Faculty Searches
2018-2019

Tenure System
Faculty
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*IT IS VERY IMPORTANT THAT YOU CONSULT THE PAGEUP GUIDELINES AS YOU GO THROUGH THE SEARCH PROCESS. THERE ARE STEPS TO THE SEARCH PROCESS THAT ARE NOT IN THE CAL SEARCH GUIDELINES. Access this through ebs.msu.edu and click on “Applicant Tracking System.” Training is available here:  
https://hr.msu.edu/ua/pageuphelp/video-clips.html
Faculty Search Roles

1) Department Chair – The Department Chair, who is in charge of personnel in the Department, oversees the faculty search process within the Department and communicates with the College in search matters in compliance with the Department’s bylaws. Once a search is approved by the Dean, the Department Chair:

a) Handles all communication regarding the search with the Dean’s Office

b) Assembles the Search Committee and staff support and charges the committee, and Identifies the Search Committee chair

c) Ensures that the committee includes an affirmative action advocate and that it meets as a group for training with the College FEA

d) Provides advice on search procedures to the Search Committee chair and the Search Committee as a whole

e) Is guided by the College Search Handbook, the MSU Faculty Search Toolkit, the MSU Academic Hiring Manual, the Handbook for Faculty Searches with Special Reference to Affirmative Action, and other associated MSU resources. Note: if the unit advisory committee writes the job description for the search committee, the Chair needs to ensure they consider these materials as well.

f) Receives the recommendations from the Search Committee through its chair

g) Writes response/endorsements of Search Committee selections before sending them on to the Office of the Associate Dean for Personnel and OI3 for approval.

h) Makes the job offer, once approval is received from the Dean’s Office. If the search is for an administrator, the Dean makes the offer.

i) The Department Chair does not take part or oversee a search for their own replacement.

MSU Faculty Search Toolkit
https://www.adapp-advance.msu.edu/Faculty-Search-Toolkit-Preparing For A Successful Faculty Search

MSU Academic Hiring Manual
https://hr.msu.edu/policies-procedures/faculty-academic-staff/academic-hiring-manual/index.html

Handbook for Faculty Searches with Special Reference to Affirmative Action
https://hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/index.html

2) Search Committee Chair – The Search Committee chair is in charge of the operation of the Search Committee and search process in consultation with the Department Chair by following the procedures as outlined in the College Faculty Search Handbook, the MSU Faculty Search
Toolkit, the MSU Academic Hiring Manual and other associated MSU resources ensuring that best practices are followed for a successful search, including the committee meeting with the College FEA. The Search Committee Chair:

a) Works closely with the unit support staff as a team to ensure that the search committee meetings and interviews are organized in a transparent and professional fashion.

b) Provides the following information to the unit support staff if candidates visit campus:
   - list of all individuals the candidate needs to meet with
   - potential dates for on-campus and zoom interviews
   - guests and location for lunch or dinner interviews

c) Ensures that candidates who come to campus meet with the FEA

d) Responsible for the communication and coordination of the interview schedules with the candidates.

e) Writes the committee reports including first cut, second cut, and final recommendation letter. See Appendices.

The search committee chair should feel free to reach out to the Department Chair with questions or feedback.

Administrative Searches (Chair and Director Searches): If the search is for an administrator (chair or director), the Dean will work with the unit’s advisory committee to establish search procedures. The current administrator should not serve on the Search Committee for their replacement. The Search Committee Chair provides the Dean’s assistant with the Zoom schedule, and interview questions. The Dean’s assistant and the Search Committee Chair should be in communication with the unit HR coordinator to set up an initial meeting to discuss duty clarification, schedules, and all of the necessary documentation. The Search Committee Chair should feel free to reach out to the Office of the Associate Dean with questions or feedback.

3) Affirmative Action Advocate (AAA) – Each Search Committee must have an affirmative action advocate who has gone through the training offered by the Office of Inclusion and Intercultural Initiatives (OII or OIII). The training that the FEA holds for the Search Committee also qualifies every member that completes it to serve as an affirmative action advocate. This advocate

a) Ensures that the committee pursues recruitment strategies that recruit and yield a more diverse pool of applicants.

b) Ensures that the committee uses objective criteria when screening and selecting applicants.

c) Observes the process to ensure fairness through the various phases of the search, particularly when cuts are made and during the on-campus interview.

d) Maintains vigilance as bias can interject itself into the process at any phase.
e) Safeguards candidates from unequal or discriminatory treatment.

f) Brings any search inequities to the chair of the Search Committee and the Department Chair.

g) Ensures that no interviews are held before the Office of Inclusion and Intercultural Initiatives has approved the Search Committee recommendations.

The best way to recruit a more diverse pool is for the Search Committee members to reach out to colleagues, send them the job description, ask if they know good candidates for the position and please encourage them to apply. Please contact the Director of OI3 and/or the CAL FEA or Associate Dean for Personnel for strategies and further resources.

4) Search Committee Members – The members of the Search Committee

   a) Should be familiar with their roles as outlined in the College Faculty Search Handbook, the MSU Faculty Search Toolkit, the MSU Academic Hiring Manual to ensure that best practices are followed for a successful search, including the committee meeting with the College FEA.

   b) Must meet with each of the candidates at each stage of the interview process.

   c) Must commit to the confidentiality expectations of the search, which include the importance of maintaining confidentiality in casual and private conversations about the search, and the imperative to honor the confidentiality request of candidates in perpetuity (not just until the search is over).

5) Primary Staffing Coordinator/Staff Support (Administrative Assistant) – The Department Chairperson will consult with the Fiscal Officer to determine which staff member(s) will assist with the search within the department. If a search is for an external Chairperson or College Center or Program Director, then the contact will be the Dean’s Assistant. The designated staff member(s) and Search Committee Chair should meet at the beginning of the search process to discuss details. See Phase 4 and the Appendix for further information.

The staff member(s) is responsible for the logistics of the following as a support to the Search Committee Chair:

   a) The Primary Staffing Coordinator will have the main responsibilities of a job posting and by default, will receive all system-automated emails.

   b) Schedules search committee meetings.

   c) In cooperation with the Search Committee Chair, manages and communicates with applicants.

   d) Handles all of the personal information around scheduling with candidates to avoid having these issues impact selection decisions.

   e) Schedules first round interviews (Zoom if needed)
f) If needed, takes care of the logistics in creating an on-campus interview schedule and refers any question regarding the schedule content to the Search Committee Chair.

g) If there are follow-up on-campus interviews, take care of the following and see the section on on-campus interviews for more information. See the section on on-campus interviews for a more detailed list of Search Committee Chair and staff roles.

i. Airfare & Hotel
ii. Welcome Basket (contact admissions)
iii. On-campus interview schedule, including Breakfast/Lunch/Dinner Meetings as outlined by the Search Committee Chair – per list of locations from the Dean’s Office.
iv. If presentations are to be recorded – determine who does this and get candidate permission
v. Schedule meeting with Realtors (per Dean’s Office list)
vi. Process payments for travel reimbursement/per diem, direct bill meals
vii. Qualtrics faculty feedback survey

Primary Staffing Coordinators can complete the following tasks within the PageUp System:

a) Review and manage job postings and their statuses
b) Manage and communicate with applicants
c) Schedule interviews and other events
d) Check applicant’s references
c) Manage employee onboarding tasks (Unit if tenure home is there)

6) Working with the Dean’s Office for Administrative Searches –
The College Unit Human Resources Coordinator will have the main responsibilities of job posting and by default will receive all system-automated e-mails. The tenure home unit’s Primary Staffing Coordinator will manage employee onboarding tasks, once a hiring decision has been made.

The Dean’s Assistant will take care of the search logistics with some help from the unit in specific instances. There needs to be an initial meeting between the Search Committee Chair, the Dean’s Assistant, and unit search support staff.

7) Associate Dean for Personnel, Administration, and Undergraduate Education –
The Associate Dean acts as a resource for Department Chairs and Center/Program Directors (and Search Committee Chairs in the case of an administrator search) concerning CAL academic personnel matters and is available to answer any questions they have or to provide additional information or training when needed. In order to help ensure a successful faculty hire, this position oversees College search processes and works with the Faculty Excellence Advocate to ensure that searches follow federal and state laws, MSU policies and procedures as outlined by Academic Human Resources and Human Resources, as well as College of Arts & Letters policies. Please do not hesitate to contact the Associate Dean with any question or concern.
Phase 1: Search Approval Process for Tenure System Faculty

Note: These criteria will be updated/revised for the Spring Ask 2019.

Position Request Criteria

Any new hire, and therefore any position request, must be justifiable under one or more of the following categories:

1. It is necessary to maintain program integrity.
2. It responds to large student demand.
3. It fits well with future directions of the profession.
4. It fits well with strategic directions of the unit.
5. It builds on an area of demonstrable strength.

Among those position requests that meet one or more of these minimum requirements, highest priority will be given to those that meet one or more of the following criteria:

1. It protects a unit that has recommended and undergone a tenure denial.
2. It protects a unit that resisted filling an approved position in a previous year because of an insufficiently qualified pool.
3. It responds to a College-wide or cross-college initiative.
4. It takes advantage of a funding opportunity from outside the College.

Usually, positions are requested in the Department’s Spring Ask. Positions that have been approved by the Dean will receive a search approval letter during the following summer. The letter contains important information about the position and search.
**Suggested Search Timeline**

Note: this timeline outlines a standard search plan that starts in the fall. The weeks indicated help with planning searches that don’t start in August/early September.

**Spring Ask:** Department submits position requests.

**Spring/Summer:** Dean’s Office notifies units of search approvals.

**August/early September:** Search Committee receives charge/meeting with FEA/finalize job description/post position. Guidance on setting an initial review date for applications - allow 2 weeks for College/AHR/HR/OI3 approval and then 4-5 additional weeks for candidates to apply. Note: Once in a while HR takes an additional week to approve these (happens more in the spring), which is why the date a total of 7 weeks out is suggested.

**October/early November** (allow ca. 2 weeks): Review applications & make the first cut.

**November/early December** (allow 3-4 weeks): College approval, Skype/Zoom interviews and second cut.

**Early Dec./January/early Feb** (allow 3-5 weeks): College and OI3 approval, on-campus interviews and final review and candidate recommendations.

**February/early March:** (allow 3 weeks): College approval (Provost if offer with tenure), offer negotiations and signed offer letter. The offer letter should give the candidate at least one week to sign the contract.
Creating the Search Committee and Posting the Position

A. Search Committee Information

____ 1. Search Committee Composition

“Experience has shown that search committees with at least five members and at most nine members are most effective.” See *Handbook for Faculty Resources* below for further information. Occasionally a search committee member must drop out for a variety of reasons, this change and their replacement needs to be approved by the Office of the Dean and documented in the PageUp System.

Refer to the unit bylaws and the *Handbook for Faculty Resources with Special Reference to Affirmative Action*

https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/search_committee.html

____ 2. Search Committee Toolkit

Refer to the MSU Search Committee Toolkit Sections 1-4

https://www.adapp-advance.msu.edu/files_adapp-advance/content/FacultySearchToolkit-final.pdf

Note: if the unit advisory committee writes the job description for the Search Committee, it is important that they consider the procedures outlined in the MSU Search Committee Toolkit and Affirmative Action as well.

____ 3. Meeting with Faculty Excellence Advocate (FEA) at First Search Committee Meeting

The FEA Amy DeRogatis must be included in the first meeting of the Search Committee where the FEA will give a presentation on best practices in writing a job description and conducting a search as well as an overview of their role in the search process. The FEA also needs to be included in the campus visit agenda for all on-campus interviews. This needs to be an individual 30-minute meeting with each candidate in a separate space reserved for this purpose.

B. Writing the Job Description

____ 1. Information to include:

See sections 3 and 4 of the MSU Search Committee Toolkit. A specific and concrete position description will have several beneficial effects:
a. it forces the Search Committee to focus on exactly what it desires in a candidate and to articulate its expectations;
b. it provides guidelines by which applicants will be evaluated;
c. and it encourages a self-selection process among potential applicants by allowing them to screen themselves for consideration.

A well-conceived and well-written position description will also aid the Search Committee at the interview stage. Since interview questions must be job-related they should flow from the elements of the position description. See the example in the appendix.

While position descriptions may vary widely, descriptions of academic positions which are submitted as part of the position approval process must include the following elements:

a) rank and/or title;
   1. Tenure system (assistant professor). You may wish to have an “open rank”; e.g., “assistant or associate professor” if this has been preapproved.

b) department/unit;
   1. For an administrative or supervisory position, the office or individual to whom that position reports should be included.

c) appointment basis; i.e., academic year or annual year.

d) include starting date of position (if known).

e) description of responsibilities and duties
   1. Responsibilities for TS faculty must include a statement regarding contributions to the College general education program (e.g. will engage in an active program of teaching (normally, two courses per semester), research and service/outreach, including teaching in the College of Arts & Letters’ general education program in the Interdisciplinary Arts and Humanities."

f) specific qualifications such as degree, license and experience requirements;
   1. Be sure to clearly separate required qualifications, desired qualifications, and areas of specialization if applicable.

g) special instructions to applicants: Review of applications will begin xxxx, xx, 20XX and will continue until the position is filled. Applications must be submitted electronically to the Michigan State University Human Resources web site http://careers.msu.edu/. Qualified applicants should submit

   i. a) a cover letter
      b) current curriculum vitae
      c) a statement of teaching / research philosophy that highlights your alignment with some of our desired qualifications
      d) a summary of your experience with diversity in the classroom and/or in your past or planned research endeavors, any experience mentoring diverse students or faculty, any experience mentoring diverse students or community outreach initiatives, and an explanation of how you will advance our goals of inclusive excellence
and the names and 
e) email addresses of 3 potential referees.

1. **Note: If the position is a senior hire, write e) email addresses of 4 potential referees of equal or higher rank.**
2. **If the position is an administrative one, write e) email addresses of 4 potential referees who can comment on administrative ability and/or quality of scholarship/teaching, 3 referees must be of equal or higher rank.**

h) For more information, contact name, Chair of the Search Committee, Department of XXX, email address or phone number.

i) Persons with disabilities have the right to request and receive reasonable accommodation.

### 2. **CAL Diversity Language**

The College of Arts & Letters promotes an academic and organizational culture which actively seeks out and strengthens diverse voices and perspectives among its members in order to achieve true excellence. The College of Arts & Letters is interested in candidates of all backgrounds who are committed to the principle that intellectual leadership is achieved through open access and pro-active inclusion.

*Plus the department language if you so choose - The Department has a strong institutional commitment to diversity in all areas and encourages candidates from underrepresented groups. We favor candidates who can contribute to the College of Arts & Letters' distinctive educational objectives, which promote interdisciplinary perspectives, intercultural understanding, and values diversity and inclusion as essential to achieving excellence.*

### 3. **MSU Affirmative Action Statement**

*MSU is an affirmative action, equal opportunity employer. MSU is committed to achieving excellence through cultural diversity. The university actively encourages applications and/or nominations of women, persons of color, veterans and persons with disabilities.*

### 4. **Reference Letters**

It is increasingly becoming the norm to request reference letters after the first cut is made. The College highly recommends this. If the Committee feels strongly about requesting letters from the beginning this should be indicated in the job description. Whether these have all been received in time must not be a criterium for eliminating applicants from the first cut. The committee should allow at least 2 weeks to get letters from the referees. They must be reviewed by the search committee before a second cut
is made. See pages 48-53 of the Primary Staffing Coordinator Guide for directions on how to request reference letters. A search for an administrative position may request references after the second cut due to search confidentiality issues for the applicants.

5. Department Chair/Director: Determining the Salary Range

Department chair/director should look at the salaries in their departments, in the CAL cohort and at other peer institutions, and suggest a salary range to the Dean for approval.

6. What Information to Send to the Dean’s Office for Approval

Submit the following information to Sonja Fritzsche (fritzsc9@msu.edu) and copy Dawn Lehman (lehman@msu.edu).

1. Position description
2. Proposed salary range
3. Search Committees Members
4. Where to advertise the position

NOTE: The Dean’s Office makes every effort to prioritize the faculty search approval process. After it leaves the College, it is standard for two weeks to pass before Human Resources has approved the position for posting. Please allow for this when you write the job description. During peak search times, this has been known on occasion to take three weeks. Only after Human Resources (and Provost) Has Approved You May Go Ahead and Advertise the Position.

IMPORTANT NOTICE REGARDING ADVERTISING: The position cannot be advertised until the posting has been approved by the Provost. The Primary Staffing Coordinator will be informed of the approval via email from Careers@hr.msu.edu and this will include the job ad number that needs to be referenced in the advertisement for the candidate to find the posting on the MSU job site.

C. After Dean’s Office Approves the Position Description, Salary Range, and Search Committee

1. Submit the Academic Position Request and Attachments in EBS

For Primary Staffing Coordinator: Once the description has been approved by the Associate Dean you will be notified by the Dean’s Office. You will then complete the Academic Position Request form in EBS for approval of chair/director, Dean and Academic Human Resources.

Note: Attach the job description in a Word document to the Academic Position Request form in EBS
2. Important information when filling out the Academic Position Request Form.

For Primary Staffing Coordinator:

a) Please list the Department Chair so that they can access the applicants and Dawn Lehman as a Primary Staffing Coordinator backup.

b) Affirmative Action Advocate on Academic Position Request Form

When filling out the Academic Position Request, you will need to include the name of your affirmative action advocate in the Search Committee box as well as the affirmative action box. Otherwise they won’t get access to the candidate pool and documents.

c) Posting Snapshot

The new academic position request form asks for a “posting snapshot” - it may be best to have the Search Committee come up with this snapshot, which is a small blurb of the position that appears in an abbreviated position list in the system. https://hr.msu.edu/pageuphelp/documents/posting-snapshot-tip-sheet.pdf

D. After Human Resources Has Approved You May Go Ahead and Advertise the Position

1. Tenure Search Advertising and Other Expenses

Tenure system search expenses are a maximum of $5,000 (Contact Ken Desloover if additional funding is needed).

It is expected that three finalists will be brought in for on-campus interviews. Exceptions can be made for unusual situations with prior approval from the Dean’s Office. Allowable expenses that can be covered by the College funding include:

a. Advertising
b. Direct candidate expenses (airfare or other travel, lodging and meal expense); to contain costs, meal expense reimbursements should be used for Chairperson and/or department faculty to accompany the candidate to a breakfast, lunch or dinner (with a recommended maximum of up to five faculty at a meal, including the chairperson; see the College alcohol reimbursement policy; no spouse reimbursements will be accepted).

Other expenses allowable by MSU policy beyond that covered by the College maximum of $5,000 funding may be borne by the unit, including search committee member’s travel to conventions, additional faculty attendance at a meal with the candidate, or reception costs.

Once all search expenses have been accumulated on the department account, the unit should initiate a Distribution of Income and Expense from the department account to GA100028
FSRCH. The DI should include a list of the expenses being moved and the edoc numbers associated with the expenses."
In the case of faculty searches conducted jointly with other colleges, the Dean may approve additional allowable expenses. Please feel free to contact the Dean’s Business Office, if you have unusual cases or requests.

Please follow the MSU MANUAL OF BUSINESS PROCEDURES for appropriate expenses http://ctlr.msu.edu/combp/.

______ 2. Recruitment Strategies

Where do we find good candidates? What does it take to have a successful search? Where do we find people with the background needed to be successful? How do we ensure that all qualified candidates hear about and are motivated to apply to this position?

To increase the applicant pool, departments may utilize a variety of recruiting sources. A list of possible recruitment tools follows. The university now centrally funds advertising of faculty and staff positions to Inside Higher Ed. For diversity and inclusion recruiting help, contact the Office of Inclusion and Intercultural Initiatives (OI3).

- MSU job posting website
- MSU placement services
- MSU Alumni sources
- Employee or colleague referrals
- Professional recruiters
- Radio advertising
- Digital or print advertising (it is strongly recommended that Graystone Group Advertising be used for placement in all of the following advertising sources)
  - Professional organization lists or publications
  - Minority faculty organization lists
  - Other Digital Ads
  - HighEdJobs.com
  - H-Net Job Guide
  - Monster.com
Phase 2: Making the First Cut

1. Best Practices in Reviewing Applicants

*MSU Search Toolkit* section 5
“Your search may proceed through several stages, but all candidates in the pool at each stage must receive the same treatment and opportunity to compete for the position. Thus, for example, you may not require that a subset of candidates travel to a national professional convention for further screening with the Search Committee in order to be considered for the position. Further screening of the subset may occur at a professional meeting, but other qualified candidates in the subset may not be excluded from consideration if they are not in attendance and must be given similar opportunities to reach the next stage of the search. It is best practice to interview all applicants who meet the minimum requirements outlined in the job description if working with a small pool.”

2. First Round – Applicant Screening

Advertise and recruit to assemble a solid applicant pool. Review applications and create a list of candidates for the first round of interviews. The Search Committee chair should make the initial contact with the candidates to offer them an initial interview and inform them that the administrative assistant will follow up with them to schedule the actual interview. The staff member should ask the candidate if they need any special accommodations in scheduling the interview and, should they, the information must remain confidential.

**First-Round Disqualifications:**
At the end of the selection process for first-round interviews, all applicants must either be assigned to “first-round interview selected” or one of the following statuses:

Disqualified for a first-round interview:
1. Interview not selected – more qualified candidate selected – licensure
2. Interview not selected – more qualified candidate selected – certifications
3. Interview not selected – more qualified candidate selected – education
4. Interview not selected – more qualified candidate selected – experience
5. Interview not selected – more qualified candidate selected – education and experience

Selected for a first-round interview yet not interviewing:
1. Interview – declined by applicant
2. Interview – applicant failed to show for interview
3. Interview – applicant failed to return calls
4. Interview – applicant withdrew prior to interview

**Note:** When changing applicants to a disqualification status in *PageUp*.
If the Primary Staffing Coordinator selects the “no” radial button when placing the applicant in the “not selected for interview” status, the applicant will not receive an email notification. However, if the applicant logs into their applicant portal to check the status, the status will read, “not selected for interview.”

For candidates you are unsure about, please keep a list of dispositions and inform your Primary Staffing Coordinator to update the application status only after the finalist signs the offer letter. Please make every attempt to ensure all Search Committee decisions are being recorded.
For courtesy to the applicants, MSU Human Resources encourage units to update the application statuses of candidates who you would never consider interviewing. For example, the applicant has an Associate’s degree but a Master’s degree is required for the position. In this case, updating the application status sooner rather than later could provide the applicant with a better experience since they are not left holding out hope for a position that they would never be considered for.

3. **Dean’s Office Approval of the First Cut List**

Department Chairs/Directors: Please provide the information below to Associate Dean Fritzsche (fritzsc9@msu.edu) and copy Dawn Lehman (lehman@msu.edu). The Department Chair/Director will need to include both the signed committee letter signed by the Search Committee Chair and the Department Chair/Director email endorsement must be sent to the College. Note that this documentation is very important should it be needed in the future as verification of how the search was conducted. Once Associate Dean Fritzsche approves the first-round list, please move the applicants to proper status in PageUp. See the appendices for an example of a first cut letter.

1. Posting number
2. Total number of applicants (there is no need to provide demographic information)
3. List of committee members and their roles on the committee
4. List of applicants selected for first-round interviews and provide short paragraph rationale for selecting them
5. List of next five to ten applicants not selected and a short paragraph of detailed reasons for disqualification

**Note: The Office of Inclusion and Intercultural Initiatives (OI3) only needs to approve the list for the final interviews (“second round”).**

4. **Proceeding with the Screening Interview on Zoom or Skype**

After the first cut is made, reference letters should be requested if the search is not an administrative one. Skype/Zoom interviews should be scheduled, held, and the Search Committee should follow a similar procedure that it did for selection during the first round, now also including the information from the screening interviews and reference letters. See the MSU Faculty Search Toolkit for best practices in conducting Skype/Zoom interviews. If there are internal candidates, it is important for all candidates to be interviewed in the same way with the same questions. For instance, if some candidates are interviewed via Zoom, then all candidates need to be interviewed in this way. Please ensure full confidentiality for this internal candidate and conduct interviews in a discrete location. Some committees might choose to share the questions ahead of time to provide time for more in-depth discussion. See the sample template for an e-mail that might be sent to each candidate at this stage ahead of the Skype/Zoom interview in the Appendix. See also Phase 3.
Phase 3: Making the Second Cut

1. Search Committee Review

Once the interviews are complete and the second cut has been made (see step 4 of Phase 2), follow these steps in the PageUp system:

Identify the interview list by placing the appropriate candidates for interview in one of the following application statuses:

- Interview Recommendation – Onsite
- Interview Recommendation – Alternate

2. Dean’s Office Approval of the Finalist List

The applicant pool and interview list must be approved prior to scheduling and conducting on-campus interviews. Approval must be obtained by the Chairperson/Department Head, Dean designate, College FEA and OI3.

Department Chairs/Directors: Please provide the information below to Associate Dean Fritzsche (fritzsc9@msu.edu) and copy Dawn Lehman (lehman@msu.edu). Both the signed committee letter and the Department Chair/Director email endorsement must be sent to the College of Arts & Letters. Note again that this documentation is very important should it be needed in the future as verification of how the search was conducted.

- Posting Number
- Total number of applicants. There is no need to provide demographic information. OI3 has access to this information and will use it in their approval process.
- A list of the committee members and their role on the committee.
- List the applicants you are interviewing and rationale for selecting these applicants.

Academic Final Interview List Approval Form

https://u.search.msu.edu/index.php?client=Human+Resources&siteSearch=hr.msu.edu&analytics=UA-4768763-1&q=academic+interview+list+approval+form

Send Academic Finalist Interview Approval Form with Department Chair’s or Director’s signature.

- Dawn will get Associate Dean Fritzsche’s approval and Faculty Excellence Advocate approval and return to the department. The department’s Primary Staffing Coordinator will then upload the Interview List form and the search committee report into PageUp and send forward to OI3 for approval.
- Once OI3 approves, the Primary Staffing Coordinator will receive an email of the approval and the finalists may be contacted to schedule interviews.

Once signatures have been obtained, the department Primary Staffing Coordinator will upload the signed Academic Final Interview List & the Search Committee report in Manage jobs, Edit to the Documents tab of the Job Card.

- On the Job Card, click on the Documents tab.
b) From the Select drop-down menu, choose Document from a file.
c) The Upload a new document window will display.
d) Click the Upload file button to upload the signed form.
e) Ensure that the selected document category is Interview Approvals.
f) Enter a Title for the document.
g) Click the Save and close button.

**Note: The Office of Inclusion and Intercultural Initiatives (OI3) must approve the list for the final interviews (“second round”) before any candidates are contacted to schedule an interview.

### 3. Office of Inclusion and Intercultural Initiatives (OI3) Approval of the Finalist List

You must complete the following steps to get your job approved by OI3. Send the interview list to Compliance Panel (I3) for approval:

a) Use Bulk move to change all applicants in an Interview Recommendation status to the Interview List Sent to Compliance Panel (Compliance Panel Review) application status. Click Next.
b) On the following page, update the job status from Interview to Compliance Review by clicking on the Yes button.
c) Click the Move now button.

Once the interview list has been approved by OI3:

a) The Primary Staffing Coordinators will be notified via email that OI3 has approved the interview list and they may proceed with scheduling and conducting interviews.
b) The applicants on the interview list will be in the Interview Approved by Compliance Panel (OI3) application status.
c) The job status will be Interview.

**Note: You may not conduct second round interviews until the Affirmative Action Officer in OI3 approves the second round interview list. You will be notified via email.**

At the end of the selection process for second round interviews, all interviewed applicants must either be assigned to “second-round interview selected” or one of the following:

First interview completed but not selected for a second interview:

a) Interview not selected – lack of technical skills
b) Interview not selected – lack of analytical skills
c) Selected for a second interview but does not interview
d) Interview – applicant withdrew after interview

You can keep a list of dispositions and update the application status after the finalist signs the offer letter.

### 4. After the Finalist List Has Been Approved

With the exception of special circumstances, only 3 finalists are invited without approval
of the Dean. If you are recommending more than 3, the chair/director will need to include in the email detailed rationale explaining why an additional finalist is necessary. Please send to Dr. Fritzsche and copy Dawn Lehman.

Call the Dean’s Administrative Assistant to schedule interviews with candidates coming to campus, 355-4597. Make sure also to include the FEA in the interview agenda as noted above. Provide their campus visit schedule and curriculum vitae at least 3 business days before they arrive.
Phase 4: On-Campus Interviews & Final Decision Approvals

1. CAL Policy on Scheduling On-Campus Interviews

The Search Committee Chair, in consultation with the Department Chair, oversees all administrative tasks of the Search Committee and is thus in charge of determining the schedule for on-campus visits and who the candidate will meet with. The Administrative Assistant will take care of the logistics and refers any question regarding the schedule to the Search Committee Chair. Administrative Assistants should handle all of the personal information around scheduling to avoid having these issues impact selection decisions. It is essential that the Search Committee Chair and the Administrative Assistant meet in person prior to the scheduling of on-campus interviews to discuss the scheduling process and make sure that each person understands their roles. We want the candidates to have the best possible experience on campus. Providing a well-organized, set schedule for each candidate prior to the visit makes the experience easier and reflects well on the College. See also section 5.6 of the MSU Faculty Search Toolkit.

1. The Search Committee Chair should make the initial contact request for an interview and indicate once the candidate responds with positive interest that the administrative assistant will be contacting the candidate to schedule the interview.

2. When the staff assistant makes the follow-up contact call or e-mail, please ask about the following information. Here is some sample wording:

On behalf of the Committee searching for a new of at Michigan State University, we will start working with you to book your flight. We have on our calendar these dates for your visit:
Arrival: ______
Campus visit: ________
Departure: ______

If you could, please send me the following information which will help us get a jump start on your reservation. Also, if you have a preferred travel schedule (dates, times, airline, flight numbers, tentative schedule), please send that to me and we can try to see if they can book those flights (out of your preferred airport) or match those flights closely.

a. Your full name as it appears on your travel document/Identification that you will use at the airport
b. Date of Birth
c. Citizenship
d. Your full home address, including country
e. Are you a resident alien or non-resident alien in the United States, and if yes, which one?
f. Emergency contact 1: Name, email, phone number
g. Emergency contact 2: Name, email, phone number
h. Frequent flyer number or Airline member number for any airline we may be using to book your ticket
i. Preference for window or aisle?
j. Your preferred airport for traveling out of/returning home to
k. Cell phone number (phone you will travel with)
l. Do you have any dietary restrictions? (If yes, we will accommodate your restrictions)
m. Do you have childcare needs, or have any nursing or child-related accommodations that are needed? (If yes, we will provide these accommodations. The College will cover the costs associated with these services).

n. Do you have any accessibility (mobility issues), and if yes, how would you like us to address them?
o. Do you need any other accommodations?
p. Before your visit, would it be okay if we publicly announce aspects of your visit on flyers, including departmental websites? All advertising stays internal at MSU.

q. When you are here, would it be okay for us to record aspects of your visit (i.e., a talk we will ask you to give)?
r. Do you wish to meet with a realtor at the end of your visit?
s. Complete one of the attached tax forms for reimbursement from MSU for your travel to/from campus or airport (W9 if an American Citizen, W8BEN, if not), then scan it and return it to me via email.
t. Also note that at least a week before your visit, we will provide you a full schedule of your visit, along with a list of when, where, and with whom you will meet. We will pick you up at the airport, or arrange for your travel to and from the airport, and we will ensure you get from point A to point B during your stay with ease.

3. It is the Search Committee Chair’s responsibility (with staff logistical support) to create and maintain the schedule including these considerations:

a. All activities and people meeting with the candidate. Each individual must be listed on the schedule prior to the visit and given to the candidate before the visit. Names and affiliations of all people should be listed on the schedule.
b. The candidate should not meet with anyone who does not work at MSU. No donors and no alumni. The candidate should only be interviewed on campus with the exception of off-campus dinners with the search committee.
c. If a candidate has an interdisciplinary interest, for recruitment purposes, it is recommended that they meet with relevant faculty or have the opportunity to tour a relevant facility. If this option is available for one candidate, then these types of meetings should be made available to every candidate to preserve search equity.
d. The Administrative Assistant is the only person who adds to or subtracts from the candidate’s schedule in consultation with the Search Committee Chair. Other faculty do not make changes to the schedule.
e. Make sure that the job talk and any other open times in which faculty, students, or staff may meet with the candidates are announced in advance to ensure the transparency and openness of the search.
f. Changes to the schedule should not occur during the visit.
g. Make sure to schedule time with: the Dean (or Associate Dean for Personnel, Administration and Undergraduate Education, if the Dean is unavailable), the Chair of the unit, unit staff, any relevant Center or Program Directors and the Faculty Excellence Advocate.

4. Best practices for campus visits:
a. Provide an information packet for all candidates (e.g. map, departmental literature, College literature, schedule, etc.). If you cannot do this before the visit, have it waiting at the hotel or give it to the candidate as soon as they are on campus.

b. When possible, try to arrange for two people to be with the candidate throughout the visit.

c. There should be some non-interview (breaks) times in the schedule for the candidate.

d. The candidate should not be required to travel during religious holidays.

e. The candidates should not be driven in cars by students. It is best if faculty do this and not staff, as it is a chance for conversation with the candidate.

f. It is best if faculty or students walk the candidates from one building to another. This is another chance for conversation.

g. Everyone meeting with the candidates should review the acceptable questions listed in the Section 5.10 of the Faculty Search Toolkit
   https://www.adapp-advance.msu.edu/files_adapp-advance/content/FacultySearchToolkit-final.pdf.

h. Just before the candidate arrives on campus, the Search Committee should use Qualtrics or another means to distribute a candidate feedback survey to faculty, students, and staff for use by the Committee in making their final recommendations to the Chair/Director. Distributing this ahead of time gives everyone the opportunity to fill it out as they meet with the candidate. See examples in the appendix.

5. If the search committee wishes to record the job talk

   a. Ask the candidate for permission in an e-mail before the campus visit and save this as a pdf for the record.

2. After the Final Recommendations are Determined – Approval by Dean’s Office

   The Department Chair will provide all together to Dr. Fritzsche (please copy Dawn Lehman)

   a. The report of the Search Committee with rationale of the pros and cons of each candidate modeled on the first/second cut letters and with the signature of the chairperson of the committee on the report. Note: the candidates should be listed as “acceptable” or “unacceptable”.

   b. The Department Chair’s statement/endorsement of the report, which may be in the form of an e-mail.

   c. A draft letter of offer with no identified top candidate and without suggested starting offer salary. See appendices for examples.

The Office of the Dean reviews the materials and you will be notified if any changes need to be made for additional search documentation or to the draft offer letter. The Office of the Dean will then work with the Department Chair/Director to select the best possible candidate from among the final recommendations. If this first offer is not successful, then the Office of the Dean will work with the Department Chair/Director as to how best to proceed based on the
recommendations. If the search is for a College unit administrator, then the Dean will work with the search committee chair.

**Note:** If the position is a senior hire, please see the Appendix for the policy on approval of an offer of an appointment with tenure at the rank of Associate or Full Professor. The Department Chair should inquire with Associate Dean Fritzsche before beginning this process as there are a number of approval steps at the Department and the College level before final approval can be requested by the Dean from Academic Human Resources.
**Phase 5: Making the Offer**

___ 1. Have you received approval to make an offer from the Dean? If not, go back to Phase 4. If yes, please proceed on to the next step.

___ 2. Once the Final Candidate has Been Approved by the Dean’s Office

Once you have the Dean's approval, the Department Chair contacts the candidate, makes a verbal offer by phone, and negotiates the terms of the appointment. For approval of any changes from conditions outlined in your draft letter, consult with Dr. Fritzsch. Send the official written letter of offer (or email) to candidate giving a deadline of at least two weeks from receipt of letter to reply. If the search is for a Department Chair or College-level Program or Center Director then the Dean makes the offer.

___ 3. After the Candidate Accepts the Position

a. Once you have received a letter from the candidate accepting the position, and the HireRight has come back with satisfactory results, complete the appointment paperwork in EBS.

b. Please send final version of the letter of offer to Dawn Lehman.

c. After consulting with the Associate Dean, the Department Chair should notify the other candidates that the position has been filled. (Search Committee Chair if the search is for an administrator.)

**Sample rejection letter wording:**

"Thank you for your interest in the position of Chairperson of the Department of XXXX in the College of Arts & Letters at Michigan State University. We really enjoyed meeting you and getting to know you better during your visit to campus.

Our choice was a difficult one, but after careful deliberation, we have chosen another candidate who seems like the best fit for our department. We appreciate the time you took in the application process. On behalf of the Department faculty, we wish you the best in your future plans."

d. Contacting CAL Technology Office for New Faculty Computer

Once an offer has been made and accepted, please contact Russell Werner, wernerru@msu.edu and let him know the name of the new faculty member, their email, and start date. He will also need to know if they had anything extra in their offer letter that they are expecting as far as their computer and the technology and who will be funding it. This communication can be done in connection with the normal July e-mail to Russ concerning department computer needs for the coming year unless there are special considerations.
HELPFUL SEARCH INFORMATION

The Faculty Search Toolkit – a Resource for Search Committees, Administrators and Staff.

http://www.adapp-advance.msu.edu/files_adapp-advance/content/FacultySearchToolkitFall2013.PDF

The Academic Hiring Manual should be used as a more detailed guide to hiring.

https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/academic-hiring-manual/index.html

PAGEUP INSTRUCTIONS & GUIDELINES

https://www.hr.msu.edu/ua/pageuphelp/

ADVERTISING

Graystone is an advertising company that works with MSU and makes it easy to post in a variety of places. Just contact them with your description and where you would like it posted and they will give you a quote for the description and help to get it advertised

http://www.graystoneadv.com/
Appendix 1

College of Arts & Letters
Diversity Language for Job Applicants

The following language is to be used in job searches in the College of Arts & Letters.

Diversity Language for Job Descriptions:
The College of Arts & Letters promotes an academic and organizational culture, which actively seeks out and strengthens diverse voices and perspectives among its members in order to achieve true excellence. The College of Arts & Letters is interested in candidates of all backgrounds who are committed to the principle that intellectual leadership is achieved through open access and pro-active inclusion.

Expanded outreach info/language for descriptions:
MSU enjoys a park-like campus with outlying research facilities and natural areas. The campus is located in the city of East Lansing, adjacent to the capital city of Lansing. The Lansing metropolitan area has a diverse population of approximately 450,000. Local communities have excellent school systems and place a high value on education. The University is proactive about its obligations under the ADA, and provides individual accessibility plans to students and employees with disabilities. Michigan State University is pro-active in exploring opportunities for employment for dual-career families, both inside and outside the University, and respects all family forms. Information about MSU’s dual-career support can be found at http://miwin.msu.edu/. Information about WorkLife at MSU can be found http://worklife.msu.edu/. Information about the Academic Advancement Network can be found http://aan.msu.edu/. Information about MSU Diversity and Inclusion Initiatives, including the Diversity Research Network can be found http://www.inclusion.msu.edu/.

The College of Arts & Letters employs 250 full-time faculty with 3300 undergraduates and 175 graduate students enrolled in 24 majors, 38 minors, and 9 graduate programs that are housed in 8 departments and 22 research centers and interdisciplinary programs. These include such outstanding programs as African and African American Studies, American Indian and Indigenous Studies, Jewish Studies and the Center for Gender in a Global Context and the Center for Interdisciplinarity. The College also has a vibrant mentoring program at the College and Departmental levels. It works closely with MSU’s five international centers that receive Title VI funding and is also a long-time leader in international education sponsoring 70-80 study
abroad programs each year. The College also assists faculty developing programs for students within the United States. In 2016, faculty of color made up 25% of the College faculty and students of color made up 28% of its entering undergraduate class.

Language tailored to a unit should also be included: e.g. ongoing research projects with specific groups, or community-based research opportunities; mentoring or faculty development opportunities specific to the unit; teaching opportunities specific to the unit.

Draft language for requesting a diversity statement from candidates:

Qualified applicants should submit
   a) a cover letter
   b) current curriculum vitae
   c) a statement of teaching / research philosophy that highlights your alignment with some of our desired qualifications
   d) a summary of your experience with diversity in the classroom and/or in your past or planned research endeavors, any experience mentoring diverse students or faculty, any experience mentoring diverse students or community outreach initiatives, and an explanation of how you will advance our goals of inclusive excellence and the names and
   e) email addresses of 3 potential referees.

Draft language for inclusion in desired qualifications

- A record of promoting inclusivity in classrooms and academic work environments.
- Research program that reflects the needs of minority or underserved populations.
- Experience incorporating multicultural perspectives into teaching for 21st century leadership.
- Research, teaching, or service that demonstrates an ability to contribute to the College of Arts & Letters commitment to inclusion and diversity.
- Experience working in a diverse environment and/or utilizing a variety of teaching methods designed for broad student success.
- Demonstrated participation in programs designed to promote inclusion.
- Experience or interest in mentoring students from a variety of backgrounds.
- Ability to incorporate multicultural issues into curriculum and classroom conversations.
Appendix 2

College of Arts & Letters
Sample Agenda for Initial Search Committee Meeting

1. Department Chair (or Dean if administrative) Charge to committee
2. Faculty Excellence Advocate training
3. Selection of Search Chair and Affirmative Action Advocate
4. Write and/or review posting description (include posting snapshot)
5. Determine advertising sources and talk about recruitment strategies
6. Committee’s general availability for Zoom/campus interviews
Appendix 3
College of Arts & Letters
Sample First Cut Letter

Note: If there is only one cut for a non-tenure system search, additional detailed pros and cons of the top group of candidates need to be included in this letter, since there will be no second cut.

[Date]

Dear xxxxxxxx,

The Search Committee for the [position name] has completed the review of applications for a [type of appointment] at the rank of [which ranks included] in the College of Arts & Letters, to start [starting date] (Posting: [posting number]). We would like to schedule Skype/Zoom interviews with the first cut candidates. The search committee consists of xxxxxxxxxx (chair) in [Department], xxxxxxxx in [Department or Program] (diversity advocate), xxxxx in [Department or Program], xxxxxxx in [Department of Program], etc.

There were [total number] applicants total who applied before the deadline. Of those, [number] were selected for the first round of interviews. [number] were not. [If the pool is not diverse, justification is needed].

In making their decisions, the committee selected qualified applicants who were eligible for the position of …………. We required applicants to have significant experience in…….. We also required a strong diversity statement. We preferred candidates with knowledge of …….. and experience in…………

First cut: [Include how many candidates you have selected. They do not need to be in ranked order at this point, but can be if you wish. Ideally should be a list of between 10-12 candidates to ensure that the second cut can be made from a solid pool of candidates].

Candidate 1: degree attained, current position, short paragraph rationale for why the committee included this person.

Candidate 2: degree attained, current position, short paragraph rationale for why the committee included this person.

Candidate 3: degree attained, current position, short paragraph rationale for why the committee included this person.

Candidate 4: degree attained, current position, short paragraph rationale for why the committee included this person.

Candidates not included: [Please include more detailed rationale for the first 5 candidates that you did not include and then the reason for any remaining candidates]

Candidate 1: degree attained, current position, short paragraph rationale for why the committee did not include this person.

Candidate 2: degree attained, current position, short paragraph rationale for why the committee did not include this person.

Candidate 3: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Appendix 4

College of Arts & Letters
Sample Zoom/Skype Preparation Checklist for Email to Candidate

In the e-mail to each candidate from the Search Committee Chair include the following information:

1) Dear NAME OF APPLICANT
2) How long the Skype or Zoom interview will be and where they will find the link.
3) Include some areas that questions might cover such as what attracted them to this position, how they perceive their strengths would fit into the program, department, and the university, and about information contained in their application dossier.
4) Mention that you will allow them time for questions.
5) Include who is on the search committee by name and program/department.
6) Provide them with the website of the department where they can find further information. You might also provide a short bit of information on the department, the kinds of courses that the position would be teaching or point them to other websites that would be of interest. For instance, the undergraduate major/minor or a specific graduate program. You might also include information about common areas that the program/department collaborates with across campus.
7) Information that might help recruit the candidate such as the availability of research grants with links to more information or other professional development opportunities that would be of particular interest. For instance, you might include:

The department provides funding for creative and scholarly work in the form of XXXX. The College of Arts & Letters offers summer fellowships as well as a number of other funding opportunities that can be found at the following website: cal.msu.edu/faculty/research/funding-opportunities. University grants include the Humanities Area Research Program (HARP): blogs.lib.msu.edu/grants/2017/dec/2017-2018-humanities-and-arts-research-program-production-harp-p-grants. MSU is a national leader in the Digital Humanities and boasts a leading research library with state-of-the-art resources for digital scholarship and teaching. The College’s Center for Interdisciplinarity facilitates collaborative research. More information on these resources can be found at dh.cal.msu.edu and at cal.msu.edu/msuci. The College also has as part of its core work its "Culture of Care" initiatives that foster and sustain inclusive practices. Related strategic priorities include the Critical Diversity in a Digital Age initiative as well as the Citizen Scholars Program. More on these priorities can be found at cal.msu.edu/about/culture-of-care, cal.msu.edu/criticaldiversity, and cal.msu.edu/future-students/citizenscholars.

8) An offer to answer any preliminary questions about the information in this e-mail.
9) A request that the candidate notify the search committee chair should their situation change and they are no longer be interested in the position.
Appendix 5
College of Arts & Letters
Sample Second Cut Letter

Note: Provide additional detailed pros and cons of the candidates interviewed on campus without a ranking.

[Date]

Dear xxxxxxxxx,

The search committee for the [position name] has completed the second review of applications for a [type of appointment] at the rank of [which ranks included] in the College of Arts & Letters, to start [starting date] (Posting: [posting number]). We would like to schedule on-campus interviews with candidates below. The search committee consists of xxxxxxxxxx (chair) in [Department], xxxxxxxxx in [Department or Program] (diversity advocate), xxxxx in [Department or Program], xxxxxxxx in [Department or Program], xxxxxxx in [Department of Program], etc.

There were [total number] applicants interviewed via Skype/Zoom on [this date]. Of those, [number] were selected for the second round of interviews. [number] were not. [If the pool is not diverse, justification is needed].

In making their decisions, the committee selected qualified applicants who were eligible for the position of ……………. We required applicants to have significant experience in……. We also required a strong diversity statement. We preferred candidates with knowledge of ……… and experience in…………

Second cut: [Include how many candidates you have selected for on campus interviews. This rationale should be detailed.]

Candidate 1: degree attained, current position, short paragraph rationale for why the committee included this person.
Candidate 2: degree attained, current position, short paragraph rationale for why the committee included this person.
Candidate 3: degree attained, current position, short paragraph rationale for why the committee included this person.

Candidates not included: [Please include a detailed rationale for any candidates from the first cut who the committee does not wish to include in the second round]

Candidate 1: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 2: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 3: degree attained, current position, short paragraph rationale for why the committee did not include this person.
Candidate 4: degree attained, current position, short paragraph rationale for why the committee did not include this person.

6.29.18

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Appendix 6
College of Arts & Letters
Sample Visitor Profile Survey

**Personal Information**

**Name**
Please format as Last, First Middle (ex. Smith, John Henry).

How do you prefer to be addressed?
ex) Professor, Doctor, Mr., Ms., Mrs., Mx., etc.

**Gender/Sex**
Please enter your gender/sex that is indicated on travel documents.

**Gender Pronouns**
Please select one (or more) of the options listed below.

*They/Them/Theirs*
*She/Her/Hers*
*He/Him/His*
*I would prefer to not disclose this information.*
*Other*

Please type your gender pronouns in the field below.

**Date of Birth**
Please enter your date of birth (MM/DD/YYYY)

**MSU Point of Contact**
Please enter the person who is your main point of contact with Michigan State University.

**In-Travel Contact Information**
(Cell phone, iMessage, email, Skype, etc.)
Accessibility Accommodations Request
(mobility, allergies, etc.)

Other Accommodations Needed
ex) Childcare, nursing space, computer access, etc.

Travel Itinerary

Departure Location
City
State/Province
Country

Date of Departure
MM/DD/YYYY

Destination Location
City
State/Province
Country
Date of Arrival

Date of Return

Emergency Contacts

Emergency Contact #1
Name
Phone
Email

Emergency Contact #2
Name
Citizenship Status

I am...
Please select one option
1. a United States citizen.
2. residing in the United States, but not a citizen.
3. not a citizen of the United States or residing in the country.

Visa Type
(if applicable)

Travel Purpose
Please indicate the purpose of your travel.

Conference/Meeting
External Relations/Development
Teaching/Outreach
Not For Credit Learning
Research
Recruitment
Team
Other
If other, please specify.
Appendix 7a

College of Arts & Letters
Samples On-Campus Visit Schedule

Name:
Cell:
Email:

**Tuesday, April 17**
5:35pm Committee Chair will pick up CANDIDATE from the airport
6:30pm Dinner at XXX with Committee Members
8:00pm Check-in to Hotel
Hotel Address
Reservation Confirmation:

**Wednesday, April 18**
7:30am Committee member will pick up NAME from Name of Hotel
8:00-9:00am Breakfast in hotel with
Committee member will bring CANDIDATE to department
9:30-11:00am Tour of Facilities with
Committee member will walk with CANDIDATE to Linton Hall
11:30am-Noon Meetings in Department
Noon-12:30pm Meetings in Department
1:00-2:00pm Luncheon with Program Faculty in XXX
2:30-3:30pm Meetings in Department
3:30-4:15pm Break/Prepare Teaching Demonstration
4:15-5:15pm Teaching Demonstration (where)
5:15-6:00pm Search Committee Meeting
7:00 pm Dinner at XXX with XXX
9:00pm Committee member will bring CANDIDATE back to hotel

**Thursday, April 19**
7:30-8:30am Breakfast in hotel with XXX
Check out of hotel
XXX will bring CANDIDATE to Linton Hall
8:45-9:45am Meeting with Christopher P. Long, CAL Dean
Committee member will walk with CANDIDATE over to the museum
11:30am-12:30pm Luncheon with department Community (Faculty, Staff, Students) Art Lounge
12:30-1:00pm Set up/Prepare Research Presentation
1:00-2:00pm Research Presentation

*Topic of Presentation*

2:30-3:30pm Break
3:30-5:00pm East Lansing tour and drive to airport

**Realtor name and contact information**

5:00pm Arrive at Lansing Airport
6:00pm Depart via Lansing Airport
# Appendix 7b

## College of Arts & Letters

### Sample On-Campus Visit Schedule

<table>
<thead>
<tr>
<th>Name</th>
<th>Schedule</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Sun. Feb 4</th>
<th>Time</th>
<th>Location</th>
<th>Event</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:15pm</td>
<td>Detroit Metro Airport</td>
<td>Flight arrival</td>
<td>Delta Airlines flight departs RDU at 5:20pm and arrives at DTW at 7:15pm.</td>
<td></td>
</tr>
<tr>
<td>7:45pm</td>
<td>McNamara Ground Trans Ctr</td>
<td>Board Michigan Flyer to East Lansing</td>
<td>Ticket order number</td>
<td></td>
</tr>
<tr>
<td>9:45pm</td>
<td>Marriott Downtown East Lansing</td>
<td></td>
<td>The Michigan Flyer will drop you off at the Marriott Downtown East Lansing. Your room reservation number is</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mon. Feb 5</th>
<th>Time</th>
<th>Location</th>
<th>Event</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45am</td>
<td>Marriott Downtown East Lansing</td>
<td>Breakfast</td>
<td>Faculty name will join you for breakfast and then escort you to your first meeting of the day. Any receipts can be saved and given to NAME (dept staff) for reimbursement.</td>
<td></td>
</tr>
<tr>
<td>9:00am</td>
<td>Wells Hall C-617</td>
<td>Meeting with English Department Chairperson</td>
<td>Dr. Cara Cilano, Chairperson of the English Department will meet with you. After your meeting, NAME will meet you at Dr. Cilano’s office and escort you to the job talk.</td>
<td></td>
</tr>
<tr>
<td>10:00am</td>
<td>Wells Hall B-342</td>
<td>Job Talk - TITLE</td>
<td>Job talk will be recorded.</td>
<td></td>
</tr>
<tr>
<td>Noon</td>
<td>Wells Hall B-342</td>
<td>Lunch</td>
<td>Lunch with graduate students will be catered by Pizza House. After lunch NAME will escort you to Linton Hall.</td>
<td></td>
</tr>
<tr>
<td>1:00pm</td>
<td>Location to be Determined</td>
<td>BREAK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:00pm</td>
<td>Wells Hall B-342</td>
<td>Meeting with Search Committee and Policy Committee</td>
<td>You will be meeting with the search committee and policy committee. After this meeting, NAME will escort you to your next meeting.</td>
<td></td>
</tr>
</tbody>
</table>
### 3:30pm Wells Hall C-728

**Meeting with Faculty Excellence Advocate**

Meeting with Dr. Amy DeRogatis. Dr. DeRogatis is a Professor of religion and American culture in the Department of Religious Studies and is the Faculty Excellence Advocate for the College of Arts and Letters. After your meeting, you will be escorted back to the hotel by NAME.

### 6:00pm Location to be Determined

**Dinner**

NAME will give you a ride to and from dinner. You will be joined at dinner by members of the search committee.

<table>
<thead>
<tr>
<th>Tue. Feb 6</th>
<th>Time</th>
<th>Location</th>
<th>Event</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9:00am</td>
<td>Linton Hall 320</td>
<td><strong>Meeting with Dean of the College of Arts &amp; Letters</strong></td>
<td>You will be meeting with Dr. Chris Long, Dean of the College in his office. After your meeting, you will get a ride back to the Marriott to check out of your hotel room (checkout is before 11am). NAME will walk from Linton and provide ride back to Marriott.</td>
</tr>
<tr>
<td></td>
<td>11:15am</td>
<td>Marriott Downtown East Lansing</td>
<td><strong>Board Michigan Flyer to Detroit Metro Airport</strong></td>
<td>The Michigan Flyer will drop you off at the McNamara Ground Transportation Center.</td>
</tr>
<tr>
<td></td>
<td>3:05pm</td>
<td>Detroit Metro Airport</td>
<td><strong>Flight departure</strong></td>
<td>Delta Airlines flight departs DTW at 3:05pm and arrives at RDU at 4:51pm.</td>
</tr>
</tbody>
</table>
Appendix 8

College of Arts & Letters
Policy on Recruiting Meals

Please note there is a limited pool of funds available for reimbursement of dining expenses. Each meal with a prospective faculty member is limited to six people, including the candidate. The cost of each meal should not exceed $25 per person for breakfast, $25 per person for lunch, and $55 per person for dinner, including any alcohol which may be purchased only at dinner and must be included on a separate bill from food charges. The cost of the candidate meal may exceed these amounts within reason. Unless other arrangements are made prior to the meal, the most senior faculty member is expected to pay for and be reimbursed for the meal. This detail should be made clear to all MSU employees at the meal prior to meeting for the meal.

For more details regarding reimbursement, please contact your Department's fiscal officer. This policy is based on the MSU Business Procedures Manual https://ctlr.msu.edu/combp/mbp45EBS.aspx

Updated 8/1/18
Appendix 9a and 9 b

College of Arts & Letters
Two Models of Sample Candidate Feedback Questionnaire for Qualtrics

What is your role in DEPARTMENT?

NT Faculty or Academic Specialist
TT Faculty
Staff
Other: _____________________

Please indicate which of the following are true for you (check all that apply):

read candidate’s CV
read candidate’s vision statement
attended research presentation
attended teaching demonstration
other _____________________

QUESTION 1: [open-ended response box]
What do you view as this candidate’s strengths?

QUESTION 2: [open-ended response box]
What do you view as this candidate’s weaknesses?

QUESTION 3: [open-ended response box]
Is there any other feedback you’d like to share regarding Professor _______s’ nomination for interim chair?
Appendix 9b

College of Arts & Letters
Sample Candidate Feedback Questionnaire for Qualtrics

Default Question Block

Candidate's Name

Please indicate which of the following are true for you (check all that apply):

- Read candidate’s CV
- Met with candidate
- Read candidate’s scholarship
- Attended meal with candidate
- Read candidate’s letters of recommendation
- Attended candidate’s public lecture
- Other (please explain):

Please rate the candidate on each of the following:

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Good</th>
<th>Neutral</th>
<th>Poor</th>
<th>Unable to Judge</th>
</tr>
</thead>
</table>

- Ability to conduct scholarly research as reflected in the public lecture.
- Ability to conduct scholarly research as reflected in the candidate’s current publication record (e.g., quality publications).
- Potential for scholarly impact (all things considered). Record of obtaining external research funding.
- Potential for obtaining external research funding (willing and able).
Fit with department priorities as reflected in the job posting.

The ability to work with diverse students and diverse groups, and contribute to a climate of inclusion.

OVERALL RATING:

ACCEPTABLE   ACCEPTABLE WITH CONDITIONS   UNACCEPTABLE
Appendix 10

College of Arts & Letters

PROCEDURES FOR GRANTING AN APPOINTMENT WITH TENURE TO ASSOCIATE PROFESSORS AND PROFESSORS

Departments making a senior hire at the associate or full professor level should provide the materials below:

1. Letter from chair and/or dean justifying the recommendation for an appointment with tenure as an Associate or full professor (similar to the justification that chairs write as a part of the promotion and tenure packet).

2. CV

*The wording “Letter from chair and/or dean” is university language that accommodates the smaller colleges in which there are no departments. Letters from the department chair are required in CAL. The Dean will write a recommendation based on the chair’s letter.

3. Four letters of reference from application dossier, which serve as a proxy for the external review letters that would be a part of the packet in RPT cases.

4. Confirmation of support from the unit and/or college RPT committee.

The chairperson of the department will then forward the support to the Dean (please copy Dr. Fritzsche & Dawn Lehman).

5. Dr. Fritzsche will send to the Provost’s office for Approval.

6. We will contact the department when the Provost’s office approves.

7. Please attach the approval to the hiring form when it is processed.

Policy has existed since at least 2012, amended to four letters 8/18.
Appendix 11

MSU Review Process for Appointments Granting Tenure

Note: This section is provided in the handbook for the Department Chair and Primary Staffing Coordinator for the purposes of submitting the needed paperwork.

Recommendations which involve the award of tenure are reviewed successively by the dean, the provost, and the president, who makes the final recommendation to the Board of Trustees (BOT) for action. In order to meet the BOT review obligation, MSU Human Resources must receive the hire action (complete with all required attachments and approvals as specified below) in the HR inbox by specific dates prior to the applicable BOT meeting.

<table>
<thead>
<tr>
<th>Completed Action Due in HR Inbox</th>
<th>BOT Meeting Date</th>
<th>Effective Date of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/6/2017</td>
<td>10/27/2017</td>
<td>On or after 10/27/2017</td>
</tr>
<tr>
<td>11/20/2017</td>
<td>12/15/2017</td>
<td>On or after 12/15/2017</td>
</tr>
<tr>
<td>01/26/2018</td>
<td>02/16/2018</td>
<td>On or after 02/16/2018</td>
</tr>
<tr>
<td>03/23/2018</td>
<td>04/13/2018</td>
<td>On or after 04/13/2018</td>
</tr>
<tr>
<td>06/1/2018</td>
<td>06/22/2018</td>
<td>On or after 06/22/2018</td>
</tr>
<tr>
<td>08/10/2018</td>
<td>09/07/2018</td>
<td>On or after 09/7/2018</td>
</tr>
<tr>
<td>10/6/2018</td>
<td>10/26/2018</td>
<td>On or after 10/26/2018</td>
</tr>
<tr>
<td>11/20/2018</td>
<td>12/14/2018</td>
<td>On or after 12/14/2018</td>
</tr>
</tbody>
</table>

Start date reminders:

Faculty hired with tenure on AY appointments may have start dates between 08/16 – 05/15, after approval by the BOT.

Faculty hired with tenure on AN appointments may start on any date during the year, after approval by the BOT.

The completed action must include the following:

- Offer Letter and Attachments
- Pre-approval Memo (signed by Provost & President)
- Additional Note: Prior to making an offer of appointment that conveys tenure, Academic Human Resources must review the request (per policy). This review is
similar to the official tenure review that occurs every spring as part of the university promotion and tenure process. Please note that these requests are reviewed immediately, but sometimes can take up to two weeks. Once this review occurs, the pre-approval memo will be generated. Requests for offers with tenure are emailed to the Associate Provost and Associate Vice President for Academic Human Resources and must include:

1. The candidate’s CV
2. A letter from the dean and/or chair (with endorsement from the dean) explaining why the candidate should be appointed with tenure (this is similar to the letter that is often included as a part of Form D in promotion packets)
3. Confirmation that the unit and college RPT committee have been consulted (typically, support for the appointment is indicated)
4. Letters of reference (at least four), which serve as a proxy for external review letters
5. Tenure Policy Exemption Agreement (if applicable)

- Adjudicated Background Check
- Completed I-9 or Information regarding completion thereof
- Multiple Appointment Memorandum (if applicable)
- Conflict of Interest Disclosure (if applicable)

Questions regarding processing of appointment may be directed to the HR Solutions Center. Questions regarding policies associated tenure may be addressed to Academic Human Resources.

Information provided by AHR August 1, 2018.
Appendix 12

College of Arts & Letters
Offer Letter: Human Resources Sample & CAL Language

Below is “Sample Tenure System Faculty Offer Letter” from Academic Human Resources which has all of the language needed in a letter of offer for a tenure system position, and below are the College requirements that will need to be included.  
https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/sample_offer_letter.html

Be sure to include all attachments A-E with the letter of offer. Section E should be sent to ora@ora.msu.edu if they are participating in research in any of the categories.

CAL Language for Offer Letter:

Startup Package

As further evidence of our interest in you and our commitment to your success as a faculty member at Michigan State University, we will provide you with startup funding. The startup package, typically made available in three annual installments, includes the following items:

- We will provide you with startup funding of $20,000. The startup funds may be used for reimbursement of moving expenses (this portion is capped at $10,000 and portions of this count as income for tax purposes), professional travel, summer salary, research assistants, book subventions, or other professional expenses. This startup package is being funded by contributions from your department, College of Arts & Letters, the Office of the Provost, and the Office of the Vice President for Research and Graduate Studies. The startup package must be used within the first 5 years of your appointment. See Attachment B for additional detail regarding moving expenses.

- One semester's leave from teaching within the first four years prior to tenure (the timing of which is arranged by mutual agreement with the Department Chair).

- Instructional responsibilities (general area; since specific assignments and the average number of courses taught per semester may change, any information given in this regard should be stated as the candidate's initial assignment).
• Other responsibilities (outreach, service, committee work, department "citizenship").

• General Education: all tenure and continuing system faculty will be expected to contribute in some way and at some time to the general education mission of the College: for some faculty this opportunity will be an instructional or research assignment to CISAH; for others, an assignment to writing courses; others may participate in outreach programs that serve general education objectives; this expectation will be more explicit for some new faculty than for others. What will their specific responsibilities in Arts & Letters be?

• Explanation of the probationary period and the criteria for the award of tenure or continuing status; cite relevant dept, college, and university documents.

• Computer language: "You will be provided with the standard computer package for new faculty for your office”.

• Should the new faculty require additional or specialized equipment, for academic purposes, you should contact the dean’s office and/or the network administrator for assistance. For most purposes, it is recommended that the standard computer package be modified, rather than a completely separate model chosen. This is for several reasons: first the upfront costs are lower, the maintenance costs are much lower, and the resulting equipment will suit the need in almost all cases.

**Important information for special situations to be included in a letter of offer**

**Essential Components for All Letters of Offer**

https://www.hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/offer_letter_components.html

**Essential Components for Special Situations**

https://hr.msu.edu/policies-procedures/faculty-academic-staff/affirmative-action/essential_special.html
Appendix 12

College of Arts & Letters

Acknowledgements

The Associate Dean wishes to thank Dawn Lehman for her dedicated work on revising this search procedures manual. Thank you also to Leann Dalimonte, Deanna Thomas, and Deb Mansel for their support. Thank you to Jennifer Tetreau for the innovative graphic that outlines the search workflow process and to the staff in the various College departments for their invaluable feedback and for contributing examples of correspondence from their search procedures. Thank you to Senta Goertler for her suggestion/resource on a preliminary e-mail for Skype/Zoom interviews and to FEA Amy Derogatis for her input, particularly on developing the on-campus interview scheduling protocol. I also wish to thank David Prestel for the existing manual and all of its detailed information and all of the department chairs and search committee chairs for their input. If I have forgotten anyone who also contributed to this process, many thanks. Suggestions for inclusion in future updates are always appreciated.

This handbook was last updated on September 1, 2018.