Faculty Search Workshop

University of Georgia
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presented by:
Equal Opportunity Office (EOO)
Human Resources (HR)
Office of Institutional Diversity (OID)
Office of Faculty Affairs (OFA)
Office of International Education (OIE)
Session Overview

• Greetings
• Introductions/Purpose
• International Context
• Forming & Charging Search Committees
• Writing the Position Announcement
• Outreach & Recruitment
• Screening Applications
• Interviewing and Hosting
• Selecting and Documenting
• Appointment Package
• Follow-up for PR Cases
• Q&A
• Closing
Introductions/Purpose

• Who are we?

• Who is here?

• Why are we here today?
International Considerations When Planning a Search

- Brief background – Visas and Immigration
- Type of Position
- Drafting the Advertisement
- Advertising and Recruitment
- Timing
- Cost
- ISSIS – OIE Assistance
Searches
Why do you Conduct a Search?

• Federal regulations require searches
  • Affirmative Action Plan

• It is in the best interest of the University to conduct searches
  *(i.e. to hire the most qualified candidate).*

• It is almost always required in support of a U.S. permanent
  residency petition for an international faculty hire (current or
  prospective)
When do you Conduct a Search?

• Ideally every appointment should be made following a search.

• EEO/Affirmative Action Guidelines for Faculty or Administrative Search/Screen Committees
  https://eoo.uga.edu/administrative_and_faculty_search_appointments

• Either before or after (re-advertisement and re-selection) an international hire, when U.S. permanent residency is desired.
When is a Search Required?

General Rule:

**ALL** FACULTY AND ADMINISTRATIVE APPOINTMENTS
Exceptions to Search Requirement

EOO Definitions

- Limited-term (100%) appointments for one year term
  - BOR Policy now limits to 2 years max
  - Three years with Provost & EOO Approval
  - Over 75%

- Part-time appointments
  - Anything over 75% is full-time
  - Some institutions use a 50% threshold

- Accompanying spouse/partner
Exceptions Continued...

• Acting or Interim appointments

• Appointees who have been awarded grants in their names (PI or Co-PI)

• Add-on administrative duties

• Visiting faculty

• Retire-rehire

• Unique qualifications that make a search counterproductive
Not the Rule: Hiring Without a Search

• Document your reasons for not conducting a search

• Exceptions will be reviewed closely

• Exceptions are NOT THE RULE

• If your goal is U.S. permanent residency (PR), and you qualify for an exemption, you will probably still have to do the search...
Best Practices for Search Committees
Forming the Search Committee

- Member availability and willingness
- Preparing for the Search

- Forming a Search Committee
  - Inclusiveness – the other voices
  - Some departments lack diversity
  - Member agreement
  - Subject Matter Experts
  - Team players
  - Key Stakeholders
Charging the Search Committee

• Search committee (advisory) vs. selection committee

• Confidentiality in the search process (includes reference checking only at the appropriate time)

• Candidate (applied for position) vs. inquiry

• Strategic Recruitment & Advertising Plan

• Assessment tools for evidence of candidate competencies
Charging the Search Committee

• Broad pool of qualified and diverse candidates – Be intentional in outreach

• Have a record of all meetings with one official recorder.
A WELL-CRAFTED POSITION ANNOUNCEMENT IS KEY
Developing the Position Announcement (PA)

• Casting a wide net - describing duties and listing minimum qualifications

• Educational requirement level and discipline

• Mentoring, infusion of diversity, hiring official’s vision, community resources

• Remember to consult with OIE
Outreach & Recruitment
Outreach & Recruitment

• Developing a diverse applicant pool requires commitment (it is about intention).

• Departments must utilize existing resources in terms of contacts, networks and reputation to reach out to diverse applicants.
Priming the Pump

- Strategic Networking
- Direct and Indirect Contacts
- Ongoing Process
Suggestions

• Discuss diversity efforts with colleagues within your unit

• Contact colleagues at other institutions

• Connect with doctoral granting institutions who have a demonstrated history of producing diverse graduates (OID has list)

• Invite scholars to present at department colloquia

• Make temporary invitations
  • Visiting Positions
  • Exchange Programs (OIE can assist with identifying programs)
Suggestions continued...

• Attend diversity functions at your conferences and follow up with recruitment letters that describe your department and demonstrate interest in an individual’s candidacy for faculty positions.

• Reach out to diverse candidates prior to their completion of a terminal degree program to inform them of upcoming job openings.

• Keep in touch with graduate students that choose other institutions to pursue their degrees.

• Contact women and persons of color directly to inform them of vacancies or anticipated vacancies and invite their applications.

• Involve the entire department in this process.
Advertising the position

• Use a variety of techniques and sources to advertise the position including:
  • Direct mailing to departments, programs, or institutes
  • Sending job postings to advocacy groups/offices on campus
  • Posting in diversity/equal opportunity publications (electronic or hard-copy)
  • Posting to electronic job-lists for specific disciplines
  • Networking and posting at professional meetings
  • Contacting minority or women’s caucuses of professional organizations

• Audit File For PR cases – have solid evidence of ALL advertising done (venues and dates)
Ad content for PR cases

- Must require classroom teaching
- Must clearly state minimum education credentials required, and minimum previous work experience, if any.
- Must be placed in a national or international journal
- If ad in online journal: (may not use online job banks)
  - Must have proof that the ad is available to the public
  - Must have proof that the ad was posted for 30 days minimum (print-outs of the webpage on the start date of the ad posting and the end date)
- Understand that Dept of Labor will treat “preferred qualifications” as mandatory requirements if/when hiring an international candidate
- Avoid non-quantitative requirements (ie: team player; good communicator...)
- Draft ad and send to ISSIS Director for review prior to placing
Screening: Avoiding Bias
Screening Candidates

• Establish minimum qualifications and use as your first basis of elimination

• Avoid making assumptions about a candidate
  • Family status
  • Age
  • Race
  • National origin
  • Sexual orientation
  • Gender expression

• Unintended Bias – Can have positive or negative impact
Screening Continued...

• Avoid exclusionary thinking
  • Schools attended
  • Academic experience

• Discuss each qualified candidate

• Document reasons for elimination after established minimal qualifications

• BOR Requirement-Keep docs for 10 years
Screening and Assessment Reminders

• Establish “baseline” selection criteria that is adhered to in all assessment and committee review

• Recognize limitations of the CV

• Contact candidate to secure additional information

• Take a broad view of acceptable journals

• Focus on critical success factors for the candidate’s fit in the position
Recruitment Documentation for PR cases

- Document all contacts to applicants, and results of contacts (not home; phone disconnected; withdrew application...keep in spreadsheet)

- Contact with applicant must be timely – not delayed

- If not selected for interview or for position, document valid job-related reasons why person was not interviewed or hired.
Interviewing
Conducting the Interview

• Let the position announcement frame your questions
• All committee members should be present
• Prepare questions in advance and ask the same questions of all interviewees
• Interview continues during social activities
• Refer interested candidates to ISSIS-OIE if they have visa sponsorship questions
Common Interview Mistakes

- Not adhering to the schedule
- Asking leading questions
- Being overly familiar with candidate
- Interviewers talking more than the candidate
- Asking illegal/inappropriate questions
Topics to Avoid

- Race
- National Origin
- Disability
- Age
- Gender
- Sexual orientation
- Appearance
- Family

- Religion
- Membership in unions and non-professional clubs
- Military status
- Criminal Record
- Financial Status
- Health Issues
- Genetic Information
Work and Visa Questions

• Allowed questions related to international status:
  • Are you currently legally authorized to work in the U.S.?
  • Will you now or in the future require sponsorship for employment visa status? (eg: H-1B work visa)

• But – these questions must be consistently asked of **ALL** applicants
The Appointment Package
Important Documents

• UGA Faculty Hire Process Checklist
  • http://provost.uga.edu/documents/faculty_hire_process_checklist.pdf

• UGA Faculty Appointment Memo
  • http://provost.uga.edu/documents/Faculty_Appointment_Memo.pdf

• Faculty Offer Letter (using OFA template)
  • http://provost.uga.edu/index.php/faculty-affairs/faculty-offer-letter-template
Faculty Appointment Package

Compile and submit *complete* appointment package to Office of Faculty Affairs.

- New Appointment Form (1-pg form with appropriate signatures, OFA obtains Provost’s approval)
- Cover Letter from Dean/VP to Provost
- Letter of Offer
Faculty Appointment Package

• Affirmative Action Check List (if search) or EOO approval for hire letter (if no search)

• Applicant Clearinghouse Position Vacancy Announcement (if search)

• Official Transcript for Highest Degree

• Foreign Degrees: Translation/US Equivalency Certification

• Vita
Faculty Appointment Package

• Three External Letters of Recommendation

• Personnel Report/Budget Documentation

• FIRST Electronic Record (new faculty only, submit to OFA Rec Admin consistent with appt pkg, including position approval tracking number)
Follow-up for PR cases

- Notify ISSIS-OIE Director of an international hire by cc’ing on the appointment letter

- Refer new international hire to ISSIS-OIE as soon as hire is confirmed

- Maintain all advertisement, recruitment, and search-related information for five years following the search; it will be required (10 years)
Post-hire for PR cases

• We can never guarantee work eligibility will be possible by the start date

• Any international hired at UGA must participate in an immigration check in meeting as soon as he or she arrives on campus
Q&A
Thank you!

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