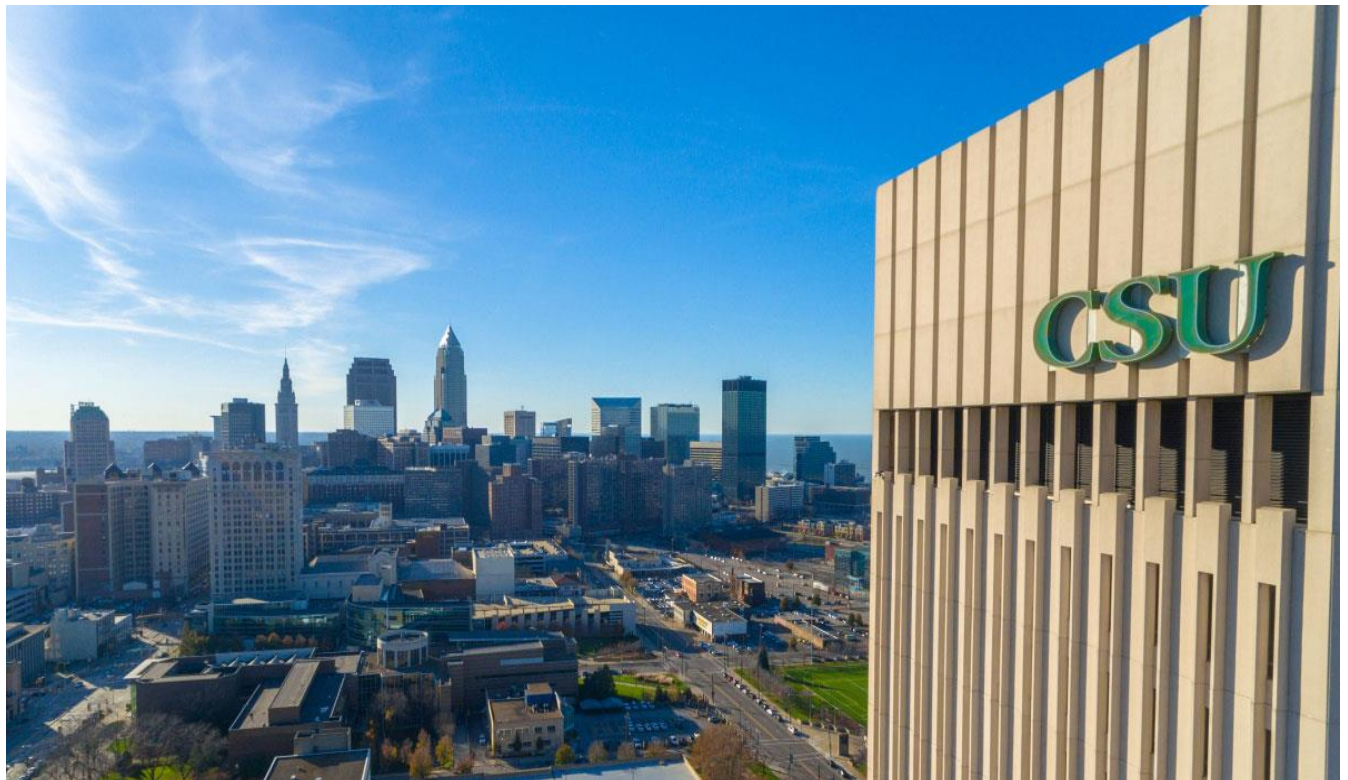


# **OFFICE OF THE PROVOST**



## **FACULTY SEARCH HANDBOOK**

**2019-2020**

Updated December 2019



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## **INTRODUCTION**

This handbook is designed to provide faculty members and administrators the basic tools for conducting successful searches for faculty positions, consistent with the University's legal obligations and diversity goals. As a dean, associate dean, department chair, search committee chair, or member of a search committee, it is crucial that you are familiar with relevant policies to ensure equal and open access to employment opportunities for all potential candidates. Search committees and administrators should also be familiar with any hiring goals in their area established in the University's Diversity Plan. While broad recruiting and outreach are always important, they are critical components of searches for positions for which Cleveland State University has diversity and inclusion goals.

This handbook is intended to be a living document, updated annually to ensure that it includes the most recent and relevant information. Please ensure that you are reviewing the most recent version.

Should you have questions regarding the recruitment and search process, please contact the Vice Provost for Faculty Affairs.

Interim Vice Provost for Faculty Affairs.  
Cheryl Bracken

December 10, 2019

## **Roles in the Faculty Hiring Process**

Overall responsibility for faculty hiring falls to the **Office of the Provost, Vice Provost for Faculty Affairs**.

Within each College, the Dean shall identify the operational lead in hiring (or may assume the role), usually an Associate Dean or a similar senior leader. These **Dean's designees** should be trained periodically on human resource processes, effective recruiting and credential review /interview best practices.

**Human Resources** administers the PeopleAdmin software system. The link to PeopleAdmin is <https://hrjobs.csuohio.edu/hr/>

The **Office for Institutional Equity** has specific, limited responsibilities in each search related to non- discriminatory hiring, such as approving the search committee composition or certifying the pool of applicants.

The **Division of Diversity and Inclusion** is responsible for system-wide strategic planning to increase faculty diversity and maybe a resource for information and training.

## **Questions during the Search Process**

Based on the roles described above, search committee chairs should refer the following common types of questions as follows:

- Questions regarding the hiring process, such as search timetables, acceptable documentation, etc. should be addressed to the **Dean's designee**. The Dean's designee shall consult with the Vice Provost for Faculty Affairs as needed.
- Questions regarding appropriate minimum /preferred qualifications, the rating tool and other "quality control" issues should be addressed to the **Vice Provost for Faculty Affairs**.
- Questions regarding the use of PeopleAdmin should be referred to **Human Resources**.
- Questions regarding search committee training, appropriate interview questions, diversity goals, strategies to increase the likelihood that diverse candidates will be interviewed or in the finalist pool, or issues related to discrimination should be referred to **OIE**.

## STEP BY STEP PROCEDURE FOR FACULTY HIRING

### I. Preparing for the Search and selecting the search committee

Action	Responsible Parties	Additional information	Step Completed
Hold department meeting to select search committee (joint selection by department faculty and chair, with advice from dean as desired) and review hiring procedures in AAUP-CSU CBA ( <i>Articles 12.8- 12.10; also 12.2D, 12.3E, and 12.4 for college lecturers/professors of practice and visitors</i> )	Department Chair/School Director schedules meeting	Pg. 7	
Secure OIE approval of search committee membership	Department Chair/ School Director		
Contact OIE and schedule mandatory search committee training for all members	Committee Chairperson		
Conduct Search Committee training including implicit bias training	OIE & Dean's Designee	Pg. 15	

### II. Establish Recruitment Plan, Open and Advertise Position

Action	Responsible Parties	Additional information	Step Completed
Open the position (complete through PeopleAdmin)	Committee Chairperson	Pg. 10	
Search Committee meets	Committee Chairperson	Pgs. 8-10	
Create a recruiting/advertising plan based on benchmark statistics/Diversity Plan that includes inclusive text and locations for advertisement, plus strategies for social networking to identify a diverse pool of potential applicants	Search committee with assistance from the Dean's designee, the Provost's Office and University Office of Diversity and Inclusion	Pgs. 8-11 & Appendix Four	
Draft Advertisement for the position	Search Committee	Pgs. 10-14	
Submit recruiting plan and advertisement to Department Chair for review and recommendations	Committee Chairperson		
Submit a recruiting plan and advertisement to Vice Provost for approval in PeopleAdmin	Committee Chairperson		
Review and approve recruiting plan advertisement	Vice Provost		
List ad in approved external posting outlined in recruiting plan	Human Resources		

### III. Conduct Application/Credential Review

Action	Responsible Parties	Additional information	Step Completed
Develop Rating Tool based on the minimum and preferred qualifications outlined in the advertisement	All Search Committee members	Pg. 14	
Submit Rating Tool to OIE for approval	Committee Chairperson		
Review applicants for <u>minimum</u> criteria	All search committee members. The Dept. Chair/ Director also reviews applications.	Pgs. 15-16	
Record status of applicants in PeopleAdmin	Committee chairperson		
Certify pool of applicants regarding diversity	OIE		
Review pool for <u>preferred</u> qualifications	All search committee members	Pgs. 15-16, Appendix 4	
Telephone or Skype Interviews	All search committee members	Pg. 16-18	
<b><i>Contact Candidates' references before finalizing candidates to invite campus</i></b>	All search committee members	Pgs. 17-18	
Discuss finalists with Chair/Director; agree on candidates to be interviewed	Committee Chairperson and Dept. Chair/Director		
Present list of finalists to departmental bargaining unit faculty for approval	Committee Chairperson		
Update PeopleAdmin with candidate scores and finalists	Committee Chairperson		
Submit finalists to OIE prior to campus interviews	Committee Chairperson		
Record status of applicants in People Admin and notify the dean and provost offices.	Committee Chairperson		
Invite candidates to campus and notify Office of the Provost	Committee Chairperson and Dept. Chair/Director		
Candidates who are invited to campus will be contacted by the Office of the Provost to communicate about procedure to request any accommodations while on CSU campus	Provost Office		



#### IV. Interviewing

Action	Responsible Parties	Additional information	Step Completed
Invite finalists for campus interviews.	Committee Chairperson & Department Chair/School Director		
Create an interview schedule for each candidate – be sure each candidate is given the same instructions and on campus experience	Search Committee, Committee Chairperson, & Department Chair	Pgs. 18-20, 31	
Inform Candidates of Agenda for the BEFORE campus visit	Committee Chairperson & Department Chair/School Director		
On Campus Interview	Search Committee plus meetings with Department Chair and Dean or Dean's Designee	Pgs. 19-26	

#### V. Deciding who to Offer the Position/ Decision Making

Action	Responsible Parties	Additional information	Step Completed
Hold faculty meeting ( <i>search committee meeting only for lecturers &amp; professors of practice</i> ) with bargaining unit faculty members vote on acceptability of interviewed candidates (acceptable/unacceptable). The vote tally for each candidate should be recorded.	Department Chair/ School Director	Pg. 26	
Notify the Dean of Dept. Chair/Director's and faculty's recommended candidate(s), with faculty vote, salary range, and rank (Chair/Director may recommend only candidates voted acceptable by faculty).	Department Chair/ School Director		
Record status of candidates & finalists in PeopleAdmin	Department Chair/ School Director		
Discuss recommended hire with Dean & receive salary to offer the candidate	Department Chair		
Contact the candidate and make the offer	Department Chair/ School Director	Pgs. 27-31	
Approve research start-up funding if applicable	Dean, or VP for Research, or VP for Research & Provost (approval procedure varies by funding amount)	Pg. 31	

## VI. Complete Hiring Process

Action	Responsible Parties	Additional information	Step Completed
Once the offer is accepted, draft the letter of intent (LOI) See Appendix Two	Department Chair or Dean's designee drafts LOI that includes all terms of the verbal offer accepted by the candidate, including any start-up research package (see appended templates).	Pg. 31 and Appendix Two	
Review and approval of draft LOI	Vice Provost for Faculty Affairs		
LOI is mailed to the candidate (and copied internally) for signature after Vice Provost approves the final draft.	Department Chair/ School Director or Dean		
Complete Hiring Proposal through PeopleAdmin	Department Chair/ Dean's designee	Pg. 31	
All candidates are required to complete a background check	Human Resources for Vice Provost review		
Ensure status of all applicants & finalists are documented in PeopleAdmin (withdrawals, rejected offers, the reason for selection, etc.)	Department Chair/ School Director or Dean		
Upload search committee records retention to PeopleAdmin	Committee Chair	Pg. 31	
Prepare an assessment report on the success of the original search plan for submission to Dean	Search Committee Chair/ Dean's office compiles reports and forwards to Vice Provost	Pgs. 32-33	
Contract Preparation	Search Committee Chair, Dept. Chair/Director, Dean's Office	Pg. 33	

## THE SEARCH PROCESS

### I. PREPARING FOR THE SEARCH & SELECTING THE SEARCH COMMITTEE

Once a position is approved by the Provost, the Department Chair shall convene a department meeting to select a search committee in accordance with the applicable Collective Bargaining Agreement (Article 12.8 A) or Faculty Personnel Policy.

The selection is a joint process of the faculty and chair, with advice from the dean as appropriate. Within the stated requirements, the search committee should reflect as many different experiences and viewpoints as possible. The Department Chair/School Director shall contact OIE for approval of the search committee.

Consider “cluster hiring.” There are multiple types of cluster hiring. One type involves hiring more than one faculty member at a time to focus on the same specialization across units or in multiple subfields within the same academic units. Another type focuses on diversity and inclusion and with the goal of creating a cohort of new faculty from diverse backgrounds or perspectives.

#### *Search Committee Composition*

The search committee should include faculty from diverse backgrounds reflecting racial, ethnic, age, gender, rank/tenure, and thought diversity who may have helpful—and divergent—ideas that can enhance efforts to recruit and evaluate candidates. *If everyone on the committee thought the same way or had similar backgrounds and experiences, a committee of one would suffice.* Research shows that committees of individuals with diverse perspectives make better decisions. Pragmatically, it also increases the likelihood that issues that will ultimately surface in broader Department and School discussions will have been identified and discussed earlier on.

- Include women and people from underrepresented groups on the committee, paying attention to sub-discipline, gender, and race/ethnicity composition. The President’s Diversity Council is identifying Equity Ambassadors in each college.
- Consider including faculty from outside your department, especially if you are searching in a field in which your department lacks deep expertise, or that is emerging or interdisciplinary. CSU faculty from related departments bring new perspectives to your search. It’s also a great strategy for engaging with colleagues from outside your department on substantive topics of common interest. This is highly recommended for cluster hires.
- Consider forming a graduate student advisory group to work with the faculty search committee. Graduate students, especially those interested in faculty positions, find this to be a superb experience that gives them insight into the academic job market. Experience shows that graduate students—who are early career themselves—can be especially good at identifying emerging scholars. (If your department has postdoctoral fellows, consider including some of them on the advisory group for the same reasons.) For example, graduate students can attend

job talks/research talks, meet with candidates, and provide feedback to the search committee.

- The chair of the search committee should be familiar with the relevant sub-discipline but need not be the faculty member whose field is closest to that of the position to be filled. The most important quality in a chair is the capacity to ensure that diverse points of view are honored throughout the committee's deliberations.

### ***Establishing the Search Process Guidelines***

#### ***Setting the Ground Rules.***

The chair should lead the committee in a discussion of ground rules for the search:

- Consensus or Votes. The committee should decide how decisions will be made, either by consensus or by voting. If the latter, then the committee should also decide if absentee votes will be allowed, and if the votes will be open or confidential.
- Confidentiality. All search committee members must be sure that they can confidentially share their views with colleagues. Limit casual discussions with colleagues not on the committee about how the search is progressing.
- The New York Times rule. Don't write anything in an email that you wouldn't want attributed to you on the front page of a major newspaper. Email is great for distributing information, but deliberations about candidates should be done in person. Email is not a subtle medium and emails can be forwarded or requested via a public records request.
- Recordkeeping. The committee must keep complete records, including all job advertisements, postings, lists of nominators and nominees, candidate dossiers, rating sheets, long and shortlists, and interview notes which are provided to the Office of Institutional Equity at the end of the search.
- Decorum. During committee meetings, agree to turn off phones and laptops, to interact respectfully, and to allow for all points of view to be heard.

#### ***Dealing with Common Committee Problems.***

All committee members share responsibility for everyone's full engagement in the search.

- Imbalances of power among committee members can silence some members while allowing for others to control too much of the search process. Dealing with these dynamics and the behavior of colleagues are some of the search committee chair's primary responsibilities. It is helpful when other committee members draw colleagues into the discussion since it is the committee, not an individual (or even pair of individuals), which is making all decisions.

- Without intending to, senior faculty may intimidate untenured faculty on the committee. Untenured faculty may not feel comfortable disagreeing with their senior colleagues who later will be evaluating them. Periodically, the search chair should ask untenured colleagues outside official committee meetings about their opinions of the candidates and the search process. If so, the chair can serve as the “official source” of their alternative points of view during committee meetings.
- Encourage an open airing of ideas and opinions by all committee members on the topic of excellence and diversity, i.e., “inclusive excellence,” emphasizing the fact that the terms are not mutually exclusive. Learn how to persuade colleagues to be open to new ideas.

### ***Issues to Cover in the First Search Committee Meeting***

#### **1. The Committee’s Charge (the following provided merely as examples)**

- a. Review essential characteristics of the position with the expectation that the committee will fine-tune the position description. These might include:
  - i. Distinguished or promising record of scholarship; success in core academic functions (research and teaching); need to avoid overreliance on single indicators of excellence
  - ii. Tenurable at professor level (if applicable)
  - iii. Strong administrative experience and skills (if applicable)
  - iv. Commitment to diversity, equity, and inclusion, core values of the University
  - v. Ability to mentor diverse students and junior colleagues
- b. Set a clear expectation that the committee will cast a broad net for prospective candidates (local /national/international search).
- c. Detail the required outcome. This should be consistent with the CSU-AAUP agreement Article 12.8. Recommendations (acceptable or unacceptable) and include individual vote totals on each candidate should be forwarded to the department chair/school director.
- d. The Dean/Department Chair would like recommendations by [date].

#### **2. Process**

- a. Outline time frame and frequency of meetings as well as expectations concerning attendance and confidentiality.
- b. Discuss what materials will be requested and where they will be kept.

- c. Discuss process to be used to set criteria for the job posting.
- d. Discuss process the committee will use to generate shortlist/interview/campus visit candidates and campus visit of candidates for approval.
- e. Discuss the role that evaluation bias can play in searches, and the specific steps the committee will take to mitigate it.
- f. Decide what role, if any, internet searches are to play in the selection process and determine how equity and privacy concerns can be addressed if they are used.
- g. Discuss any approvals, such as approval to interview, that the committee must seek before proceeding.
- h. Remind committee members that internal candidates, if there are any, should be treated the same as external candidates throughout the process.
- i. Discuss how the search will be concluded.

## **II. Establish Recruitment Plan, Open And Advertise**

The first step for the search chair is to open the position in the PeopleAdmin software system. The link for PeopleAdmin is <https://hrjobs.csuohio.edu/hr/>. Instructions on how to create a faculty posting are located in the lower right-hand corner of the page under “Useful Links” – see the Creating a Faculty Posting Requisition link. Please note you will need to scroll down the page to see the “Useful links.” You should also communicate with your Human Resources representative, either Andrea Obregon ([a.obregon@csuohio.edu](mailto:a.obregon@csuohio.edu)) or Stacey Monroe ([s.monroe@csuohio.edu](mailto:s.monroe@csuohio.edu)).

Then, meet with the search committee to develop a recruitment plan and advertisement to ensure the broadest possible pool of applicants. The plan should include a list of publications and websites where the position should be advertised. Human Resources and the Office of Diversity and Inclusion have developed a Search Committee Reference Guide for use in advertising to diverse professional associations and audiences. The full list can be found on the HR website and in Appendix Four. The URL is [https://mycsu.csuohio.edu/offices/hrd/employment\\_advertising\\_venues.html](https://mycsu.csuohio.edu/offices/hrd/employment_advertising_venues.html)

The recruitment plan should create an outreach plan to reach underrepresented groups. Appendix One provides access to data on the availability of such groups. Given the high cost of advertising, whenever feasible, select online rather than print outlets and advertise only the position, not the department or university (provide web links that showcase your department and the university).

The following elements are required in all advertisements

- 1) Minimum qualifications
- 2) Preferred qualifications

- 3) Submission of a diversity statement and corresponding language (see page 12)
- 4) Request for three references letters (NOTE: requiring letters for references is preferred but reference names and contact information is acceptable with reference checks occurring PRIOR to-candidates coming to campus and documents using the form in Appendix Five)
- 5) The equal opportunity statement (see page 12)

It is strongly recommended requesting an unofficial transcript as part of the application process. Note: the successful candidate is required to submit an official transcript before their contract can be prepared.

### ***Identifying the Necessary and Preferred (or Valued) Qualifications***

Once the responsibilities and expectations for the position have been identified and agreed upon, the search committee must then address the question, ***“Given the required duties and other expectations for the person in this position, what knowledge, skills, abilities, experiences, traits, or other characteristics should the successful candidate possess?”***

The search committee should answer that question with the following in mind:

- Each identified qualification *must* be clearly linked to one or more of the identified responsibilities or including expectations (including teaching and research) for the position.
- Examples of qualifications that may be relevant to academic positions, including qualifications that reflect values of inclusivity and diversity:
- The ability or demonstrated ability to conduct scholarly research in a specific area, or at a specific level.
- Degree requirements;
- License requirements;
- Professional experience requirements (especially for Professors of Practice see CSU-AAUP Article 12.3 C for the specific requirements);
- Ability to manage a laboratory;
- Ability to mentor doctoral students and/or junior faculty
- Experience with a variety of teaching methods and curricular perspectives (studies suggest that many women and faculty of color use a variety of pedagogical techniques, and this kind of flexibility in pedagogy can be especially effective in addressing the varying learning styles of increasingly diverse student bodies);
- Research, teaching, or service that has prepared the candidate to contribute to CSU’s/the unit’s commitment to diversity and inclusion;

## The Position Description

The composition of the search committee, the charge to the search committee, and the definition/description of the faculty position are factors likely to have consequences for the outcome of the search. It is important that these issues be addressed deliberately and early.

Develop a clear position description that includes essential qualifications and experience, but do not make it so specific that it inadvertently deters highly qualified applicants.

1. The position description should be as broad as possible, while obviously noting the desired area(s) of scholarship, experience, and disciplinary background. In identifying areas, distinguish between teaching needs and research needs to enhance your ability to attract candidates, particularly highly qualified women, and minorities, who may come from different backgrounds but who nevertheless are fully qualified.
2. Avoid characterizing any search as a “replacement” for a departed or retired faculty member. Searches provide an opportunity to look forward, not backward.
3. Think carefully about the qualifications you list. What is required? What is simply preferred? Detailed lists may deter otherwise qualified candidates. The search committee should consider only those candidates who meet all “required” qualifications.
4. Make the advertisement welcoming to all candidates. Barriers to entry, both perceived and real, may deter some of the best candidates from applying. Research shows that advertisements for untenured positions that include superlatives such as “exceptional” or “distinguished” may deter very qualified individuals from applying (because they assume—incorrectly—that they must have already achieved great acclaim). *Instead use language that encourages all candidates with strong records and promise to apply.*
5. Style guide on appropriate and accurate language to use when writing or talking about people living with disabilities: <https://ncdj.org/style-guide/>
6. Application materials need to include a diversity statement, and every ad needs to include the following diversity statement:

***“Cleveland State University is an urban campus serving a racially, culturally, and economically diverse student body. Diversity is extremely important to CSU. Explain your experience serving diverse students and how you will make a positive contribution to CSU’s diverse community.”***



7. All advertisements must also include the equal opportunity statement, which is automatically printed on the on-line website:

***"It is the policy of Cleveland State University to provide equal opportunity to all qualified applicants and employees without regard to race, color, religion, sex, sexual orientation, gender identity and/or expression, national origin, age, protected veteran or disabled status, or genetic information."***

Note on degree requirement minimum qualification: All decisions made during the search must be consistent with the advertisement, so it must properly reflect the requirements and the process. For example, if the ad says that a Ph.D. is required by a certain date, the committee will not be able to recommend a candidate who will not have his or her Ph.D. by that date. *If a department wants to hire with the option of selecting an ABD, one can list the minimum degree requirement as "Completion of all requirement for the Ph.D. by July 1 for appointment as Assistant Professor; ABDs will be considered for appointment as an instructor."*

Note on application deadline instruction: If the committee does not want to establish a hard closing date for applications, it will have the most flexibility if the ad states that "preference will be given" to applications that are completed by a certain date. That allows the committee to review applications received after that date but does not require it to do so. Ads that state that a position is "open until filled" or that "review will begin" on a certain date are ambiguous and may result in the committee having to review more applications than needed to develop a strong pool.

The Committee Chair shall submit via PeopleAdmin the recruitment plan and advertisement to the Vice Provost for Faculty Affairs for approval, and to OIE for review. Once the plan and ad have been submitted, the Committee Chair should arrange for the committee to have training from OIE. Once the plan and ad have been approved, the placement of external advertisements will be facilitated by HR.

Note on strategies to achieve diversity goals: There are several strategies that the committee can do to increase the likelihood that the pool of qualified candidates will be diverse, and that diverse candidates will be invited to interview and in the finalist pool of candidates.

### **Developing a Recruitment/Outreach Plan**

Define and develop a plan for outreach and advertising. Consider the following:

1. Adopt advertising strategy that includes announcements to a broad audience, as well as postings targeted to women and minority groups by utilizing the following resources (A link of diversity and inclusion outlets is provided in Appendix Four) :

- National journals
- Departments at other universities
- Academic and professional associations (including committees within these associations)
- Listservs
- Websites

2. Consult with colleagues, particularly those from diverse backgrounds, and ask them to identify potential applicants. Make personal contact by email, telephone, or letter. Consider:
  - Faculty and academic administrators at other universities
  - Faculty and academic administrators at minority-serving institutions
  - Former students and alumni
3. Create opportunities to recruit applicants, including women and underrepresented peoples, at conferences you attend. Cultivate contacts with excellent future candidates, both for current and future searches.
4. Identify individuals who have achieved excellence outside academia, and contact them or send the position announcement to them.
5. Market the department and the campus — showcase CSU as an "employer of choice."
6. Ensure that all candidates and those invited for interviews are treated equitably and with respect. Remember, the way candidates are treated at CSU is an important factor in attracting future applicants.
7. Evaluate the effectiveness of the committee's outreach and search efforts. Sharing the evaluation with your department and other search committees will help them do a better job.

*Note: Search committee must document all outreach efforts*

### **III. CONDUCT APPLICATION/CREDENTIAL REVIEW**

Before reviewing candidates, the search committee should develop a rating tool. Minimum qualifications, as described in the advertisement, are assessed on a "yes/no" basis. **Any candidate that does not meet all of the minimum qualifications does not progress in the search.** Points should be allocated to each of the preferred qualifications, reflecting the relative importance of the qualification. The rubric for the required diversity statement is provided in Appendix Three.

A qualification may be both a minimum qualification and a preferred qualification. For example, a position may require one peer-reviewed publication, but the committee may also want peer-reviewed publications to be a preferred qualification on the rating tool so that it can give additional points for more or stronger publications. Once developed, the search committee chair shall submit the rating tool to OIE for approval.

Committee members may review applications as they are received, determining whether they meet minimum qualifications, and scoring the preferred qualifications. Once a position has closed, or the preferred review date has passed, the search committee shall meet to compare evaluations. If necessary, the committee should discuss candidates for whom it is unclear if minimum qualifications are met in order to reach consensus on those candidates.

Once a pool of candidates who meet minimum qualifications is established, the search committee chair should update each applicant's status in PeopleAdmin and inform OIE the pool is ready to be certified.

Once the pool is approved, the committee should meet to discuss the candidates who received the highest scores on the preferred qualifications.

The search committee chair shall then update PeopleAdmin with the candidate scores and finalists and contact OIE to review the finalists. In addition, the Committee Chairperson will present the finalists to department bargaining unit faculty for approval.

### **Rating The Candidates & Implicit Bias** ***Ensuring a Fair Search***

How a search is conducted influences the quality and diversity of the applicants, the ability to select the individual best suited for the position, the possibility of any legal liability because of the process, and the positive image of CSU. Below are OIE guidelines that will help you conduct a fair search.

#### ***Implicit Bias***

Implicit bias (aka unconscious, or inherent bias) refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. It is important to acknowledge that even people who are strongly committed to egalitarian values and believe they are not biased can hold implicit bias that influences judgment.

No preference may be given to friends, family, or professional peers of search committee members, nor may preference be given to applicants with similar cultural, social, or academic institutional backgrounds (i.e. graduate school classmates). Applicants with disabilities must be assessed in terms of the essential functions of the job posting. The university must provide reasonable accommodations for any applicants with disabilities during the application process or who are selected to fill the position.

Challenge yourself. Take the [Implicit Attitudes Test](https://implicit.harvard.edu/implicit/takeatest.html) developed by researchers at Harvard, University of Virginia and University of Washington. The URL is <https://implicit.harvard.edu/implicit/takeatest.html>

#### ***A Few Key Characteristics of Implicit Biases.***

- Implicit biases are pervasive. Everyone possesses them, even people with avowed commitments to impartiality such as judges.
- The implicit associations we hold do not necessarily align with our declared beliefs or even reflect stances we would explicitly endorse.
- We generally tend to hold implicit biases that favor our own in-group, though research has shown that we can still hold implicit biases against our in-group.

**Some examples of how bias may manifest are:**

- Trying to find someone who "fits in" with your group. This is different than finding someone who is a good fit for the position.
- Making judgments too early in the process
- Stereotyping
- Favoring someone because they are similar to you, personally
- Halo/Horn effect- It is a cognitive bias that causes you to allow one trait, either good (halo) or bad (horns), to overshadow other traits, behaviors, actions, or beliefs

To help ensure that all candidates are reviewed fairly, discuss the precise meaning of the position qualifications and how they will be assessed before beginning to screen applications. Criteria used to identify top candidates should be the same for each applicant.

***Confidentiality***

Confidentiality is required to be understood and honored by everyone on the search team, from the first meeting until the conclusion of the search. As such, the search process is treated with the greatest degree of confidentiality by law, consistent with the University's obligations as a public university to release information pursuant to the Ohio Public Records Act [During the period of the open search no communication can occur with applicants or about applicants except through the formal mechanisms of the search process]. Any unsolicited inquiries from applicants should be directed to the search committee chair for response.

Confidentiality also means that members of the search committee do not discuss the candidates with candidates who may be employed in another position or colleagues not on the search committee. The deliberations of the search committee are confidential. Members of the search committee should not discuss the reactions or assessments of search committee members to the applicants or provide updates about whether particular candidates have been moved ahead in the process or not selected to do so, with colleagues not on the search committee. Breaching confidentiality in this way destroys the integrity of the process, damages relationships, and can be harmful to the reputation of the University.

A breach in confidentiality can result in:

1. The immediate termination of the search, a serious loss of time and money.
2. The most qualified candidates withdrawing from the search, fearing that a premature disclosure of their candidacy will jeopardize their current positions.

All information about a search should remain amongst the committee. Any inquiries about a search should be referred to the Dean or the Dean's designee.

***Screening Candidates /Reference Check***

Once you have established an initial shortlist of candidates who match the preferred qualifications, the search committee should continue to screen candidates before extending an on-campus interview. This should include conducting phone or Skype interviews and checking references.

### ***Telephone/Skype Interview.***

Telephone/Skype interviews can be conducted as the first step in the search process, especially when there is a "long list" of potential interviewees. Certain rules of uniformity should be followed when conducting telephone interviews: The same questions should be asked of all candidates, the same information about the process should be given to the candidates, and the same members of the Search Committee should participate in all telephone/skype interviews.

Telephone interviews with the Search Committee should be planned. The candidates should be given a brief description of the process so that they can be prepared. The interview should be conducted in a room large enough for all committee members to sit comfortably and within hearing and speaking range of the telephone. There should be no distractions -- cell phones and pagers should be turned off, the door should be closed, telephone extensions should be forwarded to other lines -- and committee members should be seated and ready before the interview begins. Be sure to check your connection before the interview if you are using Skype.

#### **Planning and arranging the telephone interview**

- Schedule a call of no more than 30 minutes with the interviewee and committee.
- Review the interviewee's application materials.
- Prepare questions.
- Determine the order in which interviewers will introduce themselves.
- Determine the order in which interviewers will ask questions.
- Test the speakerphone.
- Make sure there are no scheduling conflicts with the interviewing room.
- Agree on an evaluation tool

### ***Checking References for Faculty Applicants***

The search committee or department head should determine in advance how to collect reference materials. All reference letters should be submitted directly into the PeopleAdmin software by the candidate's listed references. The candidates provide contact information for references in when they apply and the PeopleAdmin will automatically generate a request for reference letters from those individuals.

In addition to letters of recommendation, search committees and/or department chairs/school directors may choose to also contact references directly. The group of candidates subject to reference checks should be identified at the beginning of the search process, e.g., all candidates identified as part of the 'A' interview pool will be subject to a reference check, OR only the 'A' candidates that progress to the 2nd round of interviews (campus visits).

It is important that regardless of the group of candidates subject to reference checks, all reference checks are handled in a manner consistent for each candidate. In addition, the following should be considered for all reference checks:

- The same individual or individuals should conduct all reference checks to ensure consistency in the evaluation. The same method of reference checking should also be used for each reference; phone interviews are recommended as it allows for follow-up questions.
- All references for all candidates should be asked the same or similar questions.

- Do not stop at one reference regardless of how negative or positive it may be; contact all references for each candidate.
- Questions that are legally prohibited to ask of the candidate are also legally prohibited to ask of a reference.
- Questions must be related to the specific position and should be relevant to the candidate's skills and qualifications.

***Sample Reference Check Questions (Be sure to complete the from in Appendix 5)***

1. How long have you known the candidate and in what capacity?
2. Please explain your understanding of the candidate's background in (position).
3. Please discuss the work experience this person has in an applied setting.
4. What research or grants are you aware of with which they have been most recently involved?
5. What are your perceptions of this person as an instructor in the (subject area) classroom? Give examples of the course taught.
6. How well does this person interact and relate to undergraduate and graduate students?
7. Is there anything else you would want us to know about this candidate?
8. Given the opportunity, would you hire this person again (if reference is a prior employer)?
9. Would you recommend this person as a colleague?

Never reveal to the candidate the information received from a previous employer or other reference. This information should be kept confidential.

#### **IV. The On-Campus Interview**

***Inviting Candidates to Campus = Ensuring that all faculty candidates feel welcome when they come to Cleveland State's campus.***

Faculty candidates might have needs related to diet, a disability, or other circumstances that should be accommodated during an interview. We recommend that a **staff member** supporting the faculty search:

- Ask all candidates if there are arrangements that would make the visit more comfortable, welcoming, and successful. For example, a candidate may need to minimize travel among different locations, require materials printed in a larger font size, sit instead of stand when giving presentations, or prefer a particular type of hotel room.
- Routinely include information on the building and relevant rooms, and on any restaurants, in communication with all candidates. Note that several local restaurants have restrooms that can be reached only by a stairway. Don't forget the room in which the candidate will be giving the job talk; some of these have steps up to stages or podiums. For example: *Accessibility: A ramp, leading to power doors, is located at the north entrance of the University Building. Your seminar will be in room 200, accessible by elevator or stairs. The room has a small stage for the speaker that is reached via three steps. A gender inclusive restroom is located on the third floor next to the elevator.*

- Ask all candidates about dietary preferences.
- While inquiries regarding gender, gender expression or gender identity are inappropriate for interviewers, it may be important to know someone's pronouns so they can be treated respectfully and appropriately throughout the interview. ***Encourage the staff member or other person involved with the interview to state his/her/their preferred pronouns and then ask candidates if they wish to share their preferred pronouns with*** those they will be interacting with during the interview process.

When possible, please avoid discussing these needs with those who are meeting with and interviewing the candidate. For example, the visitor's schedule might list "break/travel time" when the candidate is using a lactation room.

### **Additional resources**

- CSU building information (ramp access, elevator access):  
<https://www.csuohio.edu/aboutcsu/campusmap.pdf>
- CSU gender inclusive restrooms:  
<https://www.csuohio.edu/lgbtq/gender-neutral-restrooms-campus>
- CSU lactation rooms:  
<https://www.csuohio.edu/womenscenter/mothers-room>

### ***Candidate Presentations***

The obligatory "job talk" for tenure-track candidates is usually a presentation of one's current research and future research agenda, before an audience of faculty from the hiring unit. Candidates for teaching positions are expected to give a teaching demonstration, usually before a group or classroom of students with faculty observers from the search committee. A teaching demonstration is also strongly recommended for tenure-track candidates.

### ***Interviewing***

Conducting effective interviews is essential for selecting the right candidate. Search committee members should have a complete understanding of the knowledge, skills and abilities needed to successfully perform the job and be thoroughly familiar with the applicant(s) being interviewed. The interview should be a well-planned process that makes the candidate feel comfortable and will encourage a productive dialogue about the candidate's work experience, skills set, and character.

All candidates for faculty positions, including visiting and term appointments, from instructor to full professor, should meet with an Associate Dean. The *curricula vitae* and reference letters should be provided prior to authorizing the interview.

In addition to meeting with an Associate Dean, the Provost's Office may wish to meet with candidates for senior positions. The Committee Chair should make any arrangements for

appointments directly with the Provost's Office, and also provide them with a *curriculum vitae*, letters of reference, and the itinerary. On some occasions, the President likes to interview candidates for Full Professor, even those already interviewed by the Provost. The Committee Chair should check with the President's office when making up the itinerary/interview schedule.

The search committee should consider having candidates meet with faculty from cognate disciplines. This can be helpful to all parties and give you valuable information about how the person will fit into programs in your Department-School with cross disciplinary lines. Meetings with students and/or a guest classroom lecture can be very useful and are encouraged.

Information about fringe benefit packages can be obtained most efficiently by navigating the Human Resources home page, but specific questions can also be routed to one of their benefits specialists.

### ***Interview Tips***

Outlined below are key steps to conducting a successful interview:

#### ***1. Create Rapport***

- Use a private area that's comfortable and conducive to a good interview.
- Set the stage for good candid communication. A relaxed atmosphere allows the conversation to take on a natural feeling and flow.
- Make the applicant feel welcome and at-ease by having a moment of introductions and non-job related conversation.
- Give the candidate your undivided attention; be warm and courteous.
- Take necessary precautions to eliminate or minimize disruptions by turning off electronic communication devices and not taking phone calls.

#### ***2. Setting the Stage***

- Explain the sequence of recruitment and interview process. By doing so, the applicant knows what to expect, and it shows that you are organized and in control of the interview process.
- Inform the applicant that you will be taking notes and may occasionally look down to write a comment.
- Ask the candidate if they need additional assistance to make him/her feel comfortable.

#### ***3. Inform applicant about Cleveland State University and the position***

- The search chair should facilitate discussion and be sure the committee members are well prepared for the interview.



- Keep in mind that candidates are assessing Cleveland State University (CSU) and the interview experience just as you are evaluating them . Therefore, you must provide information on the benefits to becoming a CSU faculty member.
- The committee should state clear expectations for the prospective hire by describing core responsibilities of the position, reporting structure, and working environment/conditions that affect the position.

#### ***4. Collecting Information - The Interview***

**Lawful questions.** It is important to understand what questions are and are not lawful. The listing provided below is taken from the Ohio Civil Rights Commission Employment Guide and should be used in developing lawful questions. Please note that Cleveland State University has a policy against discrimination based on sexual orientation, gender identity, and gender expression. All inquiries that seek information on sexual orientation, gender identity, and gender expression are forbidden.

**Appropriate questions.** A successful method of developing appropriate questions comes from a careful analysis of the position and the development of questions about the experiences the candidate possesses that relate to the position requirements. The candidate responds as to how he/she meets each requirement. If the basic question is well-phrased, the candidate's response should lead to additional questions about the basic requirements.

This is the time for you to ask questions, reflect, summarize, and evaluate what was said.

1. Ask probing questions. The objective is to ascertain specific and detailed information about the candidate.
2. Ask behavioral type questions. Behavioral interviewing allows the interviewer to ask open-ended, thought provoking questions. These questions engage candidates and require them to give detailed responses about themselves, their performance, and conduct in previous work-related roles and situations. It's a very effective technique which can reveal what an applicant actually accomplished, thought, decided, created, and led.
3. An easy way to formulate a behavioral question would be to start the question with: "Tell me about a time when..." Example: "Tell me about a time when you had to work really hard to complete a project."
4. Listen closely to the applicant. The candidate should do most of the talking. Maintain eye contact.

5. BE SILENT - don't rush the applicant to respond. Slow responses do not mean that the candidate is less qualified than those who respond quickly.
6. Observe the applicant's body language. Body language will reveal much about his/her enthusiasm, boredom, disagreement, disinterest, awareness, knowledge, skills, abilities, etc.
7. Avoid asking leading questions - this encourages the applicant to slant answers to your satisfaction.
8. Keep an open mind and try not to prejudge the candidate. (See Implicit Bias on page 18)
9. Try to avoid writing profusely; jot down brief comments. It can be hard to remember candidates but don't write notes to distinguish candidates that could also be discriminatory ("Black," "fat," or "older one"). Also, give some eye contact to the candidate even when taking notes.

Examples of appropriate and useful interview questions for candidates:

- What do you consider your greatest achievement at work?
- Describe the university environment in which you will most effectively be able to contribute.
- Discuss a time when you had to overcome a major obstacle that stood in the way of you accomplishing a goal or commitment. How did you approach the situation?
- What prompted you to apply for this job?
- What interests you the most about this position and CSU? Why are you leaving your current position?
- What are the three most important attributes or skills that you believe you would bring to CSU?
- What are the first three things you would do at CSU if you were offered and accepted the position?
- How would your colleagues at your current job describe your interaction with them, and how would your colleagues describe you?
- How would your current chair describe your work and contribution?
- How do you believe that you will contribute the CSU's diverse student body and commitment to diversity?
- How do you go about continuing to develop your professional skills and knowledge?

INQUIRY	LAWFUL	UNLAWFUL
Name	<ul style="list-style-type: none"> <li>• Whether the applicant has worked under another name.</li> <li>• Have you ever worked for this college under a different name? Is any additional information relative to change of name or use of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.</li> <li>• What name(s) are your work records listed under?</li> </ul>	Inquiry into any title which indicates race, color, religion, sex, national origin, disability, age, military status, or ancestry
Address	Inquiry into place and length of time at current address	Inquiry into any foreign addresses which would indicate national origin
Age	No acceptable inquiry	<ul style="list-style-type: none"> <li>• Requirement of birth certificate or baptismal record</li> <li>• Any inquiry that reveals the date of high school graduation</li> <li>• Any other inquiry that reveals whether applicant is at least 40 years of age</li> <li>• How old are you? What is your date of birth? What are the ages of your children, if any?</li> </ul>
Race, Color, Physical Features	Voluntary submission of Equal Employment Opportunity (EEO) information made directly via Human Resources' EEO	All questions about race and color including: <ul style="list-style-type: none"> <li>• Inquiry as to applicant's race, color of skin, eyes, or hair or other questions directly or indirectly indicating race or color.</li> <li>• Applicant's height or weight when it is not relevant to the job.</li> <li>• What race are you?</li> <li>• Are you a member of a minority group? • What is your national origin?</li> </ul>

<b>INQUIRY</b>	<b>LAWFUL</b>	<b>UNLAWFUL</b>
Religion or Creed	No acceptable inquiry	<ul style="list-style-type: none"> <li>Any question requesting the applicant's religious denomination, religious affiliations, and church, parish, pastor or religious holidays observed.</li> <li>What religion are you? Which religious holidays will you be taking off from work? What church do you attend? Do you attend church regularly?</li> </ul>
Height & Weight	Inquiries as to a person's ability to perform actual job duties and responsibilities	A requirement that a certain height or weight will not be considered to be a job requirement unless the employer can show that no employee with the ineligible height or weight could do the work.
Birthplace	No acceptable inquiry	<ul style="list-style-type: none"> <li>Any inquiry into place of birth.</li> <li>Any inquiry into place of birth or parents, grandparents or spouse</li> </ul>
Residence, Nationality	<ul style="list-style-type: none"> <li>Place of residence.</li> <li>Length of residence in this city.</li> <li>About foreign language skills (reading, speaking, and/or writing) if relevant to the job.</li> </ul>	<ul style="list-style-type: none"> <li>Specific inquiries into foreign addresses that would indicate national origin or nationality of applicant.</li> <li>Whether applicant owns or rents home.</li> <li>Inquiry into applicant's lineage, ancestry, national origin, descent, parentage, or nationality.</li> <li>Nationality of applicant's spouse or parents.</li> <li>What is your mother's tongue?</li> </ul>
Pregnancy	No acceptable inquiry.	<ul style="list-style-type: none"> <li>Any question concerning pregnancy, birth control, or capacity to reproduce.</li> <li>Advocacy of any form of birth control or family planning.</li> </ul>

<b>INQUIRY</b>	<b>LAWFUL</b>	<b>UNLAWFUL</b>
Gender	<ul style="list-style-type: none"> <li>• Inquiry or restriction of employment is permissible only when a Bona Fide Occupational Qualification (BFOQ) exists.</li> </ul>	<ul style="list-style-type: none"> <li>• Applicant's gender cannot be used as a factor for determining whether an applicant will be "satisfied" in a particular job (e.g., because the job involves physical labor, travel away from home, or is traditionally labeled "men's work" or "women's work").</li> <li>• Any inquiry that would indicate gender of applicant.</li> <li>• Any inquiry into an applicant's caregiving responsibilities (e.g., what childcare arrangements would you make if offered this position?).</li> </ul>
Marital and family status, sexual orientation	No acceptable inquiry	<ul style="list-style-type: none"> <li>• Marital status or number of dependents. Name, age, job, address, or other information about</li> <li>• Questions about sexual identity, orientation, or preference. What is your sexual orientation?</li> <li>• Are you married? Are you single? Divorced? Separated? Widowed?</li> <li>• Do you have a boyfriend/girlfriend?</li> <li>• What is your maiden name?</li> <li>• Child care arrangements.</li> <li>• Plans to have children.</li> </ul>

### ***5. Closing the Interview***

1. Permit the applicant to ask last-minute questions or provide additional comments relevant to his or her professional or personal experiences and qualifications.
2. Provide the candidate with a general timeline for selecting decision (interview period, deadline for final recommendations/decision). Tell the candidate who will be communicating the decision and when. In the event of a delay in the employment decision, the Dean's designee will inform the candidate.
3. Thank the applicant for the interview, their interest in the position, and the possibility of becoming a part of the university's workforce.
4. Do not make any promises or inferences about a job offer. Actions of this nature can lead to university liabilities.

## **V. Deciding Who To Offer The Position/ Decision Making**

### ***Making Recommendations***

After the interview process has been completed, the Department Chair shall hold a meeting with departmental bargaining unit faculty members to determine which candidates are acceptable and, of those, which is preferred. Prior to this meeting, the Committee Chair should obtain feedback from everyone who interviewed the candidates. The faculty may want to consider the following when making recommendation decisions:

**Potential:** CAN the applicant do the job? You should feel confident that the applicant possesses the experience, skills, knowledge, and abilities needed to perform the essential duties of the job.

**Motivation:** WILL the applicant do the job? You want to hire someone who truly wants to do this job and for good reasons. Having the skills to do the job is not enough. Ask yourself: does the job fit in with the applicant's career goals? Does it offer challenges that would interest them?

**Fit:** Does the applicant possess the other key characteristics and work behaviors that are in line with the University's and department's mission and values, to make him/her the best FIT for the job in relation to judgment, personality, attitude and interpersonal skills? These factors usually "tip the scale" when comparing applicants who otherwise may be equally qualified.

**Diversity/Inclusion:** Does the candidate have experience working with racially, ethnically, and economically and other diverse students? Has the candidate indicated a particular ability to contribute to CSU's commitment to diversity?

### **Candidates must be approved by the dean**

Once departmental faculty have determined which candidates are acceptable/recommended, the Department Chair will present those recommendations to the Dean. After discussion with the Department Chair, the Dean will approve a verbal offer for the selected candidate.

### ***Making The Offer***

The following framework outlines the elements of a strong, effective informal job offer to make candidates cancel their job search and begin the onboarding process with your organization:

1. **State Your Excitement.** Everyone likes to feel wanted, and your newest potential hire is no different. Let them know how excited you are to have them join the team.
2. **Remind Them Why They like Cleveland State and your department/school.** Talk to them about how they'll fit in at your organization. What made you realize they'd be a good match for your culture?
3. **Show Them The Money.** Let them know the base salary you're prepared to offer, as well as any other major benefits. You don't need to list everything here, because it's an informal offer. If the position is a tenure track position ask them to prepare a budget for start-up funds.
4. **Get a Response.** Whether you're communicating via email or phone, it's completely appropriate to ask for the recipient's initial response. Be aware, however, that many people may want to see the official, formal offer before making a commitment.

### ***Conversation Scripts for Extending a Job Offer***

Extending a job offer is a very important step in the hiring and selection process and should be well thought through and organized. The talking points below will help you make a good impression with and provide the right information to your top candidate. You will find checklists and example conversations for extending the offer, plus additional details on how to handle three different potential situations (candidate accepts, needs time to think, or declines offer). A voicemail checklist and example script is also included at the end of this document.

***Making a verbal job offer should be like delivering a sales pitch. The best candidates will have their pick of employers, so you want to stand out as their top choice. Jump ahead of your competitors and get the best hires by keeping candidates in the loop and letting them know their official job offer is on the way!***

Conversation for extending a verbal job offer: (Use situations #1-3 below to continue the conversation after the candidate's initial response to the offer.)

Extending a Job Offer Checklist:

- Ask for the candidate.
- Introduce yourself by providing your full name and your department/school at Cleveland State University.
- Confirm if it is a good time to talk with the candidate.
- Thank the candidate for taking time to interview.
- Highlight the reasons why the candidate is a good fit for the position. (This should be customized based on the candidate's experience and skills.)
- Extend the offer.
- Provide salary details.
- Remind them of Cleveland State University's total compensation package.

Script Example: *"Hi, may I speak to (candidate name)? Hi (candidate name) this is (your name) calling from the (department/school name) at the Cleveland State University. Is now a good time to talk? First, I want to thank you again for taking the time to interview for the (position title). Based on the requirements of this position and your experience and education, we feel you would be a great fit for the position and department/school. I'm pleased to offer you the position, with a starting annual salary of \$XX. In addition to your salary, CSU offers a tremendous benefits package that we discussed during our interview. So what do you think?"*

**Situation #1 - Candidate accepts offer:**

Checklist:

- State your enthusiasm about them joining your team.
- Inform the candidate that the offer is contingent on pre-employment screening, if applicable.
- Confirm what number the HR Pre-Employment Screening office should use to reach the candidate.
- Ask the candidate if they have any questions.
- Give the candidate a timeframe of when you will be back in touch.
- Congratulate the candidate.

Script Example: *"Wonderful, we are so excited about you joining our team! At this point, the offer is contingent upon the University's verification of credentials and other information required by state law and CSU policies, including the completion of a national criminal history check. **Our HR Pre-Employment Screening office will be contacting you to complete the appropriate paperwork. What is the email for them to reach you? The background check process typically takes anywhere from 5 – 7 days. Do you have any questions regarding the position or the offer?***

***Congratulations, again we are excited about you joining our team! Don't hesitate to contact me at (your phone number) if any questions arise. I will let you know as soon as I receive***



*information back on your pre-employment screening then we can finalize your start date and the next steps.”*

**Situation #2 - Candidate needs time to think about offer:**

Checklist:

- State your understanding of his/her need for time to consider the offer.
- Discuss timeframe the candidate needs to make a decision.
- Agree on a specific date that the candidate will contact you regarding their decision.
- Confirm that the candidate has your contact information.
- Highlight reasons why the candidate is a good fit for the position and the opportunities this position offers the candidate.
- Ask what information you can provide to help the candidate in his or her decision making process.
- Thank the candidate again for his/her time.

*Script Example: “I definitely understand and know that this is a very important decision. I want you to take the time you need to think about all that we’ve discussed and make the best decision for you. How long do you think you need to make a final decision? Two days is more than reasonable. Can we agree that you will call me by the end of (agreed day and time)? To confirm, you may contact me at (your phone number). Again, based on the requirements for the (position title) position, we feel that your experience would be a great fit for this role in our department. This position has many opportunities for growth, and I believe our team is positioned to have many accomplishments in the next year! In addition, Cleveland State University is a wonderful place to work! Is there any information I can provide or questions I can answer to help you in your decision making? < short pause> Thank you again for your time and I look forward to hearing from you with your final decision on (agreed day and time).”*

**Situation #3 - Candidate declines offer:**

Checklist:

- State your regret.
- Ask why the candidate made his/her decision.
- Thank the candidate again for his/her time.
- Encourage him/her to consider CSU for other opportunities in the future.
- Wish the candidate luck.
- Document the reason why the candidate declined the offer.

*Script Example: “I’m sorry that you have decided not to join our team. May I ask how you arrived at your decision? I appreciate you sharing that information with me. This is a very important decision and you need to do what you believe is in your best interest. Thank you again for all of your time and consideration. Although I had hoped you felt this position would be a good fit for you, I hope that you will continue to consider CSU for other opportunities. I wish you the best of luck in your career.”*

**Leaving a voicemail for your top candidate:** Checklist:

- State your name and your department at the Cleveland State University.
- State who the message is for.
- Provide your contact information.
- Thank the candidate.

Script Example: *“Hi! My name is (your name). I’m calling from the (department/school name) at Cleveland State University. This message is for (candidate’s name) regarding the (position title) position. Please call me back at your earliest convenience. You can reach me at (your phone number). Thank you, and I look forward to hearing from you soon.”.*

**Authorizing the Research Start-Up Package (for Tenure-Track/Tenured Faculty only)**

The finalist candidate approved by the Dean should have an approved start-up research proposal, as signified by the completion of steps 1-6 below:

1. *If the start-up request is likely to exceed \$100,000, the candidate must be interviewed by the Vice President for Research during the Campus Interview. Affected candidates should prepare for this by drafting and bringing with them a budget and a description of their research plan that can be discussed during the interview*
2. Regardless of the start-up amount requested, before making an offer, deans must have a signed Faculty Start-Up Request Form. - Available at: <https://www.csuohio.edu/sites/default/files/CSU-Faculty-Startup-Request-Form.pdf>
3. In order to obtain a signed Faculty Start-Up Request Form, the dean (or chair or chair of the search committee) sends the properly executed Faculty Start-Up Request Form, the candidate's CV, a brief description of the candidate's research program, and the estimated itemized budget to the Office of Research (via email to the Associate VP for Research).
4. The Associate VP for Research obtains approval from the Vice President for Research. After the VP for Research approves the request (which may require some back-and-forth, perhaps even a meeting with the dean, chair, etc.), then the Vice President for Research gives the Associate VP for Research a copy of the Faculty Start-Up Request Form with the signature of the VP for Research.
5. If the request start-up exceeds \$50,000, the Provost must also sign the Faculty Start-Up Request Form. If so, the Associate VP for Research sends the form - with the signature of the VP for Research - to the Provost, who returns the form to the Associate VP for Research with the Provost's signature.

6. The Associate VP for Research then returns the completely signed Faculty Start-Up Request Form to the dean (and/or chair, chair of the search committee, etc. - depending on who sent the original request).
7. At that point, the dean of the hiring college sends a request to the Vice Provost for Faculty Affairs for approval of the LOI - along with a copy of the signed Faculty Start-Up Request Form - and any other materials the Vice Provost requires for approval of the LOI. The LOI should not be approved unless there is a signed (by the VP for Research) Faculty Start-Up Request Form. The Director of Research Services, Office of Research, must be included in the list of persons receiving a copy of the final approved LOI.

## **VI. COMPLETING THE HIRING PROPOSAL**

Once a candidate has accepted your offer and has returned the signed LOI, the search committee chair should complete the hiring proposal in PeopleAdmin

### **WRITING THE LETTER OF INTENT**

If the candidate accepts your offer and after the specifics are approved by the Dean, the Department Chair or Dean's designee shall complete the Letter of Intent (LOI). The LOI is not the vehicle for negotiating the terms of the position-offer with the selected candidate. The specific terms are to be agreed upon with the candidate (with the prior approval of the Dean's Office) before the LOI is composed and mailed. The LOI is written and signed by the Department Chair / School Director and printed on the Departmental / School letterhead. The LOI indicates that an appointment is being recommended and specifies the details.

The draft LOI must be sent to the Vice Provost for Faculty Affairs for approval before being sent to the successful candidate.

Upon receipt of the signed Letter, please make at least two copies: one for your files and one to be forwarded to the Dean's Office. The original is to be included in the contract packet. Do not include the Dean's copy in the contract packet - please send under separate cover.

The above materials outline the essential content for all LOIs. Appendix Two presents sample LOIs with this content for the different categories of faculty hires. The format and style of the LOI tends to vary by college, based on preference and tradition, and this should continue, as long as the essential content is presented.

Sample LOIs are included in Appendix Two and on the CSU Faculty Affairs website – <https://www.csuohio.edu/faculty-affairs/faculty-affairs>

### **Search Committee Records Retention Procedure**

Once the offer has been made and the search is over, the search committee chair should ensure that the status of all candidates is updated in PeopleAdmin. The search committee chair should also collect all search committee records and email them to Human Resources.

"Search committee records" include any substantive document that was exchanged among search committee members, the department, or with the candidates including: Rating sheets, department feedback, and information provided to candidates are search committee records, as is the Committee's memo to the Department Chair containing its recommendation. Interview notes that are not shared, but are kept by a search committee member for his or her own use are personal notes and not search committee records. Scheduling emails and other non-substantive communications are transitory records that are not search committee records .

Questions about what to keep may be directed to the Human Resources.

### ***Search Assessment Report***

Some searches are deemed totally successful on the two independent dimensions of quality and diversity of the new hire, others are partially successful, and now and then a search fails without any of the finalists accepting the position.

In order to enable collective learning from these variable search experiences, the final activity for each search committee chair is to prepare a brief and confidential evaluation report. This report should be submitted to the associate dean or dean about one week after the LOI for a particular search has been signed and returned (or in rare cases, not returned).

While an assessment report may seem only like extra work, this feedback is urgently needed and will be utilized for future searches. For the search committee chair, it is also an opportunity to "clear one's mind" before moving on to the many other new challenges of academia. Your cooperation will be appreciated.

In general, the report should directly assess those aspects of the approved search plan that worked well and those that did not. Most helpful will be thoughtful commentary on what may need to be done differently in the next search. Although the evaluation should minimize use of applicant identifying information, the associate dean will be responsible for final editing of the report to remove any possible personal identifiers. Address the following issues:

1. The adequacy of the size, quality, and diversity of the applicant pool. Discuss what outreach efforts in the search plan proved most effective, and what further outreach activity may be necessary next time.
2. The adequacy of the screening process used to select finalists. Assess the rating forms and the committee decision processes.
3. The on-campus experience for the three finalists. Assess how well the research/scholarship/creative activity presentation and/or the real/simulated teaching demonstration allowed each candidate to compete fairly for the position.
4. Assess the steps taken to allow each of the interviewees to leave with a positive feeling

about the career development opportunities available to them by becoming a member of your department.

5. If the search had a goal of increasing diversity in your department, explain specific steps taken to achieve that goal and your assessment of how well those steps worked.
6. The adequacy of the overall package of the offer made available for this search-including compensation, resources for teaching and research, and the attractiveness of colleagues, students, and the university setting. Explain what aspects were most competitive, and what other aspects will need to be made more competitive.
7. In your judgment, briefly describe the single item or experience that most "made the difference" for your finalist, or perhaps might have made the difference if done correctly.

Once all reports for the college have been received, the associate dean should prepare a cover memo that makes whatever additional comments will be helpful as we attempt to learn from and build on our experience. This memo should be addressed to the Vice Provost for Faculty Affairs, attaching each search committee chair's report.

## **CONTRACT PREPARATION**

The search committee and the department chair/school director provide the following contents to the Dean's office for the new employee's contract:

- 1) Memo from the search committee recommending the successful candidate
- 2) Signed letter of Intent
- 3) Three letters of Reference (notes from reference check should also be submitted)
- 4) Copy of CV
- 5) Official Transcript
- 5) Hiring Proposal (provided by Human Resources)

The dean's office / Budget manager will provide the following:

- 1) Cover memo
- 2) PAW form

## APPENDIX ONE

Link to National Science Foundation/Department of Education Data on Demographic Characteristics (Gender, Race, Ethnicity) of Recent Doctorates by Major Field:

<https://nces.nsf.gov/pubs/nsf19301/data>

See the following tables:

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16 Doctorate recipients, by subfield of study and sex: 2017

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24 U.S. citizen and permanent resident doctorate recipients, by major field of study, ethnicity, and race: 2017

## **APPENDIX TWO**

### **Letters of Intent Templates**

Letters of Intent (LOI) templates for tenure track faculty (primarily Assistant Professors), Clinical Faculty, College Lecturers, Professor of Practice, Visiting faculty, and Instructor Appointments can be found on the Faculty Affairs webpage – See <https://www.csuohio.edu/faculty-affairs/faculty-affairs>

## APPENDIX THREE

### *Diversity Statement: A Rubric for Search Committees to Use to Assess Candidates' Abilities to Contribute Positively to the Diversity of CSU*

#### **I. Preferred qualifications**

For many positions at CSU, a candidate is required to provide a substantive answer to a question similar to:

*Cleveland State University is an urban campus serving a racially, culturally and economically diverse student body. Diversity is extremely important to CSU. Explain your experience serving diverse students and how you will make a positive contribution to CSU's diverse community.*

The purpose of this question as a preferred qualification is to increase the likelihood that candidates who meet the minimum qualifications, and who may bring unique or significant abilities to contribute positively to the diversity at CSU, will be selected for an interview. This is so even if the candidate may be less strong in certain other areas, *e.g.*, fewer years of experience or experience that may be less obviously applicable to CSU.

To successfully use this question in a manner that makes a difference to the search outcome, Search Committees should assign significant points to the criteria. We recommend that the points for the response to this question equal from 1/5 to 1/3 of the total points.

Guidelines for scoring the candidate's short answer to the question about contributions to diversity are as follows:

0-2 points

The candidate has served or worked with diverse students or customers. "In my last job, 56% of the students I worked with were minorities."

The candidate's example(s) of his/her contributions to diversity are consistent with good customer service to all, and do not show an understanding of the need to bridge differences or meet other challenges which arise in diverse environments. "Sometimes our clients would be frustrated. I became adept at acknowledging those frustrations and keeping the client calm until the program supervisor could see them."

The candidate uses gender-neutral language, rather than "he" and "him" in all examples.



3-4 points	<p>The candidate shows awareness of the importance of acknowledging diverse viewpoints.</p> <p>The candidate understands the meaning of concepts such as equity, diversity and inclusion.</p> <p>The candidate shows experience, concern, commitment and/or a willingness to advance the University's diversity efforts.</p> <p>The candidate demonstrates self-awareness, in terms of understanding the candidate's own culture, identity, biases, power, privilege and stereotypes.</p>
5-6 points	<p>The candidate is at ease discussing diversity-related issues and their significance to the University.</p> <p>The candidates acknowledges the need to challenge and/or change institutional practices that present barriers to different groups.</p> <p>The candidate demonstrates an understanding that equity, inclusion and diversity concepts are broader than race, ethnicity and gender, and may include things like generational, economic, social and other differences.</p>
7-8 points	<p>The candidate provides concrete examples of work and/or other experiences which contributed to and enhanced diversity.</p> <p>The candidate recognizes that successful diversity, inclusion and/or equity goals require strategy and planning, and can articulate elements of that strategy and/or plan.</p> <p>The candidate describes a time when the candidate created opportunities for access and success of diverse constituents.</p>
9-10 points	<p>The candidate infuses equity, inclusion and diversity concepts in response to questions not directly prompting for those concepts.</p> <p>The candidate demonstrates experience providing leadership which promoted diversity, access and inclusion.</p> <p>The candidate recognizes that ongoing, flexible and responsive commitment to diversity is necessary to ensure its sustainability in an ever-changing environment.</p>

### **Interview questions relating to a candidate's ability to contribute to diversity**

- What are qualities of a university that create an inclusive environment?
  - How will you contribute to CSU's efforts to demonstrate these qualities?
- What are challenges associated with working in a diverse environment?
  - Which of these challenges have you faced? How did you overcome these challenges, or if you did not, what did you learn?
  - From what you know of CSU, which of these challenges may exist here at CSU and how will you successfully address them?
- Share an example that demonstrates your respect for people and their differences.
- Describe a time that you worked to understand others' perspectives.
- What tools or techniques do you possess that promote success for members of underrepresented groups?
  - How will you employ those tools or techniques at CSU?
- What tools or techniques have you previously employed in a diverse workplace?
  - How effective were those tools or techniques?
  - Would you use them again? Why or why not?
- What is your definition of a diverse student body?
  - What qualities do you possess that will enable you to perform effectively with diverse students?
- Describe a time that you were able to facilitate the success of underrepresented groups?

### **What Not to Do to Increase Diversity**

The following are unlawful means to increase diversity among employees at CSU:

- DO NOT give extra points to a candidate because of the candidate's race, sex (including pregnancy), religion, color, age, national origin, veteran and/or military status, genetic information, disability, sexual orientation, gender identity and/or expression, marital status or parental status.

- DO NOT use any protected classification as a plus factor in the hiring process. (e.g. She is black so I will rate her more highly. He has a Hispanic name so I will give him an extra few points.
- DO NOT use information as a proxy for a candidate's race, sex, pregnancy, religion, color, age, national origin, veteran and/or military status, genetic information, disability, sexual orientation, gender identity and/or expression, marital status or parental status. For example, don't assume that because someone went to an HBC, they are black, or that someone named "Raul" is Hispanic.
- DO NOT make assumptions about a candidate based on the candidate's name, visa status, associations (e.g. a member of the Korean Student Association) or other things which might suggest a likelihood that the candidate is a member of an underrepresented group.
- **DO NOT value diversity to the exclusion of other important factors necessary for the candidate, if selected as the finalist, to be successful at CSU.**

## **APPENDIX FOUR**

### ***Diversity and Inclusion Advertising Venues***

Human resources has developed a diversity and inclusion advertising venues. The URL is

[https://mycsu.csuohio.edu/offices/hrd/employment\\_advertising\\_venues.html](https://mycsu.csuohio.edu/offices/hrd/employment_advertising_venues.html)

## **APPENDIX FIVE**

### **REFERENCE CHECK FORM**

**(Word Template will be on the Faculty Affairs website)**

#### **Faculty Search Reference Check Form**

##### **Instructions**

- Introduction example: *“CSU is considering [NAME OF CANDIDATE] for a position with the [\_NAME OF AREA/COLLEGE]. S/he provided you as a reference and has given us permission to verify information received during the recruitment process.”*
- Provide a brief overview of the position to which the candidate is being considered.
- Ask questions related to duties and responsibilities of the position. Refrain from prohibited pre-employment inquiries (see pages 23- 25 of the Faculty Search Handbook).
- Ask the same questions of all references (there may be some variation based on the relationship of the reference to the candidate or follow-up questions for clarification purposes). The attached questions are suggestions.
- Pay attention to unusual hesitations, ambiguous or evasive responses, overly negative or overly enthusiastic responses. Ask follow-up questions if necessary for clarification.
- Take notes on relevant info. Carefully evaluate and assess the reference after the phone call. These notes are a part of the search record and must be submitted with the search retention records.

Cleveland State University Faculty Search Reference Check Form

Candidate Name \_\_\_\_\_

Position Applied \_\_\_\_\_

Person Contacted \_\_\_\_\_ Title \_\_\_\_\_

Working Relationship to Candidate \_\_\_\_\_

Organization/University \_\_\_\_\_

Reference Checked by \_\_\_\_\_ Date \_\_\_\_\_

1. How long have you known the candidate? In what capacity?

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2. Would you recommend the candidate as a colleague? Why or why not?

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3. Is the candidate easy to get along with? If not, why not? If not, in what situations is the candidate not easy to get along with?

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4. Does the candidate work effectively with *colleagues* of diverse backgrounds (i.e. race, sexual orientation, gender, religion, culture, socioeconomic status, etc.)?

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5. Does the candidate interact successfully with *students* of diverse backgrounds?

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6. **Has the candidate contributed to the diversity of thought or experience on your campus?  
How?**

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7. **Does the candidate have a track record of successfully bringing in grants or other research dollars? What about the candidate contributes to this success/lack of success?**

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8. **Has the candidate cancelled class on short notice in the past year? If yes, how many times?**

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9. **Does the candidate regularly attend department meetings or meetings of committees on which the candidate serves?**

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10. **Are you aware whether students have sought assistance from a department chair, other faculty or dean with concerns relating to the candidate? If yes, about how many students (More than 3? More than 8? More than 12?)?**

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11. **Can you rely on this candidate to finish projects to the best of their ability and within a timely manner?**

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**12. Does the candidate always respect others in the workplace? If no, explain.**

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**13. Is the candidate always respectful to students? If no, explain.**

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**14. If it was up to you, would you rehire the candidate?**

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## APPENDIX 6

### Readings on Diversity, Gender And Faculty Recruitment

Bensimon, E.M., Ward, K., Sanders, K. (2000). Creating Mentoring Relationships and Fostering Collegiality. In *The Department Chair's Role in Developing New Faculty Into Teachers and Scholars* (113-137). Bolton, MA: Anker Publishing. Describes the department chair's role in developing new faculty into teachers and scholars.

Chisholm-Burns, M. (Jan/Feb 2016). Untold Stories and Difficult Truths About Bias in Academia. *The American Economic Review*, 102(1), 28- 30.

Devine, P., Forscher, P., Austin, A. and Cox, W. (2012). Longterm Reduction in Implicit Race Bias: A Prejudice Habit-breaking Intervention. *Journal of Experimental Social Psychology*, 48, 1267-1278.

Euben, D. (2000). *Hiring and Promotion: Legal Issues for Department Chairs*. American Association of University Professors. A summary of legal issues regarding affirmative action, especially for private colleges.

Fine, E., Sheridan, J., Carnes, M., Handelsman, J., Pribbenow, C., Savoy, J., Wendt, A., Demos V., Berheide., C.W., & Segal, M.T. (2014). Minimizing the influence of gender bias on the faculty search process Gender Transformation in the Academy. *Advances in Gender Research*, 19, 267 -289.

Georgi, H. (2000). "Is There an Unconscious Discrimination Against Women in Science?" APS News Online. An examination of the ways in which norms about what good scientists should be like are not neutral but masculine and work to disadvantage women.

McNeil, L., Sher, M. (1999). "The Dual-Career-Couple Problem." *Physics Today* 52(7): 32-37. Women in science tend to have partners who are also scientists. The same is not true for men. Thus many more women confront the "two-body problem" when searching for jobs. McNeil and Sher give a data overview for women in physics and suggest remedies to help institutions place dual-career couples.

Mickelson, R. A., Oliver, M. L. (1991). Making the Short List: Black Faculty Candidates and the Recruitment Process. In Altbach, P., Lomotey, K. (Eds.) *The Racial Crisis in American Higher Education*. Albany, NY: State University of New York Press. Examines issues involved in recruitment of racial minorities to faculty positions, especially issues associated with the prestige

of training institutions.

Moses, Y.T. (1989). "*Black Women In Academe: Issues and Strategies*." Association of American Colleges and Universities. Explores the climate for black women students, faculty, and administrators in both predominantly white institutions and historically black institutions. Focuses on the way race and gender stereotypes create obstacles for black female faculty.

Nieves-Squires, S. (1991). "*Hispanic Women: Making Their Presence on Campus Less Tenuous*." Association of American Colleges. Discusses the various definitions of "Hispanic" and the cultural and climate issues in higher education.

Ponjuan, L., Conley, V.M., Trower, C. (2011). "Career Stage Differences in Pre-Tenure Track Faculty Perceptions of Professional and Personal Relationships with Colleagues." *The Journal of Higher Education* 82(3): 319-346. Discusses the need to replace faculty members as the retirement rates of senior faculty increase and how future vacancies of tenure-track positions provide opportunities for diversity.

Sagaria, M.A.D. (2002). "An Exploratory Model of Filtering In Administrative Searches: Toward Counter-Hegemonic Discourses." *The Journal of Higher Education* 73(6): 677-710. Describes administrator search processes at a predominately white university in order to explore whether searches may be a cause for the limited success in diversifying administrative groups.

Smith, D.G. (2000). "How to Diversify the Faculty." *Academe*, 86(5): 48-52. Enumerates hiring strategies that may disadvantage minority candidates or that might level the playing field.

Smith, J.L., Handley, I.M., Zale, A.V., Rushing, S., & Potvin, A.M. (2015). Now Hiring! Empirically Testing a Three-Step Intervention to Increase Faculty Gender Diversity in STEM, *BioScience*, 65(11), 1084–1087, <https://doi.org/10.1093/biosci/biv138>

Steinpreis, R.E., Anders, K.A., Ritzke, D. (1999). "The Impact of Gender on the Review of the Curricula Vitae of Job Applicants and Tenure Candidates: A National Empirical Study. *Sex Roles*, 41(7/8): 509-528. A study demonstrating the operation of gender bias in the evaluation of job applicants and tenure candidates.

Trix, F., Psenka, C. (2003). "Exploring the Color of Glass: Letters of Recommendation for Female and Male Medical Faculty." *Discourse & Society* 14(2): 191-220. Letters of recommendation for successful female and male medical faculty showed differences in terms used to describe them and in the length of letters. Letters for females were shorter than those for males; included more phrases expressing doubts; were more likely to include only minimal information; mentioned their personal life more often. Letters for males included more repetition of standout words like "outstanding" and included more references to research, skills and abilities and career.

Turner, C.S.V. (2002). *Diversifying the Faculty: A Guidebook for Search Committees*. Washington, D.C.: AACU. This guidebook offers specific recommendations to faculty search committees with the primary goal of helping structure and execute successful searches for

faculty of color.

Valian, V. (1998). "Evaluating Women and Men." *Why So Slow? The Advancement of Women* (125-144). Cambridge, MA: MIT Press. In this chapter, Valian presents research that demonstrates that men and women who do the same things are evaluated differently, with both men and women rating women's performances lower than men's, even when they are objectively identical.

Wenneras, C., Wold, A. (1997). "Nepotism and Sexism in Peer-Review." *Nature* 387: 341-343. This Swedish study found that female applicants for postdoctoral fellowships from the Swedish Medical Research Council had to be 2.5 times more productive than their male counterparts to receive the same "competence" ratings.

Wolf-Wendel, L.E., Twombly, S., Rice, S. (2000). "Dual-Career Couples: Keeping Them Together." *The Journal of Higher Education* 71(3): 291-321. Addresses academic couples that face finding two positions that will permit both partners to live in the same geographic region, to address their professional goals, and to meet the day-to-day needs of running a household that, in many cases, includes caring for children or elderly parents.

Yoder, J.D. (2002). "2001 Division 35 Presidential Address: Context Matters: Understanding Tokenism Processes and Their Impact on Women's Work." *Psychology of Women Quarterly* 26(1): 1-8. Research on tokenism processes is reviewed and coalesces around gender constructs. Reducing negative tokenism outcomes, most notably unfavorable social atmosphere and disrupted collegiality, can be done effectively only by taking gender status and stereotyping into consideration.

### **Background Readings on Women's Scientific Careers**

A Study on the Status of Women Faculty in Science at MIT. (1999). *The MIT Faculty Newsletter* 11(4). This is the original MIT report that has spurred so many other studies.

Hopkins, N., Bailyn, L., Gibson, L., Hammonds, E. (2002). *"The Status of Women Faculty at MIT: An Overview of Reports from the Schools of Architecture and Planning; Engineering; Humanities, Arts, and Social Sciences; and the Sloan School of Management."* Massachusetts Institute of Technology. The overview of MIT's more recent study of all of its schools.

Etzkowitz, H., Kemelgor, C., Uzzi, B. (2000). "The 'Kula Ring' of Scientific Success." *Athena Unbound: The Advancement of Women in Science and Technology* (115-130). Cambridge, UK: Cambridge University Press. Explores the ways in which the lack of critical mass for women in science disadvantages them when it comes to the kinds of networking that promotes research collaboration.

Long, J.S. (Ed.). (2001). "Executive Summary." *From Scarcity to Visibility: Gender Differences in the Careers of Doctoral Scientists and Engineers* (1-8). Washington, D.C.: National Academy Press. This excerpt provides an overview of differences in the science careers of men and women.

National Research Council of the National Academies. (2006). *To Recruit and Advance: Women Students and Faculty in Science and Engineering*. Washington, D.C.: National Academies Press. Describes actions actually taken by universities to improve the situation for women.

## **Handbook References**

In addition to the articles listed previously, and several other resources, material from each of the following recruitment guides was used to help develop this Handbook. (Accessed October 2019)

Handbook for Faculty Searches and Hiring "<https://advance.umich.edu/wp-content/uploads/2018/10/Handbook-for-Faculty-Searches-and-Hiring.pdf> University of Michigan.

Faculty Search Toolkit A Resource for Search Committees and Administrators at Michigan State University [https://www.adapp-advance.msu.edu/files\\_adapp-advance/content/FacultySearchToolkit-final.pdf](https://www.adapp-advance.msu.edu/files_adapp-advance/content/FacultySearchToolkit-final.pdf)

Faculty Development and Diversity, Harvard University  
[https://faculty.harvard.edu/files/fdd/files/best\\_practices\\_for\\_conducting\\_faculty\\_searches\\_v1.2.pdf](https://faculty.harvard.edu/files/fdd/files/best_practices_for_conducting_faculty_searches_v1.2.pdf)

General Search Processes, University of Oregon  
<https://hr.uoregon.edu/recruitment/hiring-faculty-and-staff/hiring-faculty/general-faculty-search-process/start-search-2>