

**STEPS IN THE FACULTY RECRUITING PROCESS**

1. Department head meets with the personnel or executive committee to formulate draft of the new announcement/advertisement. The position announcement/ advertisement should include statements specifying the rank at which the candidate would be employed, whether the position is tenure earning or term, qualifications and credentials of the successful candidate, and reference to NMU's competitive compensation. It should contain a request for a list of *at least* three references, but it should not request letters of recommendation at the initial stages of the process. It should also contain a statement of the date on which the initial review of application will begin and should state that the search will continue until the position is filled. The following statement must be included at the end of the announcement/advertisement:

*NMU is an equal opportunity, affirmative action employer and is strongly committed to increasing the diversity of its faculty.*

2. The department head shares a draft of the position announcement/advertisement with the dean.
3. Final changes are made in the announcement of the position and the Advertising/ Recruitment Plan form (Exhibit A) is completed by the department, together with purchase requisitions and copies of the advertisement. NOTE: Advertising requiring special instructions such as electronically sending or faxing ads should be clearly marked on purchase requisitions.
4. The advertising packet is submitted to the dean for review and approval. Approved Purchase Requisitions are signed by the dean and the packet is forwarded to the Assistant to the President for Equal Opportunity.
5. The Assistant to the President for Equal Opportunity will review the Advertising/Recruitment Plan for diversity of ad media. The content of the advertisements will be reviewed to make sure it is not exclusionary for any particular group of applicants. If approved, these forms will then be forwarded along with the purchase requisitions to the Vice President for Academic Affairs.
6. The Vice President for Academic Affairs will review the Advertising/Recruitment Plan for completeness of both paid and unpaid media and for cost effectiveness. The content of the advertisements will be reviewed for accuracy and as to whether the position is an approved part of the staffing plan. At this stage the following shall occur:
  - The Purchase Requisitions and advertisements will be forwarded to the Purchasing Department.

**PLEASE NOTE:** *The Purchasing Department must receive the advertisements at least one day prior to sending them to the vendor.*

- Academic Affairs will assign the affirmative action number to the position and record that number on the Advertising/Recruitment Plan. The original will be sent to the Equal Opportunity Office.
  - Upon receiving the original Advertising/Recruitment Plan, the Equal Opportunity Office will send the department the Authorization to Interview form (Exhibit B) and the EEO Self Disclosure Forms and pre-paid envelopes (Exhibit C).
  - At this point, the department will mail the Self Disclosure forms and envelopes to each applicant for the position along with a complete description of the qualifications and duties of the position. (SUGGESTION: Departments may wish to send these forms at the time of acknowledging the application letter and the resume to avoid a separate mailing.)
7. The search committee develops a clear set of selection criteria for evaluating applicants. This selection criteria must accompany the Authorization to Interview form as noted in Step 12.
  8. The search committee does an initial review of the applicants and provides the department head and dean with a summary of the applicant pool. A review of the pool will be made to ensure candidate diversity insofar as possible.
  9. The search committee applies the stated criteria to the applicant pool and develops a list of semi-finalists. (For large pools, up to 15 and for small ones, perhaps only five to eight. This is obviously a “variable.”) Careful notes must be kept as to the reason each applicant does not meet the criteria.
  10. The search committee reports its progress to the department head and the dean. The dean in turn reviews the progress with the Vice President for Academic Affairs.
  11. The dean grants permission to contact references of the semi-finalists. (References can be in the form of traditional letters, faxed letters, email messages, or telephone calls to the references. In the case of the latter, which is the preferred method, careful notes of the conversations need to be kept and will become a part of the applicant’s file.)
  12. Following the initial reference checks, the search committee may, if it wishes, choose to arrange an ITV video conference or telephone conference call with some or all of the semi-finalists for purposes of further screening.

With or without the additional screening step, the committee will submit three finalists (or up to five with approval from the dean and VPAA) for on-campus interviews. Prior to inviting candidates to campus for the interview, the department must complete an Authorization to Interview form which is submitted to the dean together with the selection criteria. The dean in turn submits this form with the selection criteria to the Assistant to the President for Equal Opportunity for review and approval.

- After approving, the Equal Opportunity Office will forward the Authorization to Interview form to the Vice President for Academic Affairs for review and approval. The Vice President for Academic Affairs office calls the department with permission to proceed with the interview process. The original will be sent to the Equal Opportunity Office. NOTE: This step will take a maximum of three days.
  - At the time the Assistant to the President for Equal Opportunity approves the Authorization to Interview form, a Final Affirmative Action Report (Exhibit D) will be sent to the department.
13. The search committee and the department head, in consultation with the dean, plan campus visits of the finalists. Efforts should be made to have candidates in over a weekend for two reasons: 1) the air fare is less expensive, and 2) the candidate will have a better opportunity to experience the Marquette community in a leisurely fashion before formal interviewing begins.
  14. The College Office provides the department with information folders for each candidate which should normally contain:
    - AAUP Master Agreement
    - AAUP Benefits Summary
    - Undergraduate Bulletin
    - Graduate Bulletin
    - Flyers on College Programs
    - University "Overview" Booklet
    - Campus/City Map
    - Samples of University Publications (*Campus, Horizons, etc.*)
    - Chamber of Commerce Publicity Materials

These folders should be mailed via Priority Mail to the candidates in advance of their campus visit.
  15. All department members who will interact with the candidates should be counseled on the fact that good candidates will be interviewing us as much as we'll be interviewing them.
  16. All candidates should have an ample opportunity to visit with faculty, staff and students in the department, the dean, and, in the case of candidates for tenure-earning positions, the Vice President for Academic Affairs, or his designee.
  17. A formal feedback mechanism, preferably in written form, should be provided for everyone who meets with the candidates to provide commentary on the candidates.
  18. Following the campus visit of all the finalists, the search and screen committee will meet with the department head to discuss the candidates in relation to the stated criteria, assess feedback received on the candidates, and provide a list of "acceptable" and

- “unacceptable” candidates to forward to the dean. Acceptable candidates shall be ranked, and reasons provided for the rankings. The dean will meet with the search committee and department head to discuss the department’s views regarding the finalists. Then, pursuant to Article 5.3.3 of the Agreement, the department will forward its ranking of the finalists to the dean who will in turn consult with the VPAA.
19. Details of the offer to a specific candidate, including specific salary and support costs, are to be discussed by the department head with the dean (with input provided by the department faculty as appropriate per contract), who in turn will consult with the Vice President for Academic Affairs to receive approval.
  20. Prior to making the job offer, the department will complete the Final Affirmative Action Report and forward to the dean. After review, the dean will forward the report to the Equal Opportunity Office for approval.
    - The Equal Opportunity Office will notify the department by phone if approved. The department may then make the job offer.
    - If the Final Affirmative Action Report is **NOT** approved, the hiring process is incomplete. The department will be notified by phone if this should occur.
  21. After the Final Affirmative Action Report is approved, the department may process an Employment Agreement for the selected candidate using the Employment Processing System (EPS). (NOTE: The department needs to call the Human Resources Office with the name, social security number, address, and telephone number of the successful candidate one day prior to processing the Employment Agreement on EPS.) The Vice President for Academic Affairs office sends the Employment Agreement, an appointment letter, and attachments (oath/tax forms) to the selected candidate with instructions to return the Employment Agreement to the VPAA office. When the signed Employment Agreement is reviewed by Academic Affairs, copies are sent to the department and dean’s office.
  22. The department completes the recruitment reimbursement form (Exhibit E) and forwards to the dean for review and signature. The form, including copies of all pertinent vouchers, is then forwarded to the Vice President for Academic Affairs for processing in order to reimburse the department.
  23. All candidate applications and related information are to be returned to the department office to be kept on file for five years.
  24. Care should be taken following the hiring of the candidate of choice to make sure the transition into the Marquette community is a smooth one for the individual and his/her family. Frequent contact with the new faculty member should occur.
  25. Mentoring of the new faculty member should begin in earnest with the first semester of employment. A strong support system is a necessary prerequisite to successful faculty development.

Approved by:

Date:

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Vice President for Academic Affairs

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