

MIDDLE TENNESSEE

STATE UNIVERSITY

OFFICE OF THE UNIVERSITY PROVOST
ACADEMIC RESOURCES

GUIDE TO FULL-TIME FACULTY RECRUITMENT

July 2021



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Finding Faculty in a Competitive Market

On behalf of Academic Resources, I would like to share this recruitment guide produced in our office.

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

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

Please spend time reviewing this guide and use it to strengthen your skills and efforts toward recruitment resulting in the selection of colleagues who will enjoy longevity and success in their career at MTSU while bringing with them significant value toward the success of our students and your departments.

Good luck with your search!

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

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Selecting the newest in our community of scholars!

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COMMITMENT AND VISION

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

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

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

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

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

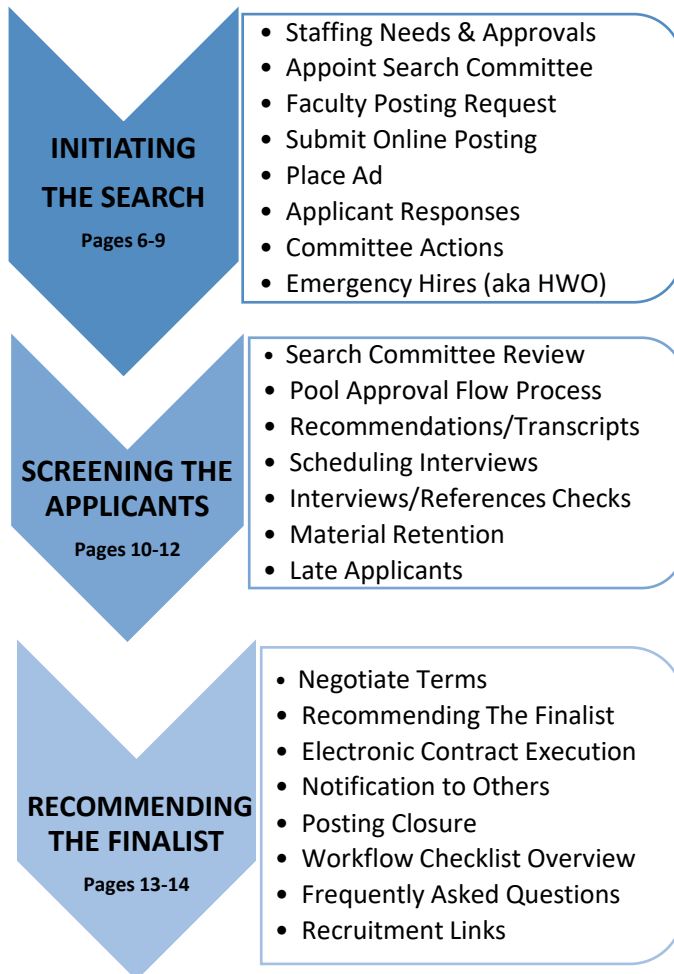
CONTACTS AND CONTENT

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

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



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



INITIATING THE SEARCH

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

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

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

Academic Affairs follows a fall recruitment initiative schedule for tenure-track faculty positions, as well as most open-ended clinical/research track appointments. The Provost Optimal Recruitment Timeline is provided each year detailing the expected schedule for the fall recruitment cycle. Full-time lecturer recruitment initiatives occur in the spring and are preceded by provision of each department's "color chart" detailing reappointment year status as well as Provost approval of positions to be filled.

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

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

Initiating the Search (Continued)

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

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

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

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

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

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

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

Initiating the Search (Continued)

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

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

Tenure-Track postings are nationally searched and require a 30-day posting period.

All other full-time temporary (non-tenurable) faculty postings require a two-week posting period.

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

Faculty serving as a Search Committee Member....

Should decline serving if considering application to the posting.

Must recuse themselves before the Review Date if interested in applying.

Should reveal any relationship with an applicant.

May not provide letters of recommendation for candidates in the search (Includes Dept. Chair & Dean as well).

Recusal required if conflicts of interest exist (i.e., professional, personal, or financial).

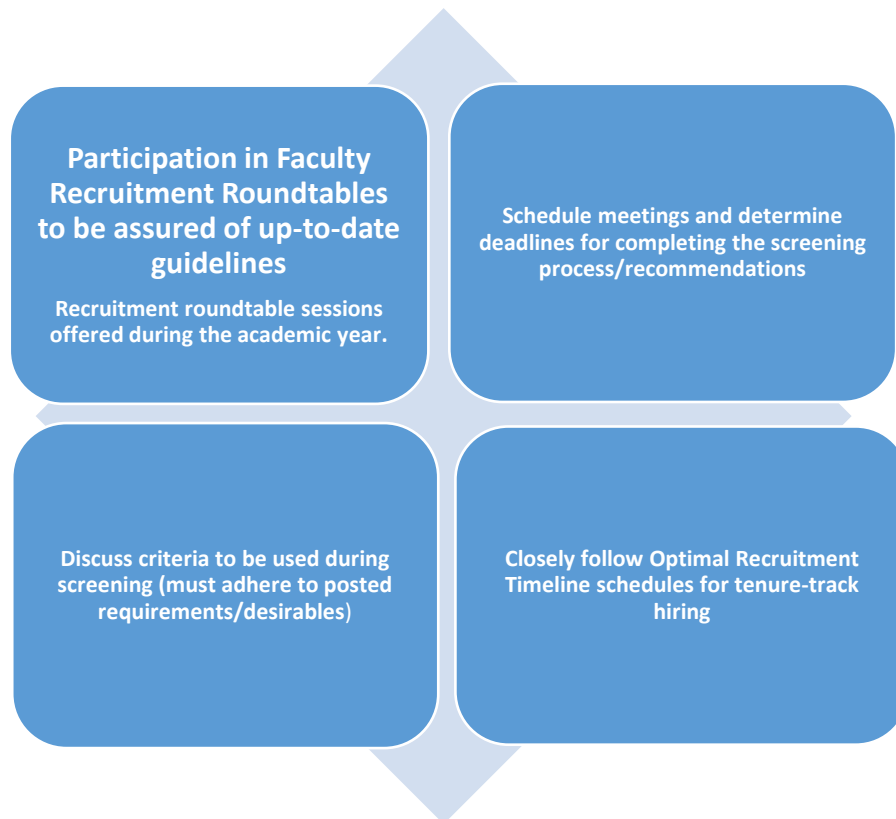
Should be tenured or tenure-track faculty. Temporary faculty, adjunct faculty, students, and staff may not serve.

May assist in creation of advertising; however, outside ad source copy may not differ from posting.

Consider discipline-related journal, professional associations, or colleagues for outside ad sources.

Participate in a Recruitment Roundtable session to assure being up-to-date with process and regulations.

Search Committee Member Actions should include....



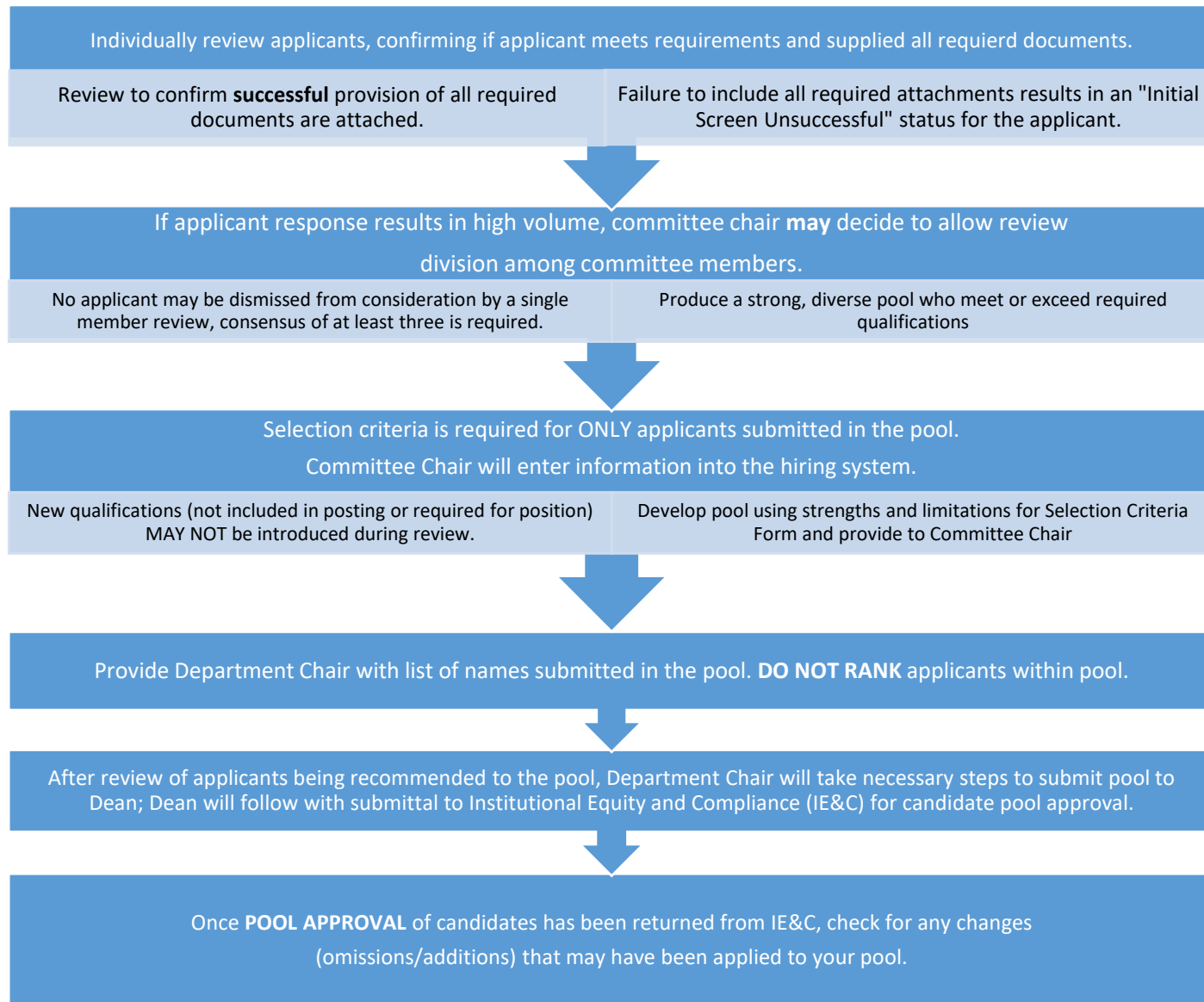
APPLICANT RESPONSES: Department Chairs may follow-up to see if applicants are applying by logging into the online posting periodically during the posting period to note the number of applicants. If there is little/no applicant response, please contact our office to discuss additional advertising. Department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

EMERGENCY HIRES without a search (**HWO**) require approval from the Provost and IE&C along with Request for Waiver of Search Procedures
<https://www.mtsu.edu/provost/forms/WaiverofSearchProcessRequest.pdf>

Please also provide all items listed on the checklist
https://www.mtsu.edu/provost/recruit_documents/hiring_paper.pdf

Be sure to submit a request to initiate a background report using
<https://www.mtsu.edu/provost/forms/BackgroundADJandHWOOnly.pdf>

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



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

Screening the Applicants (Continued)

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

SALARY RECOMMENDATIONS should be initiated by the Department Chair for the candidates being considered as finalists. The fully signed form (<https://www.mtsu.edu/provost/docs/facsalrec.pdf>) along with a hard copy of the CV, should be submitted to Becky Cole for each **finalist** prior to the final interview. Please indicate the date/time of the scheduled interview (top left-hand corner) on the form to help prioritize salary recommendation response times.

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

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

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

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

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

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

Screening the Applicants (Continued)

with the initial tier; however, candidates may decline a video interview and must be provided the option for a phone interview. All candidates should receive this option and it may not be held against a candidate who desires to decline the video option. Planned audio recording of all phone or video sessions is recommended to allow for the unforeseen times when a committee member may not be able to participate in the “live” interview. Be sure to notify the candidate of any recording of a session.

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

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

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

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

REFERENCES are not the same as Letters of Recommendations. (Recommendations are solicited automatically through the hiring system using contact information provided by the applicant during application.) It is vital to check references to limit employer liability and reduce the cost of rehiring/retraining as well as producing authenticity of information provided by the candidate. Candidates should be made aware we will check both listed AND unlisted references. A delay of reference for the candidates’ current employer may be honored but **must occur prior to the final recommendation for appointment.**

MATERIAL RETENTION requires the department to maintain all applications and other materials submitted by applicants, as well as all documents (written/emailed) generated during the search/interview (e.g., committee member notes, presentation evaluations) for a period of five (5) years. Note Policy 129: Records Retention and Disposal of Records (<https://www.mtsu.edu/policies/general/129.php>). Materials generated for Departmental Chair searches should be retained within the respective Dean’s Office.

RECOMMENDING THE FINALIST

NEW/ LATE APPLICANTS to the posting will continue beyond the initial review release due to our practice of “Open until filled.” Committee members will periodically receive released applicants for review and consideration who may be added upon approval from IE&C. To add late applicants to the pool, Selection Criteria using the same criteria for review as was considered with the original pool review is required for submittal to IE&C with the applicant’s name noted on the request for late review/consideration/approval.

NEGOTIATE TERMS after a finalist has been recommended by the Department Chair and Dean.

Recommendation	<ul style="list-style-type: none">• Department Chair should contact finalist to notify him/her of the recommendation subject to all approvals.• Inform finalist offers can only be made by the University Provost on behalf of the President via the contract.
Start-Up & Negotiations (Tenure-Track ONLY)	<ul style="list-style-type: none">• Start-Up support can be used as a negotiating tool and may include Equipment, Computer, Supplies/Software, Professional Travel. Credit toward tenure may also be considered.• Provost will provide moving allowance for finalists who qualify (up to \$3,000 max, \$5,000 for upper level administrators) and Immigration Sponsorship Expenses when needed (up to \$4,500 max).
Start-Up Request Form	<ul style="list-style-type: none">• https://www.mtsu.edu/provost/forms/startupfunds.pdf• Please follow the directions carefully shown on the form and be sure to complete both top and bottom tables as directed. This form is intended for internal use ONLY and should not be provided to the candidate. Obtain ORS approval/signature when funding support is requested and provided.
Immigration	<ul style="list-style-type: none">• MTSU will provide immigration support for the H1B and permanent resident status for tenured/tenure-track faculty ONLY. All requests and supporting documentation are submitted by the department/candidate to Academic Resources who will coordinate the petition processes..
Summary of Terms	<ul style="list-style-type: none">• Once terms are agreed upon, and start-up support has been obtained and approved, follow-up with an email of written recommendation to your finalist noting negotiated terms and requesting acceptance of terms in writing.

RECOMMENDING FINALIST is initiated within the electronic hiring system by the Department Chair once the terms for the recommendation are accepted by the finalist. Please be cautious to obtain Dean approval when performing this step in the hiring system. Proper submittal will result in the recommendations prompt for Academic Affairs to initiate the online background check to be completed by the finalist. Meanwhile, as the recommendation is routed through the hiring system, the hiring packet items should be gathered by the department for submittal to the Provost office. **ONLY the Provost**, on behalf of the President, may extend an offer by way of the contract.

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

Hiring Recommended Finalist (Continued)

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

Hiring packets should not be submitted until complete. Submittal of an incomplete packet will require it be returned to the department for completion and will delay contract execution.

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

NOTIFICATION TO OTHERS not selected for the position(s) will only occur AFTER the electronic offer has been accepted by the finalist and the position is being closed. If the hiring department wants to reach out to finalist interviewed they may do so, but Academic Affairs will review applicants and candidates not selected and change their status as appropriate as the position is closed in the hiring system. The system will automatically issue letters of regret to those not selected at the time of the posting's closing.

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

WORKFLOW CHECKLIST OVERVIEW

NOTE: When using the PageUp hiring system, Department Chairs are identified as “Hiring Manager”

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

*Helpful to keep with each search to help track progress

FREQUENTLY ASKED QUESTIONS

Why can't I log into the hiring system?

If you are a faculty administrator, verify you are on the employer/user website rather than the applicant site:

[Mtsuemployees.pageuppeople.com](https://www.mtsu.edu/employment) You may need to perform the "Single Sign-On" required by MTSU. Use the same standard FSA username and password used to access your computer daily. Search committee members should use the link provided in their email notification that review of applicants may begin. Access to applications will not be available for committee members until that access is provided after the Review Date has arrived.

What if I need to conduct an emergency hire?

The Department Chair should complete the Request for Waiver of Search Procedures located at:

<https://www.mtsu.edu/provost/forms/WaiverofSearchProcessRequest.pdf>. This form must be routed through the Dean, Provost, and IE&C Assistant to the President for signature approval to hire. If email exchange/letter relating to the hire without a search (HWO) has occurred, it is helpful to attach it to the waiver form as support BUT it cannot replace the required form. (See Page 8.)

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

The Department Chair should contact the Faculty Recruitment Specialist for help to change position numbers. It is helpful to reference the position title, requisition number, and old and new position numbers. Please copy Associate Provost of Academic Administration and Resources and IE&C on this email so all are informed of the decision.

Can we interview candidates at our conference?

Conference interviewing/visits are informal and should be used as a form of advertising. If individuals request interviews at the conference, use this opportunity to promote the university and encourage them to apply through the online hiring site at <https://careers.pageuppeople.com/1047/cw/en-us/listing/>

Conference interviewing can **ONLY** be used when **ALL** the following criteria are met:

- The initial finalist pool **must** have been approved by IE&C as an initial interview (similar to telephone interviews to assist in narrowing the applicants to two or three finalists for on campus interviews).
- This is a common discipline practice.
- The search committee should be represented during the interview; federally recognized ethnic minority and female representation from the search committee **must** be present.
- If this method is used, all candidates in the pool **must** be interviewed in some form.
 - All applicants in the pool unable to attend the conference **must** be given the opportunity to come to campus at their own expense for a face-to-face or telephone interview. (MTSU Policy No. 21) <https://www.mtsu.edu/policies/governance-and-compliance/021.php>

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

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

Frequently Asked Questions (Continued)

May I conduct video interviews in place of telephone interviews?

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

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

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

What if I cannot find a finalist for my position?

The Department Chair should send an email to IE&C and request permission to fail the search. It is helpful to reference the position title, requisition, and position number in this email. Please copy the Associate Provost of Academic Administration and Resources and the Faculty Recruitment Specialist on this email so they are informed of the decision. After IE&C approves the failed search, the Faculty Recruitment Specialist will cancel the search in the online hiring system, which automatically removes the posting from the MTSU career page as well as other outside ad sources contracted. Applicants to the posting will receive email notification of the cancelled search.

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

Yes. If a candidate asks for the names of the search committee members, you should provide the list of names. You do not have to provide the names to the other candidates unless you are asked for them. A candidate may want to know the names of the search committee so he/she can send a thank you note. During the on-campus interview, it is recommended that each candidate be given an agenda that lists all the names of the people serving on the search committee.

May a department display application materials for faculty searches?

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

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

Frequently Asked Questions (Continued)

Do internal applicants need to resubmit 3 recommendation letters and official transcripts even though they have been working at MTSU for a number of years?

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

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

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

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

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

Yes, the Department Chair can send each selected candidate through the system separately.

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

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

Who handles classified and administrative positions?

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

What Onboarding occurs after the contract is signed?

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

RECRUITMENT LINKS to HELPFUL TOOLS

FORMS:

Faculty Line-Request Template

https://www.mtsu.edu/provost/recruit_documents/Faculty_Line_Request_Form-AY2020-21.xlsx

Academic Resources Faculty Posting Request

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

Faculty Applicant Selection Criteria Form (Fillable Excel form)

<https://mtsu.edu/provost/recruit.php>

Full-Time Faculty Hiring Checklist

https://www.mtsu.edu/provost/recruit_documents/hiring_online.pdf

Salary Recommendation for Faculty Candidate

<https://www.mtsu.edu/provost/docs/facsalrec.pdf>

Start-Up Request (For Tenure-Track ONLY)

Be sure to obtain ORS review/approval signature on form when ORS fund support is provided.

<https://www.mtsu.edu/provost/forms/startupfunds.pdf>

Academic Preparation Certification

https://www.mtsu.edu/provost/recruit_documents/apc.pdf

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

Request for Waiver of Search Procedures

<https://www.mtsu.edu/provost/forms/WaiverofSearchProcessRequest.pdf>

Full-Time Faculty Hiring Checklist Without a Search

https://www.mtsu.edu/provost/recruit_documents/hiring_paper.pdf

Electronic Background Check for Adjunct/HWO FTT

<https://mtsu.edu/provost/forms/BackgroundADJandHWOonly.pdf>

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

APPENDIX A

REFERENCE GUIDE FOR SEARCH COMMITTEE

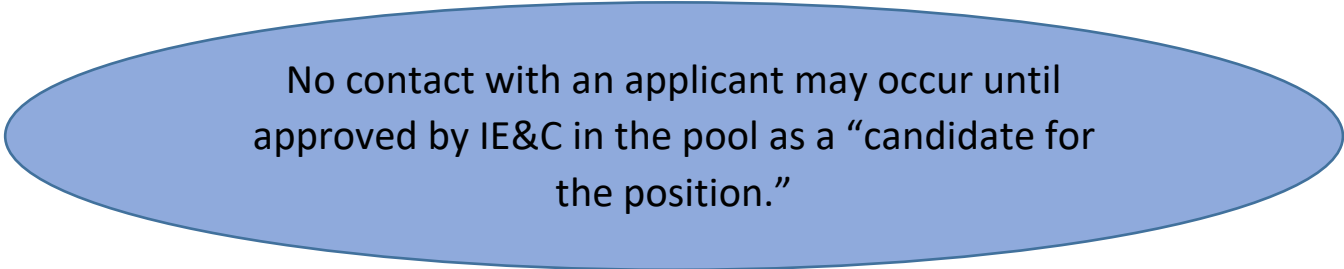


This Reference Guide for Search Committee Members is intended to provide additional assistance throughout the faculty screening and hiring process. We have included a quick overview of the review process and several tips on screening and conducting interviews along with helpful resources.

It is very important for search committee members to review this entire Full-Time Faculty Recruitment Guide (particularly the SCREENING APPLICANTS section) so they familiarize themselves with the recruitment and hiring process. Efforts should also be made to attend the Faculty Recruitment Roundtable sessions when they are made available to discuss recent potential changes and share knowledge of past experience with new committee members.

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

Committee members will not be able to review applicants prior to the Review Date established for the posting. The email provides a link to access the applicants/materials as well as a link to the Selection Criteria Form each committee member will use to perform their individual reviews. PLEASE REFER TO THE "Using the System" guide for step-by-step instructions for reviewing applicants. The Search Committee Chair will be the only committee member to enter information into the PageUp hiring system.



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

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

Search Committee Process in Review

1. Decide on criteria to be used during review of applicants which **must** adhere to posting;
2. Determine the best timeline for completion noting the Provost's Optional Recruitment Timeline;
3. Individually review applicants eliminating any who failed to successfully apply and use the Selection Criteria Form to document your individual review. **DO NOT** enter your individual critique into the online hiring system but rather limit your comments to the selection form;
4. Convene as a committee and compare top candidates to define a reasonably sized, high-potential candidate pool;
5. Search Committee Chair will enter selection criteria (e.g., strengths/limitations) for ONLY those applicants being recommended in the pool – DO NOT RANK;
6. Provide Department Chair with the list of applicants being recommended in the pool;
7. After pool review by IE&C, confirm approved candidates noting any changes that may have been made by IE&C;
8. Letters of Recommendation (automatically solicited through the system) must be returned via the unique link assigned and provided to each recommender within the solicitation;
9. Large pool – when using tiered approach, initiate contact to schedule phone/video interviews, "Short-List" pool (typically 2-3 candidates) – initiate contact to schedule final interview; On-campus interviews **are not** required for other faculty position types but should occur for all tenure-track positions;
10. Department Chair changes status for short-list finalist in the hiring system to "Finalist Interview Scheduled." (*This is **an important step** to help initiate system prompts!*);
11. On-campus interviews are required for tenure-track finalists but **not** required for other faculty position types which can be conducted via telephone/video;
(Currently, as of Fall 2022: Tenure-track candidates may choose to participate in final video interviews rather than on-campus interviews. If one candidate chooses a video interview rather than an on-campus interview, all finalist candidates must be offered the same option. Be sure to include your typical on-campus interview participants (e.g. Department Chair, Dean) also during these final video interviews.)
12. Department Chair submits salary recommendations along with CV to Ms. Becky Cole;
13. Check references (**Letters of Recommendation are not the same thing as reference checks.**) A finalist's current employer reference check MUST occur prior to formalizing your recommendation of that finalist;
14. Committee shall not rank finalists; Department Chair and/or Dean will determine finalist to be recommended.

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

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

TIPS – Before the Interviews:

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

TIPS - Telephone Interviews:

Planning and Arranging the Interview

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

Conducting the Interview

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

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

Interview Preparation Checklist

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

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

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

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

TIPS - Good Interview Questions to Consider for Faculty:

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

TIPS - Interview Questions to AVOID

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

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

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

TIPS – DO's & DON'Ts

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

TIPS - Questions for Evaluating Presentations

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

TIPS - During the Interview

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

TIPS - After the Interview

- Give the candidate a brief overview or written synopsis of benefits.
- Answer any questions related to salary (The salary recommendation should have been submitted to Academic Affairs and received back prior to the interview.)
- Evaluate the candidate.
- Document the interview.
- Search committee members should not have contact with a candidate after he/she leaves campus unless it is a common process being implemented for ALL interviewed candidates. If candidates contact search committee members, it is acceptable to answer questions. However, committee members **shall not** provide early notification of the recommended finalist to other candidates/applicants.

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

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

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

Search committee members participating in interviews at off-campus sites:

- Shall reflect diversity of female and federally recognized ethnic minority representation.
- Shall consist of no fewer than 3 (three) members, and all members must be present at the time of each interview.
- Shall consist of at least one member whose area of concentration is the same or similar to the advertised position.

All information above must be provided.

In addition to the above:

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