Faculty Search Committee Guidelines 2021

These guidelines are designed to serve as an organizing tool for 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. Specific actions and responsibilities are identified for the following individuals: dean or department head, the search chair, and/or entire search committee. 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 equity, rigor, fairness and reducing 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 diverse 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.

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https://facultyaffairs.arizona.edu/

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Preliminary Stage: Before the Search Committee's First Meeting

Before the Search Committee's First Meeting	Responsible Party	Target Date	Completion Date
1	Review "A Guide to Successful Searches." and Human Resources (HR) Recruitment Resources, Be prepared to share with search committee and have available as references during the search process.	Hiring Authority & Search Chair		
2	Develop a hiring budget that includes advertising, email, conference attendance, candidate travel, and campus visit costs. (note: Human Resources can provide advertising rates).	Hiring Authority		
3	Be attentive to the role of shared governance in this process:

The faculty search committee operates as the shared governance process to veto 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 should be removed from the shared governance process in order to ensure balance in the process.

More information about guidelines for shared governance can be found HERE. | Hiring Authority | | |
| 4 | Appoint search chair(s) with attention to gender and racial/ethnic representation. | Hiring Authority | | |
| 5 | Appoint a diverse search committee including faculty committed to equity and inclusive excellence, who bring a variety of personal experiences and perspectives, and who represent diverse gender, gender identity and expression, sexual orientation, racial, and ethnic backgrounds. Search committees must include at least one person from outside the department or college (preferred). | Hiring Authority | | |
| 6 | Create position description: Include minimum and preferred qualifications.

Ensure that inclusive language is embedded throughout, including intentional word choices that do not marginalize groups or identities that have been discriminated against or minoritized. Include language in job description that signals equity-mindedness and avoid coded language in job description that signals a deficit paradigm (i.e. disadvantaged, at risk) (Sensoy & Diangelo, 2017).

Include UArizona's commitment to equity in hiring and creating an inclusive workplace. See A Guide to Successful Searches "Diversity Commitments" for additional language. | Search Chair with Hiring Authority | | |

7	Decide on application materials: CV, cover letter, equity statement, writing samples, etc. It is strongly recommended to include equity statements as a requirement for all candidates' applications. Potential language for an equity 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 race, social justice, and inclusive excellence in [field]."* Resource: https://facultydiversity.ucsd.edu/recruitment/contributions-to-diversity.html	Search Chair with Hiring Authority		
8	Secure position description and position announcement approval from hiring authority.	Search Chair with Hiring Authority		
9	Post job opening in UArizona Talent Portal - online applicant tracking system. Consult Talent Requisition Process and UA Hiring Process Overview.	Hiring Authoring & Search Chair		
10	All search committee members **must attend** the hiring workshop on best practices for search and hiring of faculty that is offered through Faculty Affairs. Register using the link below. https://facultyaffairs.arizona.edu/content/recruitment-workshops At the workshop Search Committee members will receive the following: a link to "A Guide to Successful Searches", Criteria Matrix, Matrix Rating Sheet, Sample Criteria Matrix, and Survey Template for Feedback on Candidate. These materials should be discussed at the first meeting.	Hiring Authority & Search Committee		
11	The Department Head should calculate racial/ethnic and gender equity gaps in respective academic unit and share the equity representation report with the search committee. The Search Committee should take time to review and understand the gaps (see *Excelencia* in Education, 2020; Center for Urban Education, 2020). Doing so offers important insight into the efforts needed to move towards parity with respect to student and faculty demographics. The following **handout** offers steps for calculating equity gaps. Additional resources about racial equity gaps can be found through the Center for Urban Education at University of Southern California (USC). Faculty demographic data is available through University Analytics & Institutional Research. Faculty demographic reports can be found on the **Faculty Affairs** site.	Hiring Authority		

Initial Stage: First Search Committee Meeting

	First Search Committee Meeting	Responsible Party	Target Date	Completion Date
1	The hiring authority meets with the committee and issues their charge. • Define expectations for process & outcomes for committee, such as final recommendations format, and confidentiality expectations. • Be clear with committee about equity gap improvement imperative for unit / college and the importance of actively generating a diverse candidate pool. • Share with the committee the information around current gender and racial/ethnic equity gaps in the unit. • Confirm recruitment plan budget with committee.	Hiring Authority		
2	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.	Search Committee		
3	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 structural and unconscious bias.	Search Committee		
4	Develop search timeline including targeted dates for advertising, initial screening, zoom interviews, campus visits, etc.	Search Chair		
5	Discuss recruitment strategy for a diverse applicant pool. Each committee member should plan to reach out to their professional listservs and collegial networks. Tips regarding sharing with special interest and affinity groups via social media are listed below. Applicant pools should be at minimum, be representative of the academic discipline, with particular attention paid to diversity in gender identity and expression, racial, and ethnic representation.	Search Committee		

Recruitment Stage

	Recruitment Stage	Responsible Party	Target Date	Completion Date
1	Provide email template for 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 especially people of color and individuals well positioned to suggest viable candidates.	Search Chair & Committee		
2	Write and place advertisements in online sites, journals, magazines, and social media devoted to the discipline and those that specifically serve underrepresented communities. HR issues standard posting in *Inside Higher Ed* and *HigherEdJobs*.	Search Chair		
3	Invite nominees to apply. Plan for proactive and targeted recruitment with professional associations and national affinity groups that are organized for BIPOC individuals. If posting via social media utilize popular hashtags like #BlackInSTEM #BLM, #BadHombreScholars, #WomeninSTEM, #NativeSTEM (among others) when sharing via social media. For more on the use of hashtags and social media: Bhalla (2019) Strategies to Improve Equity in Faculty Hiring	Search Chair & Committee		

Committee Review Stage

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	Committee Review Stage	Responsible Party	Target Date	Completion Date
1	Search committee members separately review application materials using predetermined criteria and screening process (Criteria Matrix).	Search Committee		
2	Be cautious of gender 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 gender bias and stereotypes might show up in letters of recommendation.	Search Committee		
3	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.	Search Committee		
4	Generate a shortlist of 8-10 candidates for video conferencing interviews, based on predetermined criteria.	Search Committee		
5	Review the shortlist with search committee and discuss efforts used to generate a diverse candidate pool.	Hiring Authority		
6	Create a list of standard questions to ask in all video conference 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 30 minute video conferencing interviews. This also allows time for the candidate to pose questions to the search committee. Consult the Library of Interview Questions and Questions to Avoid.	Search Committee		

Interviews

	Interviews	Responsible Party	Target Date	Completion Date
1	Conduct video conferencing 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.mypronouns.org/	Search Committee		
2	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 multiple questions and address issues of equity across multiple points of discussion (Sensoy & Diangelo, 2017).	Search Committee		
3	Generate the finalist list for on-campus interviews using previously agreed upon criteria and selection process after evaluation of the interviews.	Search Committee		
4	Review the finalist list and discuss efforts used to generate a diverse candidate pool.	Hiring Authority		
5	Generate a list of reference questions that is used consistent across each referee who is contacted. Complete all reference checks for each finalist before candidates visit campus. Utilize HR's Reference Check Guiding Principles. The department head should also follow up with referees and ask the "required reference check questions" regarding sexual misconduct and/or investigations noted on this form.	Search Chair & Hiring Authority		

Curating a Successful Campus Visit

	Curating a Successful Campus Visit	Responsible Party	Target Date	

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				Completion Date
1	Notify finalists and invite them for an **on-campus interview**	Search Chair		
2	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.	Search Committee		
3	Identify staff support to develop standard materials + 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. Don't forget to meet any special needs of the finalists (physical, dietary, etc.).	Search Chair		
4	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.	Search Chair		
5	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.	Search Chair		
6	Contact finalists in advance of visit to answer questions and express excitement about upcoming visit. Provide contact information and maintain contact with finalists throughout the campus visit process. Ensure all finalists feel equally valued and welcomed.	Search Chair		
7	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, dual career resources, and the University's commitment to diversity.	Search Chair		
8	Schedule search committee members (minimum of 2 w/candidate) to accompany finalists during the campus visit.	Search Chair		
9	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. Weave in multiple questions and address issues of equity across multiple points of discussion (Sensoy & Diangelo, 2017).	Search Committee		

	Remind all stakeholders who meet with the finalists of the importance of maintaining confidentiality during the process and revisit the Library of Interview Questions and Questions to Avoid.			
10	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.mypronouns.org/	Search Committee		
11	Use the provided template survey for feedback from stakeholders who either met with the finalists or attended finalists' presentations. The standard feedback form ensures confidentiality (e.g. do not ask people to identify by student, faculty, staff) and should align with required and preferred job qualifications. See the **Applicant Evaluation Tool** as a template. Any feedback or scoring is confidential and is kept only within the search committee and hiring authority.	Search Committee		

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Final Decisions & Announcements

	Final Decisions & Announcements	Responsible Party	Target Date	Completion Date
1	Search Committee evaluates finalists using Criteria Matrix and considers feedback of stakeholders.	Search Committee		
2	Provide the Hiring Authority with the Search Committee's written analysis of the finalists, including strengths and areas of growth for each finalist.	Search Committee		
3	Select the faculty hire or direct Search Committee to invite additional finalists.	Hiring Authority		
4	When preparing the offer, start from a fair and equitable place rather than obliging the finalist to negotiate for equity. Helpful tools for doing so include conducting regular salary audits of the hiring unit to ensure salary is fair across racial/ethnic/gender backgrounds. See the 2020 Salary Equity Review Report for tenure / tenure-eligible faculty for more information. Resources: Applicants Urged to Speak up at Negotiations Table (Watson, 2015); You Deserve Better (Falcón, 2016)	Hiring Authority		
5	Design the offer, which may include start-up package, effort requirements, travel funds, and employment for partner. Ensure that proposed offer maintains departmental/college/division salary equity.	Hiring Authority		
6	Once finalist has been approved by Department Head and/or Dean, offer must be submitted through Recruitment Proposal and Offer located within UAccess Employee. See the **RPO Hiring Flowcharts** for more details.	Hiring Authoring		
7	Letter of offer extended 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. The letter of offer must also include the date for the annual New Faculty Orientation.			
8	Make offer by phone and invite selected finalist (and family) to visit Tucson. Share letter of offer via email.	Hiring Authority, Search Chair		

9	Enthusiastically recruit the offeree. 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 dual career services as needed. Schedule meetings with individuals as requested by finalist.	Hiring Authority, Search Chair		
10	Officially close the search in Talent Portal once offer is finalized and finalist has accepted the offer.	Hiring Authority & Search Chair		
11	Notify applicants about status of search. See Sample Letters to Applicants. See Sample Letters to Applicants.	Search Chair		
12	Announce hire to search committee, department, the University community, and the Tucson community. Also announce through local and community press and social media.	Hiring Authority & Search Chair		
13	Thank Search Committee and the Search Chair for their efforts. Request feedback on how future efforts might be improved.	Hiring Authority		
14	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. Electronic copies of job postings, CVs, equity statements, and applications are maintained by HR.	Search Chair		