/division and department, information on the value of UA employment, [partner hire resources](#), and the University's commitment to inclusion.
15. Schedule search committee members (minimum of 2 w/candidate) to accompany finalists during the campus visit.
16. Offer and build in private breaks for the candidate throughout the day. When possible, offer the candidate a space to take their breaks, hold their belongings and other personal items.

Final Decisions & Announcements

17. Connect selected finalist to a range of faculty and to broader parts of University or Tucson that are of interest. Arrange for meeting with [Above & Beyond Relocation Service](#) for community orientation and housing. Consider scheduling meeting with HR to discuss benefit options or the Provost's Office to discuss the partner hire program as needed. Schedule meetings with individuals as requested by finalist.
18. Officially close the search in Talent once offer is finalized and finalist has accepted the offer.
19. Notify applicants about status of search. See [Sample Letters to Applicants](#).
20. Search-related documents such as copies of hiring forms, interview questions, screening tools and committee notes must be retained in department files or with college HR or Faculty Affairs for a period of 3 years from the date of candidate hire. Electronic records created or stored in Talent will be maintained by HR.



Responsibilities of the Search Committee

Before the Search Committee's First Meeting

1. Review "[A Guide to Successful Searches.](#)", the University of Arizona's [Recruitment Policy](#), and Human Resources (HR) [Recruitment Resources](#), Be prepared to share with search committee and have available as references during the search process.
2. All search committee members must attend the Faculty Search Committee Training. The training has been created with a specific focus on providing research-based strategies and best practices for identifying candidates who will help us advance our strategic priorities. The training focuses on improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring. Register for the workshop [HERE](#).

First Search Committee Meeting

3. Search Committee members co-create list of [Meeting Agreements](#). Agreements help to clarify committee expectations, group participation, and create processes for engaging in challenging or confidential conversations.
4. Develop the [Criteria Matrix](#) for the search which will guide evaluation strategies to align with required and preferred qualifications. Commit to using it as a tool in search process for defining specific criteria and mitigating unconscious bias.
5. Discuss recruitment strategy for an inclusive applicant pool. Each committee member should plan to reach out to their professional listservs, collegial networks, national affinity groups, and share on social media.

Committee Review Stage

6. Search committee members separately review application materials using predetermined criteria and screening process (Criteria Matrix).



7. Be cautious of unconscious bias when reviewing external recommendation letters. External recommendation letters included in application materials have been shown to fall trap to unconscious gender bias. This [handout](#) aids search committees in identifying where unconscious bias and stereotypes might show up in letters of recommendation.
8. Committee meets to discuss applicants. It is recommended to send scores to Chair and to use this as a tool to narrow applicant pool and then to focus discussion on top 50% of applicants. Use selection/voting method agreed upon in Initial Stages of Search.
9. Generate a shortlist of 8-10 candidates for Zoom interviews, based on predetermined criteria.
10. Create a list of standard questions to ask in all Zoom interviews. Questions should be developed after consulting of the library of interview questions and questions to avoid (include links from below). Set organizational protocols for interview. In general, preparing 5-6 questions are recommended for a 30-minute interview. This also allows time for the candidate to pose questions to the search committee. Consider sharing the same one or two questions ahead of time with candidates as receiving the questions in oral and written form may be helpful for candidates who are speaking with the committee in a second (or third) language.

Consult these [Example Interview Questions](#) and [Questions to Avoid](#).

Interviews

11. Conduct Zoom interviews with all candidates and document responses. Encourage the consistent [use of pronouns](#) when committee members and/or stakeholders are sharing introductions. Additional resources: <https://www.pronouns.org/>
12. Do not rely on only one equity or inclusive excellence question during the interview to assess a candidate's commitment to social justice, equity, and inclusive excellence. Weave in opportunities for the candidate to share their commitment to inclusive excellence during the interview questions, presentation, teaching demonstration, etc.
13. Generate the finalist list for on-campus interview using previously agreed upon criteria and selection process after evaluation of the interviews.

Curating a Successful Campus Visit

14. Important Reminders: When meeting with the finalists, do not rely on only one equity or inclusive excellence question during the interview to assess a candidate's commitment to social justice, equity, and inclusive excellence. Remind all stakeholders who meet with the finalists of the importance of maintaining confidentiality during the process and revisit the [Example Interview](#)



[Questions](#) and [Questions to Avoid](#).

15. Encourage the use of pronouns when committee members and/or stakeholders are sharing introductions. Ensure gender inclusive restrooms are readily accessible. Resources: resources: <https://www.pronouns.org/>

16. Keep in mind the following pitfalls to avoid:

- Avoid misunderstanding the importance of diversity and inclusion in the search process. Hiring decisions cannot not be based on a person's gender, gender identity, sexual orientation, race, color, national origin, disability, religion, or veteran status.
- Avoid personal comments in notes and evaluation forms.
- Avoid independent research on a candidate through the Internet or professional networks.
- Avoid forming assumptions about candidates who are known to you.

Final Decisions & Announcements

17. Search Committee evaluates finalists using [Criteria Matrix](#) and considers feedback of stakeholders.

18. Provide the Hiring Authority with the Search Committee's written analysis of the finalists, including strengths and areas of growth for each finalist.



Resources

Faculty Negotiations

[Applicants Urged to Speak up at Negotiations Table](#) (Watson, 2015); [You Deserve Better](#) (Falcón, 2016)

Inclusion Resources

Pronouns: <https://pronouns.org/>

Job Description: Request for Equity & Diversity Statements

Examples: <https://facultydiversity.ucsd.edu/recruitment/contributions-to-diversity.html>

Partner Hire Guidelines & Procedures

At the University of Arizona, we recognize that hiring the best employees from across the world requires that we also consider their family context in hiring efforts. We also recognize that addressing the needs of partner hires is an essential part of recruiting the highest quality faculty.

Recruitment Resources

[Alliance for Hispanic Serving Research Universities](#) - an association of universities that are both Hispanic-Serving Institutions and in the top 5% of universities in the country for research.

The use of hashtags and social media: [Bhalla \(2019\) Strategies to Improve Equity in Faculty Hiring](#) like #BlackInSTEM #BLM, #BadHombreScholars, #WomeninSTEM, #NativeSTEM (among others)