Recruitment and Selection Guidelines & Procedures

For Faculty and Related Administrative Positions

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PREFACE

This Guidelines and Procedures manual is premised on the belief that equal opportunity—in the form of open, honest and competitive searches to find and hire the best qualified candidate for each position— is the best way to ensure the quality and competitiveness of the institution. The manual collects in one place the information that you should know in order to fill an academic vacancy. It includes:

- MU procedures for recruiting and hiring faculty and academic administrators;
- Best employment practices, including the answers to many of the most frequently asked questions about hiring (e.g., When do we send rejection letters? How long are we required to keep hiring files?); and
- Special hints (designated by ∞) to improve the likelihood that we will hire faculty who can enhance our diversity efforts.

There is nothing new about the desire to provide equal employment opportunity on the MU campus.* This manual is not radical or even revolutionary. Rather, it reiterates some very basic ideas about what it takes to make our academic hiring practices both more effective and more inclusive. The goal is—and always has been—to open the process wide enough to ensure, beyond any doubt, that we have hired the very best candidates to fill our academic vacancies.

*These Guidelines were first issued in 2000.

Recruitment and selection guidelines and procedures for faculty and academic administrative positions

INTRODUCTION

The University of Missouri is committed to a policy of non-discrimination and equal opportunity in employment practices. Accordingly, with regard to academic positions, the MU Provost seeks to implement procedures (1) to encourage all qualified candidates to apply for employment, including candidates from groups underrepresented in higher education; and (2) to hire the individual who can best fulfill the requirements of a given job. Competitive searches, honestly conducted, ensure that the University hires the best out of a pool of qualified candidates.

Striving for a diverse faculty does not mean and should not be construed to mean that the quality of the workforce will be diminished. Nor does it mean that the University is bound to an inflexible quota system at the expense of quality. Rather, it must be recognized that quality comes in many forms. The quality of the University workforce is enhanced through expansion of the applicant pool and by the inclusion in the workforce of persons with backgrounds previously underrepresented in the academic community.

Qualifications or criteria given consideration in the hiring process may include education, training, experience, skills, aptitudes, and general ability, as well as qualities such as motivation, ability to work with others, etc. However, all selection criteria must be verifiably job-related (i.e., verifiably necessary and relevant to the safe and effective performance of the job) and must be applied consistently to all applicants. Hiring decisions must be made without regard to race, color, national origin, ancestry, religion, sex, pregnancy, sexual orientation, gender identity, gender expression, age, disability, protected veteran status or other prohibited factor.
https://www.umsystem.edu/ums/rules/collected_rules/equal_employment_educational_opportunity/ch600/600.010_equal_employment_educational_opportunity_policy

All recruitment, selection, and hiring of academic employees at MU shall be conducted in conformity with applicable federal and state guidelines for equal employment opportunity. The Provost has the responsibility of seeing that the recruitment and selection process for academic hires conforms to University policy and procedures. Questions regarding the procedure for hiring faculty and members of academic administration should be sent to musrasocprovost@missouri.edu. The Provost will be informed if the recruitment and selection process does not substantially conform to University policy. The Provost may disallow an offer of employment if policy and procedures are not followed.

SECTION A. STANDARD PROCEDURE
FOR FILLING ACADEMIC POSITIONS

The assumption underlying these Guidelines is that all positions require a full competitive search, unless there is appropriate justification to abridge the process. Essentially, this means that as part of our commitment to equal opportunity in employment (EEO) the University is committed to a national recruitment for at least 30 days for all academic positions. **EEO is never waived**, but when necessary to meet other valid interests of the university the process can be abridged.

All benefit-eligible (75% or greater time, 9 months or longer) paid faculty positions, whether for tenured, tenure-track, or non-tenure track positions (including visiting positions), and all benefit-eligible academic administration positions are covered by the following standard procedures regardless of the length or renewability of contract and regardless of whether paid on salary or hourly basis. Exceptions are made:

- In cases where other legitimate interests of the University require an abridged process as set forth in section B, below:
    - in an emergency, i.e., when the hiring unit does not have sufficient time to complete the required procedures;
    - for temporary hires, i.e., when the position is for a term of twelve months or less with no expectation of the possibility of renewal;
    - in other exceptional circumstances where time, cost, or other administrative priorities justify abridging the search in some way;
- For post-docs (http://postdoc.missouri.edu/policies/processes/appointment.php), graduate assistants, and other student-status personnel.

No distinction is made on the basis of funding source. Administrative and faculty positions created by reason of a new grant must be filled according to these procedures. The existence of external grant funding is not a justification for deviating from these guidelines.

If the person (not the position) will be benefit-eligible (as in, they hold two part-time University jobs) then the search is covered by these Guidelines. For example, an internal search for an associate dean or a part-time faculty fellow should be documented as an abridged hire. An exception has been made for the internal appointment (i.e., without an external search) of department chairs, which is a matter for the dean's discretion.

Creating a Position

To start the process of hiring, you will need to complete the Job Opening Approval section of the Recruiting module online. Hiring-related forms are available at http://hrs.missouri.edu/forms/hiring/index.php. To create the opening you will need to know the title of the job you want to fill as well as who will be on the search committee, your recruiting plan, and the text

of your job announcement. Training materials for this process are available at https://www.umsystem.edu/ums/hr/peoplesoft-hr/recruitadmin **No search may commence without the Provost's Office approval.**

JOB TITLE

For purposes of establishing a recruitment, the job title should be the official one tied to university job codes. When drafting the job announcement or ad you may prefer to use another title as set forth below.

Be aware that persons in non-tenurable faculty positions with duties that are "substantially similar" to those of tenure-stream faculty are limited to seven years of employment (unless funding comes from grants or contracts). For non-tenure track faculty titles—especially, ranked non-tenurable faculty—any job descriptions that include teaching, research, *and* service responsibilities would make the position "substantially similar" to that of regular faculty and should be avoided. The position of "Visiting Professor" is an example of a position "substantially similar" to regular faculty; if there is any possibility that the position you seek to fill may exist for more than seven years, a "visiting" title would not be appropriate. (See Section 310.020(A)(2) of the Collected Rules and Regulations, https://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.020_Regulations_Governing _Application_of_Tenure).

SEARCH AND SCREENING COMMITTEE

The Search and Screening Committee is so-called because it fulfills **both** functions and plays a vital role in the hiring process. The Committee's role is to actively search for qualified candidates and to evaluate the applicants according to the stated job requirements and criteria. The Committee provides a variety of values and perspectives, thereby enriching the decision-making process. More importantly, it is hoped that use of a committee will provide a check against biased decision-making and will increase the hiring unit's ability to vigorously pursue all diversity programs.

- **Appointment of the Committee**
  The Committee is usually appointed by the department chair, unit director, dean, or other person who is authorized to make the initial hiring decision. In most cases, the charge to the Committee should be to rank the candidates while identifying the strengths and weaknesses of all the top candidates who would be acceptable in the position. The hiring authority should clarify the charge to the Committee and jointly determine the qualifications necessary for the successful candidate. (At the very least the faculty need to have the opportunity to provide input into the department needs.)

- **Composition of the Committee**
  The Committee should be reasonably representative of the hiring unit. In most instances the Committee should have three to seven members. Membership may include faculty, staff, and students from any department, as well as alumni or other outside constituents when desirable.

Non-voting members should be designated as *ex officio*. Optimally, the Committee will include persons of both sexes and (racial and other) minority group members. All members of the Committee must be provided the opportunity to participate fully in the search and screening activities; all votes have equal weight.

Preparation for the work of the Committee.
Prior to the first meeting of the Committee, all members of the search committee are required by the provost to complete the educational module available at https://diversity.missouri.edu/our-work/faculty-resources/ (including any later versions or substitutions). On request, Committee members from outside the University can be granted access to the module, which is password-protected. Members who have not completed the module in the last twelve months are expected to complete the module again to refresh their knowledge.

- **Responsibilities of the Committee.**
  In all instances the Committee will share with University administration the responsibility for complying with the requirements of the University's Equal Employment Opportunity and non-discrimination policies. This compliance obligation applies to all phases of the hiring process, including but not limited to the establishing of qualifications, evaluation of each applicant's relative merit, interviewing, and record keeping.

  The Committee will be guided by Human Resources Policy 110: Interviewing* See, https://www.umsystem.edu/ums/rules/hrm/hr100/hr110) and such other guidelines as may be available.

  *Note:** HR 110 by its terms applies to non-academic hiring, but the information pertaining to questions that are appropriate in an interview is applicable to faculty hiring as well.

RECRUITMENT PLAN
Some thought is required when it comes to determining your plan of recruitment: What does it take to succeed in this position, and 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 actually apply for our open position?

MU may approve a search utilizing only electronic recruiting media; but be advised that for labor/immigration purposes a print ad may be required. See, https://international.missouri.edu/come-to-mu/faculty-staff/info-for-departments/hiring-h1b-scholars/recruiting.php

∞ The Division of Inclusion, Diversity, and Equity will continue to work with units to identify areas where diversity can be enhanced and to develop appropriate strategies for recruiting, hiring, and retaining a diverse workforce. While those strategies must be developed to fit unique departmental needs, certain guidelines will apply. For example, if

"business as usual" is not achieving the desired results, it will not be satisfactory to simply submit ads that announce that the University is an equal opportunity employer; nor will it be satisfactory to advertise only in those journals and papers that have been used (unsuccessfully) before. Advance planning and personal recruiting efforts will be emphasized.

Ads and Position Announcements

The term "position announcement" is often used interchangeably with "position ad" and sometimes even "job description." For our purposes, ads are published, whether in print or online; the announcement is often longer than the ad and is usually distributed manually, like to other universities or to candidates at a recruiting fair.

Ads and position announcements are based on a job description. Faculty job descriptions are seldom written because the basic duties are always: teach, research, and/or provide service. Nevertheless, before preparing an ad or announcement the hiring authority, in collaboration with the faculty, needs to consider the departmental needs that this position is intended to address. Do not simply *assume* that you need someone with the exact credentials to do the exact functions of the incumbent who is leaving. Take advantage of this opportunity to think about where the department is headed in the future. Consider such thing as changes in the discipline, student population, and curriculum before determining the functions of the new position; and reconsider your required qualifications to ensure they are necessary for success in the new version of the position.

Questions Planning Will Help Answer

There are several general questions you might ask as part of a planning process to help you decide on the optimal structure for your job description, and create an environment in which a new hire can thrive. For instance:

- What are the department's general strengths and weaknesses?

- Can we identify our goals and values, and use them to plan future curricular offerings?

- How much do we really value and support good teaching, scholarship, and service?

- What should the department guard against changing, and what is it doing well?

- What needs to be changed?

- How should the department allocate faculty, resources, and commitment to its various programs?

- Where is our college or university heading and what is receiving special attention and/or funding?

- What is the future likely to be, or at least the two or three most likely and desirable alternatives?

Adapted from Recruiting Good College Faculty: Practical Advice for a Successful Search, Perlman, B. and McCann, L. (1996), Anker Pub. Co., Inc. pp. 30-31.

Advertising of a position is generally required in order to make sure that access to information about the vacancy is widely disseminated. As long as advertising sites are effective, there is no institutional preference for print vs. electronic methods; however, you may need to follow special advertising considerations related to hiring an international candidate. In furtherance of the marketing potential of ads, ads which merely refer readers to a web site for a full job description should not be used. Before a position is advertised, the ad and/or job announcement must be approved through the job requisition process.

Content of advertisement

To ensure equal opportunity, it is important that the University adhere to the announced position description during the selection phase. Care must be taken to make the announcement flexible enough to cover contingencies that may arise and broad enough to describe all potential candidates. Once a position is advertised, the Committee is committed to screening according to the published qualifications.

> Although clearly you want to communicate your expectations for the job and the criteria needed to ensure success, you must also consider your audience and what the applicants need to know before they are motivated to submit an application. Current research suggests it is important to write an ad to address the reader's question: "Why would I want to apply for this job?" Applicants are looking to determine if the University would be a "fit" in terms of their individuals needs just as surely as committee members look for indications of fit in the submitted application materials.

> ∞ Remember, too, that if you especially want women or members of minority groups to apply, then they, too, have to be able to see that the job offers what they need. That might be different than/in addition to what you usually say in your ads.

Although clearly you want to communicate your expectations for the job and the criteria needed to ensure success, you must also consider your audience and what the applicants need to know before they are motivated to submit an application. Current research suggests it is important to write an ad to address the question, "Why would I want to apply for this job?" Applicants are looking to determine if the University would be a "fit" in terms of their individuals needs just as surely as committee members look for indications of fit in the submitted application materials.

The announcement should include the categories described below. All essential elements of the position announcement must be included in every advertisement or request for applications. Essential elements include: title, basic position description, minimum qualifications, application procedure, screening date, and EEO statement.

Position title: The actual title or rank, if determined, should be stated. If more than one title may be assigned, more than one may be used in the announcement (e.g., "rank of Assistant or Associate Professor"), or a phrase such as "rank commensurate with teaching and research experience" may be used. For the sake of job listings, do not simply use only the rank as the title; make it easy for job

seekers by putting something more descriptive in the title, like department or discipline. (For example, Assistant/Associate Professor, Department of Philosophy.)

Position description: The position description should outline the responsibilities, expectations and authority vested in the position. Expected tenure status of the position (tenured, tenure track, non-tenure track) should be indicated. If tenure status is not predetermined, it is permissible to indicate that tenure status is negotiable—e.g., professional practice or tenure track, depending on credentials.

Qualifications and selection criteria: Minimum qualifications must be clearly stated. Preferred or desired qualifications beyond those minimally acceptable may also be specified. The search and selection committee is bound by these qualifications. (If, for example, the announcement calls for applicants with doctoral degrees, the hiring unit will not be allowed to hire an ABD, even one who will have the degree before starting work at MU. Therefore, state that the minimum qualification is a master's degree with doctorate preferred or, alternatively, that the requirement is possession of a doctorate by the time the candidate begins employment.)

> ∞ To obtain the largest possible pool of candidates, you need to identify the minimum qualifications that a person must have to do the job. Note that every requirement is another hurdle for the applicants; unnecessary hurdles may eliminate good candidates before they apply. Yes, it may be helpful to have five years of experience or a postdoctoral fellowship or a current license to practice in Missouri—but stop to consider: is that credential essential for succeeding in the position? And if so, is it something, like a license, that could possibly be obtained after hiring?

Keep minimum qualifications to a minimum; minimum qualifications are the absolute floor and applicants not holding ***all*** minimum qualifications must be rejected. Conversely, listing qualifications as preferred allows the committee the flexibility to choose among alternate paths to success. (But for an argument for deleting preferred qualifications altogether, see the International Center's advice at https://international.missouri.edu/documents/info-position-advertisement-guidelines.pdf.)

> ∞ To stress the importance that every position has to fulfilling the University's commitment to diversity, it makes sense to incorporate diversity as one of the desired qualifications. The criterion may reflect general requirements ("Demonstrated knowledge and ability to work effectively with individuals and groups with a variety of identities, cultures, backgrounds, and ideologies in a global environment") or, more specific task-oriented requirements ("Demonstrated competence related to working with adults—including ethnic/racial/ cultural minority adults—in an academic advising capacity"). (For more examples, see, *https://understand.missouri.edu/search/sample-diversity-qualifications.pdf*) Not only is this kind of criterion helpful in recruiting a diverse applicant pool, but it communicates to the public at large our serious dedication to diversity as integral to the University's mission.

Compensation: We do not recommend talking about salary in the ad or announcement.

Application procedure: The position announcement should clearly indicate how to apply for the position online and what materials should be supplied with the letter of application (e.g., CV, references, official transcripts).

> ∞ Frequently, candidates will be asked to submit a statement expounding on their interests and/or philosophy and/or experience in the areas of research or teaching. So, too, asking for a diversity statement from all candidates allows you to better understand how their skills and abilities would contribute to the University. The statement provides the committee a more objective way to compare candidate strengths and weaknesses in relation to diversity and inclusion. But, you say, that would be asking for too many statements? Then make sure you specify that the teaching and research statements need to address diversity.

Application deadline: Most searches will not have a definite closing date. Flexibility is built into the process by the use of phrases such as: "Preference for applications received by (date)"; or, "Screening will begin (date) and continue until a suitable candidate is hired." If an absolute closing date is desired (meaning absolutely no late application will be considered), the deadline should be clear: "Only applications received on or before (date) will be considered." In most cases, the stated date will be at least 30 calendar days from the date the position announcement is approved and may in no event be less than 14 days from the first day an advertisement is published (unless, of course, an abridged search process is approved per Part B, below). Only in the rare case of an especially prolonged search when re-advertising is required is it acceptable to state that the review of credentials is ongoing.

EEO/ADA Phrase: The phrase *"An Equal Opportunity/Access/Affirmative Action/Pro Disabled and Veteran Employer"* must be clearly visible on the position announcement.

In addition, all position announcements must contain an ADA contact statement. Someone in the department, likely the person named as the hiring manager, should serve as the contact person for ADA requests. Once a request has been received, assistance is available from the Office of Disability Inclusion and ADA Compliance.

> ∞ **Diversity Phrase:** A phrase drawing attention to our commitment to diversity should also be added to ads and announcements, such as: "The University of Missouri is fully committed to achieving the goal of a diverse and inclusive academic community of faculty, staff and students. We seek individuals who are committed to this goal and our core campus values of respect, responsibility, discovery and excellence." Unlike the EEO statement that is mandated, this is included as a proud statement reiterating that diversity and inclusion are integral to the University mission.

SAMPLE POSITION VACANCY ANNOUNCEMENT

NOTE: Title, basic position description, minimum qualifications, application procedure, screening date, and EEO statement are required elements for ads.

ACADEMIC DEPARTMENT/UNIT

POSITION TITLE

POSITION: Description of duties and responsibilities.

QUALIFICATIONS: List of minimum qualifications; additional job-related qualifications considered desirable or preferable.

[CAUTION: The list of qualifications will be considered mandatory and exclusive in hiring, e.g., an ABD candidate cannot be hired if the announcement asks for a person with a doctorate.]

APPLICATION PROCEDURE: How to apply online and what materials must be included **before** the individual can be considered an applicant. (Consider, for example, whether transcripts or reference letters are needed at time of application.)

APPLICATION DEADLINE: "Preference for applications received by (30 days)" or "Applications will be reviewed starting (30 days) and continue until a suitable candidate is hired."

[CAUTION: if an absolute end date is used, no late applications may be accepted.]

APPLICANT-CENTERED TEXT: Information about MU, Columbia, diversity practices, the Inclusive Excellence framework, policies (e.g., parental leave), or anything else that might be attractive to the expected applicants.

The University of Missouri is fully committed to achieving the goal of a diverse and inclusive academic community of faculty, staff and students. We seek individuals who are likewise committed to this goal and our core campus values of respect, responsibility, discovery and excellence.

An Equal Opportunity/Access/Affirmative Action/Pro Disabled and Veteran Employer. To request ADA accommodations, please contact **[name or title]** at **[contact information]**.

[Adopted 7/2000; Revised 11/2004, 8/2017]

Recruiting Process

Getting a personnel requisition form together is but a first step. Submitting a recruitment plan before the job is open is laudable, but pretty *pro forma* because it's important to have a record of the journals and other advertising resources being used. But to ensure that you get a robust pool of candidates so that you can hire The Best—that takes time and effort.

Active Recruiting

> An injunction heard from every search veteran we spoke with was that "committees have to undertake active search," meaning vigorous recruitment. We're not sure who exactly advocates "passive search" (an oxymoron), but the behavior proscribed is clear enough: the hapless search committee that says at the start, "Let's place an ad and see what comes in."
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> The Search Committee Handbook: A Guide to Recruiting Administrators, 2d Ed., Marchese, T. and Lawrence, J. (2006), Stylus Publishing, LLC. p. 35.

Recruiting means more than just putting an ad in a journal. Recruiting may actually start way before you have a job vacancy to fill—as you go to conferences, participate in sponsored events, or sit on professional association committees. It's all about **building relationships** with talented individuals with whom you would like to work. When your department has a position to fill, it's easier (and arguably more effective) to invite people with whom you already have an established relationship to apply. At the very least, the department chair should always be aware of top candidates in the field and top "up-and-coming" grad students/post-docs.

But given that most people are not thinking about recruiting when there's no position to fill, what can you do now? Here are but a few suggestions:

- Use the network you already have to ask for nominations of current grad students or faculty interested in a lateral move. This is something everyone in the department should be doing.

- Go beyond your personal circle of acquaintances and tap into your professional organization's networks; your alma mater's networks; and special faculty/professional interest groups aimed at women, people of color, people with disabilities, and others historically underrepresented in the academy.

- Check out the new author names you're starting to see in professional journals.

- Go beyond the usual range of institutions from which you recruit: look for that "diamond in the rough" teaching at non-AAU schools.

Requests for Nominations

When requesting that a person or agency nominate potential applicants, care must be taken to ask for nominations of all qualified individuals. It is not permissible to ask for just the names of minority candidates or, conversely, only white candidates. However, it is appropriate to emphasize that the University is strongly committed to diversity. The letter of request should clearly state that the University seeks nominations of all qualified candidates, including women, members of ethnic/racial minorities, persons with disabilities, and protected veterans.

Receipt of Applications

As a matter of courtesy, and therefore public relations, it is advisable to acknowledge each application in a timely manner. Follow-up concerning the search process—deadlines for references, decision dates, etc.—may be sent by the department electronically or in hard-copy.

> ∞ Remember that hiring is personal and recruiting is, in large measure, marketing. The more you can do to create a relationship and build on it, the greater success you will find. When possible, reach out to candidates by phone rather than email. Acknowledge receipt of applications. If there is a delay in decision-making, let candidates know. Whether you hire this applicant or not, the University will ultimately benefit from treating people nicely.

Selection Process

Review of Applications

Screening all applications together encourages equal treatment of all applicants. Unless there are extraordinary circumstances, applications should not be reviewed by the Committee until the close of the application period or announced screening date. For example, a search conducted in the summer (when time is running out prior to fall semester) might warrant expedited screening; this would be an example of a unique abridged hiring situation. When an absolute deadline has been established for applying, the Provost's Office will not approve the hiring of a candidate who has applied after the deadline.

Resumes are to be reviewed based on established job criteria and standards, as reflected in the position announcement. A rubric or other consistent means of evaluating the resumes should be developed and used by all Committee members. The Provost's Office will not approve the hiring of an applicant who does not meet the minimum qualifications.

> Creating the evaluation form is a productive way for the committee to think about how to identify the person they are looking for. Using a predetermined evaluation form, screening checklist, or other rubric when reviewing applications can expedite the screening process and ensure consistency. Hiring cannot and really should not be a totally objective process. Nevertheless, the more thoroughly that committee members define exactly what they are looking for (e.g., what does "potential for excellence in research" mean, and how do we know it when we see it?), the easier it is to consistently apply the established job criteria.
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> ∞ **Bonus:** Using a rubric tends to minimize the effects of unconscious bias.

References

The most reliable indicator of future performance is past performance. References must be checked, either before the interview process or after the short list has been whittled down to one or two. References should be solicited in good faith, in an unbiased manner, given appropriate (not sole) weight, and not used as a pretext for discrimination. The criteria used to evaluate an applicant's prior work record must be job-related. Questions which are illegal if posed to a candidate are also improper to ask of references. See Interviewing, below.

This manual *previously* recommended telephone references, and that's still preferred over letters of reference. Talking gives the committee members more control of the process and allows them to direct the conversation to topics of interest. At least two committee members should jointly make each reference call. Certain core job-related questions should be posed to every reference, and a record made of the answers.

A newer format, also much preferred over letters but less labor intensive than phone interviews, is the use of a Qualtrics survey. The survey would, again, allow the Committee to decide what information would be helpful and make sure the questions are asked in such a way as to minimize bias in the answer. Experience suggests that reference writers respond more quickly to online surveys than to requests for written recommendations.

Another reason the Committee should check the applicant's references is to verify information (to prevent hiring someone with fraudulent credentials). An official transcript is required as part of the department file of every academic employee hired.

It is presumed that a candidate will name as references persons who would recommend the candidate for the job. It is appropriate to use other off-resume sources to obtain background information, provided that the information is job-related and given appropriate weight. While checking listed references is often done earlier in the process, checking references off-resume might be done only for one or two final candidates. Applicants should be informed that the committee will be going beyond the listed references, but not necessarily told who will be contacted. Committee members and departments should respect candidates' requests for confidentiality without surrendering the right to check references.

If negative information is obtained through the reference process and would otherwise be a contributing factor in rejecting the applicant, the applicant should be given an opportunity to rebut the information. Alternatively, the information may be independently verified by a second, objective source. (**Bottom line:** don't make a hiring decision based on one person's negative opinion.)

Interviews

It is preferred that the Committee do interviews (on campus) with more than one candidate. Where budget constraints preclude multiple interviews, telephone or video conferencing interviews may be used for screening to determine which candidate(s) to bring to campus.

The interview is generally the first opportunity for the candidate and Committee to interact. Not only is the Committee evaluating the candidate, but conversely the candidate is evaluating the Committee, the University, and its environs. It is important not only that the Committee elicit the job-related information necessary for making its decision, but also that the Committee convey positive and accurate information about the job, the department, the University, its administration, and the community.

> ∞   It is important that you show the candidate what s/he needs to see in order to conclude that MU will meet his/her needs and s/he can thrive here personally as well as intellectually. For instance, some—not all—African American candidates may want to speak with other African Americans about the climate here or amenities in the community. However, the need to feel a part of the community is not limited to individuals from historically marginalized groups. As you put the schedule together for the campus visit, ask every candidate if there are people they would want to talk to or places they would want to see.

The candidate's education, experience, skills, work attitudes, goals, and ambitions are examples of legitimate areas of inquiry. Questions directly or indirectly referring to race, sex, marital status, pregnancy, religion, age, ancestry or national origin, health or disability, sexual orientation, gender identity, gender expression, visa status, or veteran status are improper inquiries. For specific examples of improper questions, see https://www.umsystem.edu/ums/rules/hrm/hr100/hr110.

Note that even in informal settings care must be taken not to raise legally questionable subjects. (For example, while giving a tour of Columbia, do not inquire which church the applicant would like to visit; at lunch, avoid asking about family.) Interviewers may respond to the candidate's question even if they raise an otherwise taboo subject; document that the candidate raised the issue and let the candidate know that such information will not be considered in the hiring decision.

> While people involved in the decision-making (the committee, the hiring authority, everyone who submits feedback . . .) cannot ask for certain information (about family, medical needs, race-specific services, etc.), that is *precisely* the information that candidates may need in order to determine "fit." Consider having someone who is not involved in the process (emeritus faculty, or a colleague from another department) host a tour or a meal and answer questions. Maybe this could be a person who would potentially be a mentor once the candidate is hired?

Committees should develop a set of core questions that will be asked of each candidate. This allows better comparison of the relative merits of individuals to meet the job requirements and provides less opportunity for unconscious bias. But it can also make the process seem automated and impersonal, so leave enough time to ask follow-up questions and to make candidate-specific inquiries. Candidates may also be asked to perform a task, e.g., to give a lecture or teach a class, provided the task is relevant to the job requirements.

> ∞ **Every candidate** should be asked how s/he will contribute to the unit's diversity mission. Sometimes the answer will be curricular, sometimes it will be research-oriented, sometimes it will be in terms of mentoring and advising, and yes, sometimes it will be a matter of demographics—but every successful candidate should be able to answer the question in a value-added way.

In the course of hosting and interviewing the candidates, persons who are not on the search committee or in the chain of command are often involved. It is helpful to have some means of collecting and documenting feedback from such participants, for example, through the use of a form where participants can indicate the perceived strengths and weaknesses of the candidate. [Note that the person, referenced above, who is answering the candidate's personal questions (on topics about which it would be impermissible for committee members to ask) should not complete any evaluation or give any feedback to the committee.]

Visa Status of Candidate

The University regularly recruits international faculty candidates for tenure stream and non-tenurable academic appointments. Non-citizen candidates for academic positions are required to have or be eligible for visa status appropriate for the position. The International Center provides support for MU academic units hiring or hosting international faculty, staff and scholars.

The University makes hiring decisions on the basis of merit, not citizenship; however, it is not illegal when deciding between two equally qualified candidates to prefer to hire the U.S. citizen. In fact, it may not be possible to hire and obtain a visa for the international candidate when a U.S. citizen is equally qualified. Advertising for the position may include a statement that applicants should be prepared to prove eligibility to be employed in the position in accordance with all applicable laws. Be advised that for labor/immigration purposes a print ad may be required, even though MU may approve a search utilizing only electronic recruiting media. See, https://international.missouri.edu/come-to-mu/faculty-staff/info-for-departments/hiring-h1b-scholars/recruiting.php

Note that inquiries regarding the national origin or family status of an applicant are illegal in the hiring process and may not be made until after the hiring of the applicant. Therefore, such inquiries, which are helpful in determining visa status, may not be asked until after the decision has been made to hire a particular candidate. Prior to that, the only permissible question is whether the candidate is legally eligible to accept employment in this position.

Documentation

Throughout the process, the Committee and all other persons involved in the initial selection decision should document the means used for screening applicants. When used, core questions, decision rubrics, reference forms, and other documentation developed by the committee should be maintained in the hiring file.

Recommending a Candidate

After Committee discussion and deliberation, the Committee will complete its charge by recommending one or more of the applicants to fill the position. Selection is to be based on the ability of the candidates to perform the job requirements as evidenced by the candidates' credentials, interviews, job talks, references, and other job-related criteria.

The Committee should be kept informed of the results of the offer process.

Notification of Unsuccessful Candidates

It is the responsibility of the hiring unit to notify all unsuccessful applicants that the search has been completed and the position filled. There is no need to delay notification until a candidate has been hired. If an applicant is unsuitable for the position and will not under any circumstances be considered further, it is courteous to inform him/her promptly.

Search Approval

It is the **responsibility of the hiring authority** (with assistance from the diversity office as needed) to confirm that an adequate search has been conducted and that recruitment has resulted in a pool that appropriately reflects the available market. If there are insufficient minority or female applicants or a poorly qualified pool of candidates, the hiring unit may be required to make additional recruiting efforts. If the approval authorities agree that the size and composition of the applicant pool is adequate and approves the methods and results of the search and selection process, then the department will receive authority from the Provost's Office to hire from the identified pool of candidates.

Offer Process

Offer Approval

Hiring units may negotiate with candidates, but are not authorized to issue an offer until the Provost's Office has approved the hire. Before an offer may be officially communicated to the candidate, a letter must be approved at all levels from the department up to the dean, Human Resources, and Provost's Office. Templates for drafting academic offer letters are available at http://hrs.missouri.edu/forms/hiring/index.php. The draft offer letter is saved in the Recruiting module and approvals are completed in the system. When the final approval is given, the system generates a notification to the department.

An offer letter sent to a candidate constitutes a binding commitment on the part of the employer and, if accepted, on the part of the new employee. It is essential, then, for letters of offer to be carefully written.

The candidate, in his/her response, may wish to change the terms of the written offer. For example, s/he may want to renegotiate salary or put off the starting date for a semester. This generally

constitutes a legal counteroffer. You will need to acknowledge in writing any changes to which the University agrees. Certain changes may require additional approval of the Provost's Office.

Subsequent Offers

If the first candidate rejects the University's offer, the department may seek approval to hire a different candidate from the same pool of recommended candidates. The reason the offer was refused should be documented. When the list of recommended candidates has been exhausted, you may either recruit further or you may close the file.

Tenure

In order to hire a person with tenure, it is necessary to submit the following documentation along with CV and draft offer letter: a statement of the votes of the departmental and divisional promotion and tenure committees; letters from two or three external reviewers; and a statement of how the employment of that individual fits into the department's strategic plan. If a P&T Committee does not provide a recommendation within three weeks of receiving the candidate's credentials for review, the dean may certify that fact in writing and without the Committee's recommendation submit the request for appointment with tenure. A request form, found at http://hrs.missouri.edu/forms/hiring/index.php, should be completed and submitted along with the documentation to the Provost's Office at musrasocprovost@missouri.edu. The final decision whether to offer tenure rests with the Chancellor.

SECTION B. ABRIDGED HIRING PROCEDURES

This section addresses those instances when standard EEO procedures need to be abridged in order to meet time demands or other equally important interests of the University. The University remains committed to a policy of non-discrimination in all searches, regardless of the procedures that apply. Thus, hiring decisions must be made on the basis of job-related criteria, and without regard to race, color, national origin, ancestry, religion, sex, pregnancy, sexual orientation, gender identity, gender expression, age, disability, protected veteran status or other prohibited factor. https://www.umsystem.edu/ums/rules/collected_rules/equal_employment_educational_opportunity/ch600/600.010_equal_employment_educational_opportunity_policy

Abridged procedures simply recognize that sometimes it is necessary to alter the hiring procedures in order to address other important University concerns. Given our deep commitment to equal opportunity, it is hoped that an abridged process will be needed in only a small minority of University hires. Searches conducted with abridged procedures will **incorporate as much of the standard equal opportunity process as is possible**, but will allow for variations **necessitated** by legitimate University interests.

Basis for Abridged Search

There are a number of identified situations when an abridged search is appropriate, plus a catch-all category for unique situations. Appropriate justification for an abridgement must be made before any change from the standard recruitment and selection process is approved. The justification is attached to the Academic Personnel Requisition that you submit. You must identify your abridged search as one of the following:

Emergency Hire
An emergency hire takes place when the hiring unit cannot provide coverage for a vacant position for the time that it takes to do a thorough search. Bona fide emergencies might arise, for example, as the result of an incumbent's sudden departure due to illness or resignation. If the hiring unit cannot continue necessary operations by temporarily reassigning job duties, the hiring unit may seek approval to hire on an abridged basis. The Abridged Hire Justification should identify what the emergency is and what means were/will be used to identify a qualified person to fill the vacancy.

Temporary Hire
A temporary hire takes place when the term of the position is twelve months or less and there is no current expectation that the position will extend beyond that time. (For example, it may be that an incumbent decides to resign after a one-year leave of absence, but that was not anticipated at the time of hiring a temporary replacement.) Not all temporary hires need to be filled on an emergency basis. For example, it may be known well in advance that the incumbent will be on leave of absence. However, it may be unreasonable given budgetary and other constraints to do a full search for such a short-term

appointment. The Abridged Hire Justification should identify why the position is being filled on a temporary basis and how the full search procedures need to be altered (e.g., regional rather than national search, expedited review of applications, etc.)

Spousal/Partner Accommodations

In an age where more dual career couples are working in academe, it is a recruiting advantage to offer spousal and partner accommodations in hiring. Ultimately, the provision of such accommodations enhances the academic excellence and diversity at MU. Optimally, departments will work together to assist in the hiring of the spouse or partner of a candidate to be hired.

The Provost's Office will approve an accommodation hire in the form of a temporary appointment to a full-time non-tenure track academic position. Such an accommodation may be made without a search. This one-year temporary appointment may be extended for a maximum of one year. If the department seeks to retain the individual beyond that period, there must be a legitimate search completed within the two-year period. Appointment of the partner in a tenure track or other "renewable" position may also be approved. The Provost's Office will waive normal recruitment requirements, but normal selection procedures—including interviews, committee/faculty votes, etc.—must be followed.

The Abridged Hire Justification should identify the primary hire and the department. There should be some mention of the spousal/partner accommodation request in the hiring file of the primary hire.

As with all hires, it is important to specify in the letter of offer the work expectations and the duration of the commitment so that future misunderstandings can be avoided. Spousal accommodations are subject to the University's nepotism policy. See Nepotism, below.

Promotions

The University seeks to recognize excellence in our employees and where possible to retain good employees through employment enhancement. To that end, in individual cases the Provost's Office will support without a search the transfer of a non-regular faculty member into a related, non-regular academic position, e.g., from a post-doctoral position to a research assistant professor or from a research associate to a research instructor. Generally, a promotion will not be approved without evidence that the employee was hired into the current position as a result of an equal opportunity search. The Abridged Hire Justification should identify the employee's current position and the means of hiring into that position; and include certification that the department is in possession of supporting evidence of the employee's meritorious performance in the current position (e.g., the latest performance appraisal).

Internal Searches

In those rare cases when only current MU employees are qualified for a position, abridged procedures may be appropriate.

> ∞ E.g., internal searches should generally be used for appointment to assistant or associate dean positions. This allows all interested parties to apply for a stepping-stone opportunity.

The Abridged Hire Justification should justify the reason for an internal search and delineate a means of announcing the position on campus and a reasonable recruitment period.

Outstanding Scholars (Signature Hires)

Occasionally a department may discover that an individual with exceptional credentials is interested in a faculty position at MU. The Provost's Office will consider waiving normal procedures in order to hire such an individual, provided that the department provides satisfactory evidence of the truly exceptional nature of the individual's credentials.

The Abridged Hire Justification should make reference to the candidate's exceptional credentials; additionally, the department must submit references, peer reviews, or other documentation of the candidate's standing. (See also, the section on offers with tenure, above.)

Staff of Newly Hired Faculty

Occasionally a newly recruited faculty member will negotiate to hire members of his/her current staff. Instances of this may occur, for example, with senior research personnel. When these collateral hires are approved as part of the hiring package for the original faculty member, the Provost's Office will forgo a competitive search. The hiring unit must submit the primary hire's letter of offer or other documentation of the original agreement along with the Academic Personnel Requisition; the letter of offer for the primary hire or other contemporaneous documentation should identify by name the staff members who may be hired under this abridged hiring process. There can be no retroactive hiring packages; once the primary faculty member has accepted the offer at the University, all further collateral positions must be filled competitively.

Unique Situations

There may be other special circumstances that justify abridging the standard hiring procedures, but which have not been identified on a recurring basis. The Abridged Hire Justification should describe both the reason for not doing a full search (what other valid university interest outweighs the commitment to do a full, competitive EEO search) and how the full search procedures need to be altered (e.g., regional rather than national search, shortened advertising time, etc.).

Term of Appointment for Abridged Hire

A temporary position, by definition, is one that lasts one year or less* with no expectation of renewal. [*If it's a one-semester hire, then it wouldn't be subject to the Guidelines because it wouldn't be a benefit-eligible position.] The expectation is that either the incumbent will return or the duties of the position will be completed.

An emergency position is also filled for a term of one year or less. At the end of the year or sooner, it is expected that the hiring department will initiate full recruitment and hiring procedures to fill the position on a permanent basis. The temporary or emergency appointee may be encouraged to apply. However, the appointee has no automatic advantage in the hiring process and should be judged on the basis of job criteria and experience.

A one-year emergency or temporary appointment may be continued for a maximum of another year. For example, situations that might warrant an extension include inability to find and hire a suitable permanent employee for the position or an extension in the leave of absence granted to an incumbent.

For other types of abridged hires, there is no mandatory limitation on appointment terms.

Hiring File

The hiring unit is responsible for documenting all steps taken to fill the position. As applicable, all documents required for a full search are to be included in the abridged search file.

SECTION C. OTHER CONSIDERATIONS

Nepotism

No person shall be denied employment simply because a member of his or her family is employed by the University. However, where two members of the same family are related by blood or marriage within the fourth degree, they may not be employed such that one is in a supervisory relation to the other. A University employee may not hire or appoint a relative within the fourth-degree; nor can they be in a supervisory position, either as a direct supervisor or as an administrative superior with the responsibility for deciding or recommending appointment, promotion, tenure, or salary.

For purposes of this policy, relatives within the fourth degree include children; grandchildren; great-grandchildren; great-great-grandchildren; parents; grandparents; great-grandparents; great-great-grandparents; brothers and sisters; nephews; grand nephews; nieces; grandnieces; uncles; grand uncles; aunts; grand aunts; and first cousins. Relatives within the fourth degree by marriage (stepchildren, step-uncles, etc., as well as half-sisters, etc.) are likewise covered by this prohibition. https://www.umsystem.edu/ums/rules/collected_rules/faculty/ch320/320.040_nepotism

Employment Eligibility Verification

Under federal law, every person hired by the University including temporary and hourly employees must provide proof of identity and employment eligibility pursuant to the Immigration Reform Act. The hiring unit is responsible for ensuring that each new employee signs, within three business days of their first day of work, an I-9 form and presents the required documentation.

Official Transcripts

The hiring unit is responsible for obtaining the official transcript or other verification of qualifications of every newly hired faculty member. The transcript shall be retained by the department as part of the employee's departmental personnel file.

Part-Time Employment

These procedures do not cover non-benefit eligible positions. However, given the University's commitment to equal opportunity, hiring authorities are encouraged to adopt as much of this procedure as reasonable for each part-time hire.

Additional Resources

Hiring resources will be available on the new IDE site, including these Guidelines, the FIEF diversity incentive funding policy, and links to the funding request form and the educational module(s).

As cited above, HRS provides links to all faculty hiring forms and documents at http://hrs.missouri.edu/forms/hiring/index.php

If you're interested in the scholarship upon which best practice is based, the University of Oregon has a well-documented site that "describes the findings from the scholarly research [including a cite to the work of MU professors Dan Turban and Tom Dougherty] and best practices from our peer institutions, as they relate to the tenure-track faculty search process in general, and to diversifying faculty in particular." http://facultyhiring.uoregon.edu/

The University of Connecticut has compiled by college a list of recruiting resources, both discipline-specific and race/gender-specific. Some of the listings are also geographically specific to Connecticut or the Northeast region, but the list might provide a good start for where to look for candidates off the beaten path. http://production.wordpress.uconn.edu/ode/wp-content/uploads/sites/833/2014/10/faculty-recruitment-outreach-resources.pdf

Along the same lines, check out the recruitment resources collected by the Montana State University ADVANCE project: http://www.montana.edu/nsfadvance/adplacement.html#Directories