
# Faculty Recruitment and Search Guidelines Toolkit

University of Nebraska at Omaha | Last Updated September 2022

# Faculty Recruitment and Search Guidelines and Toolkit



On this occasion it is appropriate to acknowledge that UNO occupies the traditional treaty lands of the Omaha (UmoHhoN) and Otoe-Missouria Tribal Nations. We would also like to express our respect to the Ponca Tribe of Nebraska, the Winnebago Tribe of Nebraska, the Santee Sioux Tribe of Nebraska, and the 170 plus other tribes represented within the Omaha area today.

## Executive Summary

This document brings together best practices from across the colleges and units of UNO as well recommended from other campuses as we continue to strive for inclusive excellence in the faculty search process. In addition to recommended practices, it articulates minimum required practices and provides resources to facilitate the search effort. Over the past year, many departments generously shared examples of what has worked and what hasn't. Thanks are due to all who have contributed to this document in myriad ways.

In brief, the recommendations of this document are three-fold: (1) dedicate time to advertise and recruit an applicant pool that is the largest and from a range of venues and backgrounds so the applicant pool has the broadest diverse makeup; (2) screen applications and conduct interviews informed by data so as to reduce effects of implicit bias at each step; (3) conduct the process with a perspective that every applicant, every visitor/interviewee feels informed, welcomed, and excited about UNO and the Omaha community.

These guidelines ask all of us – search committee members, chairs/directors, deans, and administrators - to **pause at each step** of the process and ask the question: Are we doing everything that we can to reduce the impact of unconscious and implicit bias by adhering to equitable and inclusive search practices? To assess the effectiveness of our efforts and inform decision-making as we go, we will rely on data as a check point. The table on the next page will be the guiding principle for each search: Each search will begin by looking at the depth of the available candidate pool (PhD production in a given field). Each search committee will then examine the depth and diversity of its own applicant pool, the diversity of candidates selected for initial interviews, and the diversity of candidates selected for campus interviews. At each stage of the process, it will be possible and desirable to ask whether our aspirations for diversity and equitable inclusion are being achieved before proceeding to the next step.

The guidelines are not intended to be read cover-to-cover at the beginning of a search and then shelved. Many faculty and administrators are familiar with the steps involved in a faculty search. Instead, use them as a resource that provides concrete strategies at each stage of the process. The information in the guidelines is applicable to recruiting faculty of varying ranks. For administrators and search committee members, the "Faculty Search Timeline and Checklist" on pages 4-5 serves as a quick reference guide.

This document recognizes that the search process is distributed at the department and college level. Faculty and staff of the units are the ultimate recruiters in their disciplines. Deans are the ultimate hiring agents in their colleges. At the same time, the institution must be intentional as a whole in its aspirations for inclusive excellence. In this distributed context, it is valuable for the campus mission to create constant dialog across the campus on what works and what doesn't. To this end, the role of Academic Affairs is to provide data for informed decision making, articulate the minimum-required levels of the process, offer guidance where possible, and execute the institutionally required contracts to candidates.

With a long history and track record of inclusive excellence in recruiting at UNO, there have been many best practices from across the colleges to draw from in crafting these guidelines. It is hoped that by aggregating them all here, we will continue to foster an active dialog on how we can do even better.

| **Data Supporting Faculty Searches** | Available Pool - Survey of Earned Doctorates[4] | | UNO Faculty and Search Data | | | |
|---|---|---|---|---|---|---|
| | *Related Field 1* | *Related Field 2* | *Unit Full-time Faculty* | *Applicant Pool* | *Short List* | *Finalist List* |
| Female | 55 | 56 | 8 | 30 | 4 | 2 |
| Male | 39 | 52 | 10 | 34 | 4 | 2 |
| Not Disclosed | | | | 2 | | |
| *Totals* | *94* | *108* | *18* | *66* | *8* | *4* |
| ***% Female[1]*** | *58.5%* | *51.9%* | *44.4%* | *46.9%* | *50.0%* | *50.0%* |
| Asian | 4 | 2 | | 9 | 1 | |
| Black or African American | 7 | 11 | 1 | 2 | 1 | 1 |
| Latino | 3 | 8 | | | | |
| Native American/American Indian | | | | | | |
| Native Hawaiian/Pacific Islander | | | | | | |
| White | 57 | 61 | 16 | 45 | 6 | 3 |
| Two or more races | 4 | 1 | 1 | 2 | | |
| Not Disclosed | 1 | 3 | | | | |
| *Total* | *76* | *86* | *18* | *58* | *8* | *4* |
| ***% Nonwhite[1]*** | *23.7%* | *25.6%* | *11.1%* | *22.4%* | *25.0%* | *25.0%* |
| ***% Underrepresented Groups[1,2]*** | *13.2%* | *22.1%* | *5.6%* | *3.4%* | *12.5%* | *25.0%* |
| *All Doctoral Recipients[3]* | 94 | 108 | | | | |

[1] % Female, % nonwhite, and % underrepresented groups based on known data.

[2] % Underrepresented groups: Black or African American, Latino, Native American or American Indian, and Native Hawaiian/Pacific Islander.

[3] Data includes individuals for whom citizenship status was not disclosed.

[4] Data in these columns come from the National Science Foundation and will be from relevant disciplines for a particular search.

# Faculty Search Timeline and Checklist

Despite policies and procedures that differ across colleges and units, three phases apply to all full-time tenure-track faculty searches. Simplified processes are outlined for instructional faculty positions and research associates. (See Appendices A and B.)

1) Preparing for a search (laying the groundwork, submitting the requisition, forming a committee, drafting the announcement, developing a recruitment strategy)
2) Launching an approved search (recruiting a diverse applicant pool, evaluating applicants, conducting short list interviews, and identifying finalists).
3) Attracting finalists (designing successful campus interviews, interviewing finalists, closing the deal with the top candidate, and shifting into hiring mode).

These three phases are described in the graphic/diagram below and the checklist on the next page.

## Faculty Search Timeline

Prepare for a Faculty Search (timing: 6-10 weeks)

4-6 weeks: Assess unit needs and consult with the dean

- Propose a position

2-4 weeks: Concurrently work on the following:

- Form a diverse search committee trained in best practice; must be approved by dean and Academic Affairs
- Craft a position announcement that speaks vividly to the mission of UNO as a diverse, metropolitan research university
- Develop a proactive, mult9-pronged recruitment strategy
- Enter position requisition information into PeopleAdmin, obtain formal approval to engage in a search

Launching an Approved Search (timing: 6-12 weeks)

4-8 weeks: Widely post the position

- Share with diverse leadership, engage professional networks, recruit at professional conferences and association meetings to cultivate a well-qualified, diverse applicant pool

1-2 weeks: Prepare for and review applicants

- Develop scoring matrix of review form based on search criteria
- Request permission to begin applicant review from dean
- Review applicants and propose shortlist of candidates to dean

1-2 weeks: Prepare for and conduct shortlist interviews

- Draft common set of questions to ask all first-round interview candidates
- Conduct first-round interviews by video or phone with approved shortlist candidates
- Propose to dean the finalists who align with search criteria and who would enhance the diversity of the department

Interviewing and Attracting Finalists (timing: 3-5 weeks)

2-3 weeks: Conduct finalist interviews

- Host campus interviews that provide opportunities to learn about the candidates and for the candidates to learn about UNO

1-2 weeks: Assess finalists and make an offer

- Assess the pros and cons of each finalist, consider if/how they would contribute to diversity within the department
- Consult with dean on the top candidate and request approval to make an offer

The following checklist provides a short reference guide to the search process and summarizes the remaining content of this guidebook.

**Phase 1: Preparing for a Faculty Search**

- ❒ Propose a new position, with consultation from the faculty, department chair, dean, and Academic Affairs, that aligns with needs of the unit and the campus strategic priorities
- ❒ Form search committee with diverse membership, individuals with faculty search training, and a search advocate
- ❒ Obtain demographic data on Ph.Ds. in the relevant discipline(s) from Academic Affairs
- ❒ Develop a proactive recruitment plan in consultation with the department and dean
- ❒ Craft position ad that conveys inclusive excellence, links to engaged mission and lists documents to be submitted by applicants (e.g., research, teaching, equity and inclusion statements, etc.)
- ❒ Create requisition in PeopleAdmin and route for approval after ensuring all fields contain accurate and complete information (i.e., posting venues, search committee, position announcement draft, budget, etc.)

**Phase 2: Launching an Approved Search**

- ❒ Recruit applicants through conference visits, professional networks, campus visits, social media, phone calls, listings with Hispanic Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), *The Registry, Doctoral Scholars Program Directory*, and any appropriate professional settings outside of academia, etc.
- ❒ Develop screening criteria and questions for candidates in video interviews
- ❒ Obtain demographic data of applicant pool to determine if it's time to review applications
- ❒ Following approval, review applications, focusing especially on original documents
- ❒ Propose "short list" of 8-10 (preferred) candidates to the dean
- ❒ Obtain demographic data of short list to determine if additional candidates are needed to ensure a representative pool
- ❒ Conduct 30-45 minute video interviews, noting how each candidate meets/does not meet the criteria in the position description
- ❒ Propose finalist list of at least 4 candidates (preferred) for campus interviews
- ❒ Obtain demographic data of proposed finalist list to determine if additional candidates could facilitate a more diverse pool

**Phase 3: Interviewing and Attracting Finalists**

- ❒ Share approved finalist list with department
- ❒ Invite finalists to campus for interviews
- ❒ Construct itinerary for each candidate that includes meetings with individuals from the department, relevant academic units, dean, and that also includes opportunities to learn about ORCA, Academic Affairs, affinity groups, Omaha metro area, local schools, etc.
- ❒ Develop process to gather feedback from stakeholders during the interviews
- ❒ Gather pros and cons of all finalists after campus interviews and determine if all finalists are acceptable, and if appropriate, how the department would rank order them being sure to weigh all forms of inclusive excellence
- ❒ In consultation with dean, develop parameters for (and make) verbal offer
- ❒ Using approved template, draft letter of offer for review by dean and Academic Affairs before routing for signature

# Phase 1: Preparing for a Faculty Search

The steps in this phase (proposing a position, forming a search committee, crafting the position announcement, developing a recruitment plan, and creating a requisition in PeopleAdmin) lay the groundwork to obtain a well-qualified applicant pool. These occur sequentially or concurrently.

## Proposing a Position

A proposal for a faculty position should occur in consultation with the dean and evolve out of an intentional assessment of the unit's needs and how the position is related to the unit's mission and strategic plan as well as the role it will play in fostering an inclusive environment.

*Best Practices*

- Complete an assessment of the unit's needs. A faculty search is an opportunity to expand the expertise of the department, modernize the curriculum or increase the relevancy of academic programming, and/or heighten research or creative activity profile of the unit.
- Engage faculty in the discussion and assessment of departmental needs. Articulate as broad a position as possible, rather than a narrow position out of compromise of many interests.

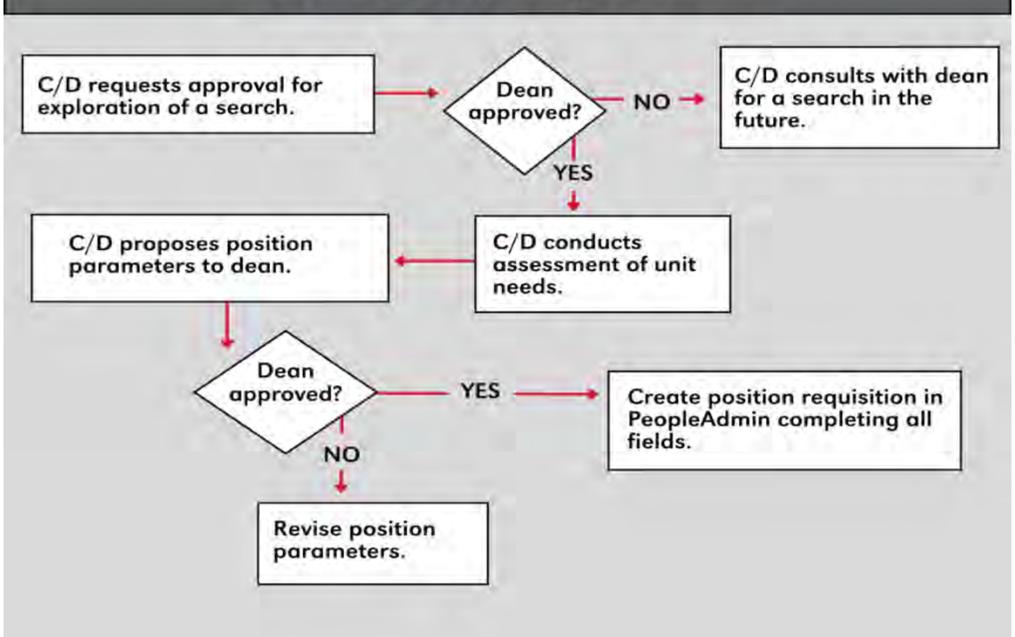
*Required Process (See Figure A):*

- Chair/Director consults with dean on the possibility of a search for the position.
- Chair/Director leads conversations with faculty to identify and assess unit needs.
- Chair/Director proposes broad parameters of the position (e.g., rank, start date, budget, etc.).
- Dean consults with Academic Affairs on moving forward with the position.
- Academic Affairs compiles and shares annual data on the demographics of faculty at the unit, college, and institutional levels as well as demographic data for recent doctoral graduates.

*Resources*

- Data on the demographics of unit faculty and on recent doctoral graduates in relevant fields.

FIGURE A: Proposing a Position



## Forming the Search Committee

The search committee plays the primary role in cultivating a diverse, well-qualified applicant pool and ensuring the search proceeds in an equitable and inclusive manner at every stage.

*Best Practices*

- Use current faculty demographic data as a springboard for considering perspectives that may be missing or that would expand the experiences of the unit in research or the classroom.
- Appoint a committee that strives to represent the diverse aspirations of the faculty.
- Appoint a committee chair who will ensure the search process is carried out fairly and equitably.
- Include a search advocate (Appendix C) on the committee to facilitate the process.

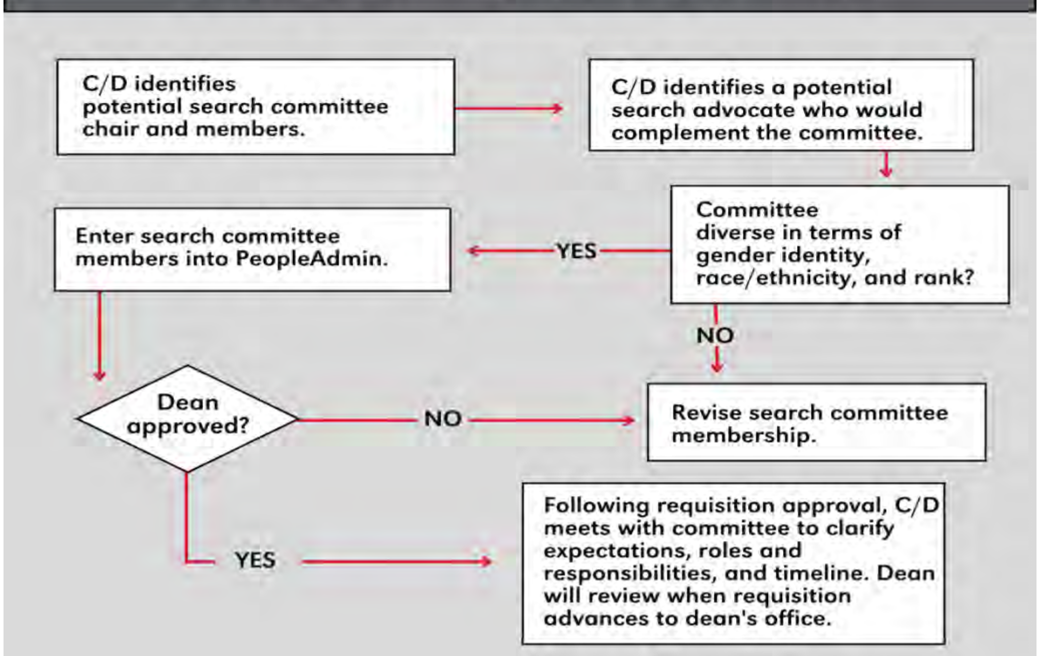
*Required Process (See Figure B):*

- Chair/Director identifies a search committee that will oversee and carry out the search. The search committee should represent diverse perspectives (e.g., gender identity and expression, race/ethnicity rank). Units that lack diversity should consult with the dean on ways to enhance the diversity of the search committee.
- Committee members are required to have participated in search training within the last two years.
- Include all search committee members in PeopleAdmin requisition for the position before advancing the requisition to Academic Affairs.
- Following approval of the search committee, the chair/director meets with the committee to discuss expectations, clarify roles and responsibilities, and establish a timeline for the search.

*Resources*

- The Center for Faculty Excellence will offer Foundations and Advanced Faculty Search Training each year. CFE Calendar: [https://bit.ly/CFE_Calendar](https://bit.ly/CFE_Calendar)

FIGURE B: Forming a Search Committee



## Crafting the Position Announcement

The position announcement should communicate that diverse experiences and perspectives are welcome and valued. It should also demonstrate that the unit is actively engaged in fostering and creating an inclusive campus environment for faculty, staff, and students. Finally, the position description should vividly speak to the mission, vision, and values of UNO as a diverse, metropolitan research university.

*Best Practices*

- Define the position as broadly as possible in terms of the disciplinary background, experience, and expertise desired. Narrowly defined positions tend to result in smaller, less diverse pools.
- Use the position announcement as a marketing and recruiting opportunity. Consider how it can spark prospective applicants' interest in the program, college, university, and Omaha.
- Link the announcement to an article about the mission of UNO as an engaged metropolitan research university that appeared in the *Chronicle* available on the Academic Affairs web site.
- Require applicants to submit materials that will allow an assessment based on primary sources (e.g. teaching, research or creative activity, and diversity/equity statements).

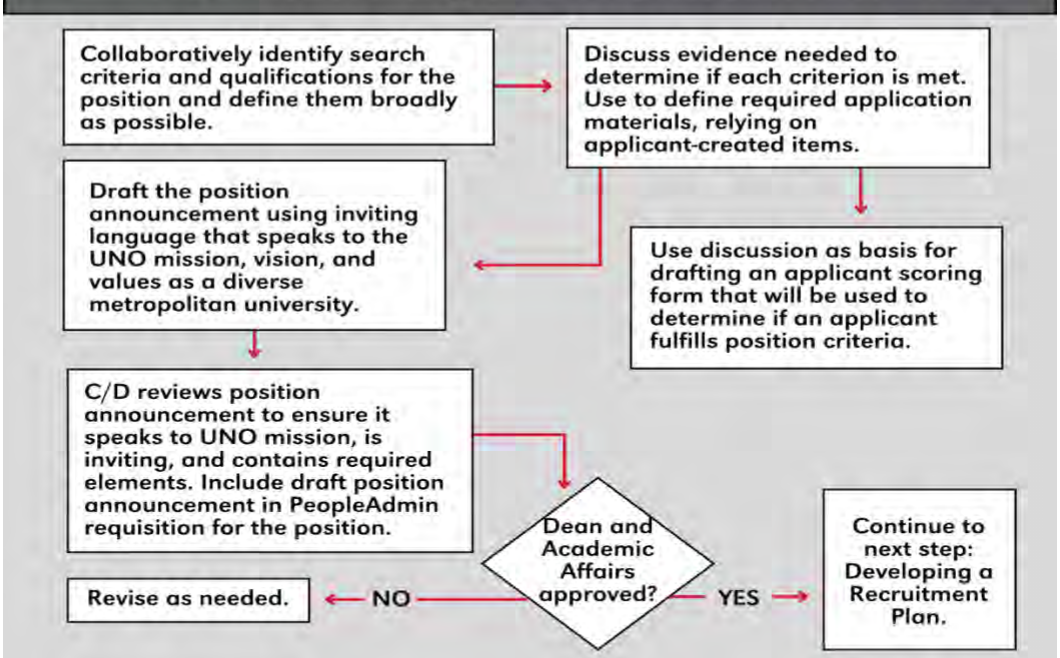
*Required Process (See Figure C):*

- The search committee works with chair/director and faculty to draft the announcement.
- The position announcement includes areas of expertise, position duties and expectations, required application materials, and information on how to apply.
- Include the proposed position announcement (draft form) in the PeopleAdmin requisition for the position under Posting Documents; must be reviewed and approved by dean and Academic Affairs.

*Resources*

- Examples of position announcements are available in the Faculty Search and Recruitment SharePoint site.
- A template for identifying search criteria is available Faculty Search and Recruitment SharePoint.

FIGURE C: Crafting the Position Announcement



## Developing a Recruitment Plan

A recruitment plan describes how the position will be shared with diverse audiences and how faculty professional networks will be accessed to identify prospective applicants. Recruiting typically starts well before a position is identified. It involves ongoing relationship building and networking with a broad range of diverse groups beyond the areas in which unit faculty typically research or publish. A long-term recruitment strategy for a unit is about establishing a reputation and messaging that diversity is valued.

*Best Practices*

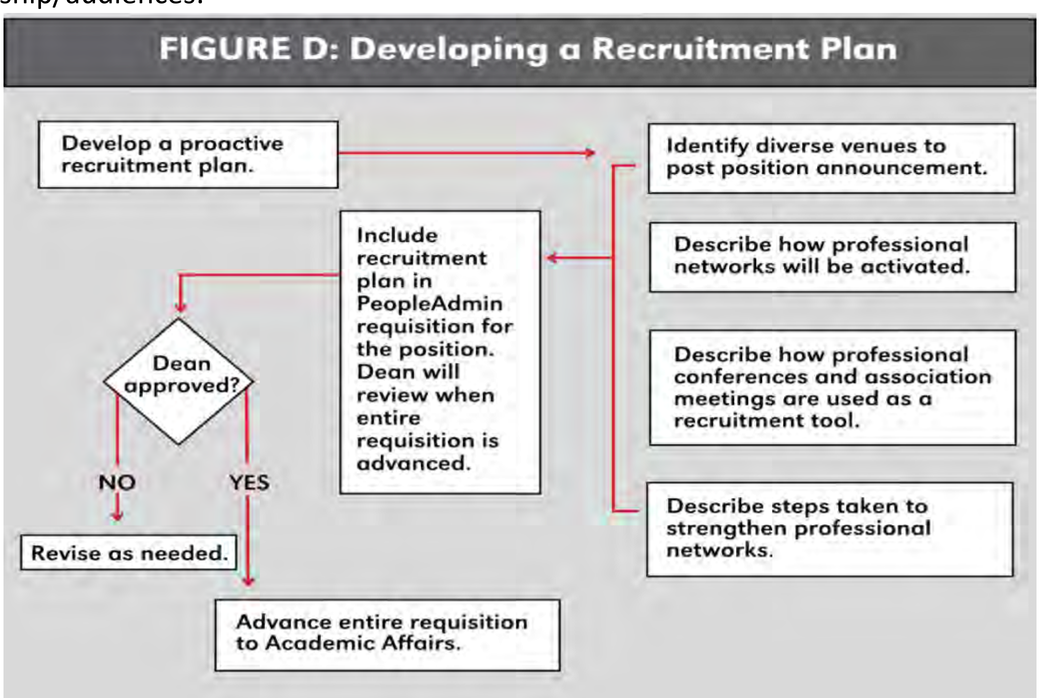
- Actively cultivate diverse professional networks through conferences and societies.
- Keep professional networks engaged by regular messaging about program accomplishments or student achievements in the form of personal emails, newsletter, and social media.
- Promote the position, program, and UNO at professional settings outside of academia.
- Meet and recruit prospective applicants when visiting other campuses or conferences, even in years where no search is underway.
- Utilize social media networks e.g.: @WomenAlsoKnowStuff, @POCAlsoKnowStuff, @WomeninHigherEd.

*Required Process (See Figure D):*

- Draft a multi-pronged proactive recruitment plan.
- Recruitment strategy is shared with the dean.
- Information on recruitment plans and posting venues must be included in the PeopleAdmin requisition for the position before it is advanced to Academic Affairs.

*Resources*

- Academic Affairs has compiled a list of doctoral programs at HSIs and HBCUs that can be filtered or sorted by discipline. It is available in the Faculty Search and Recruitment SharePoint site.
- UNO has an institutional subscription to The Registry, Doctoral Scholars Program Directory, and *The PhD Project* that provide opportunities to post position announcements with diverse readership/audiences.



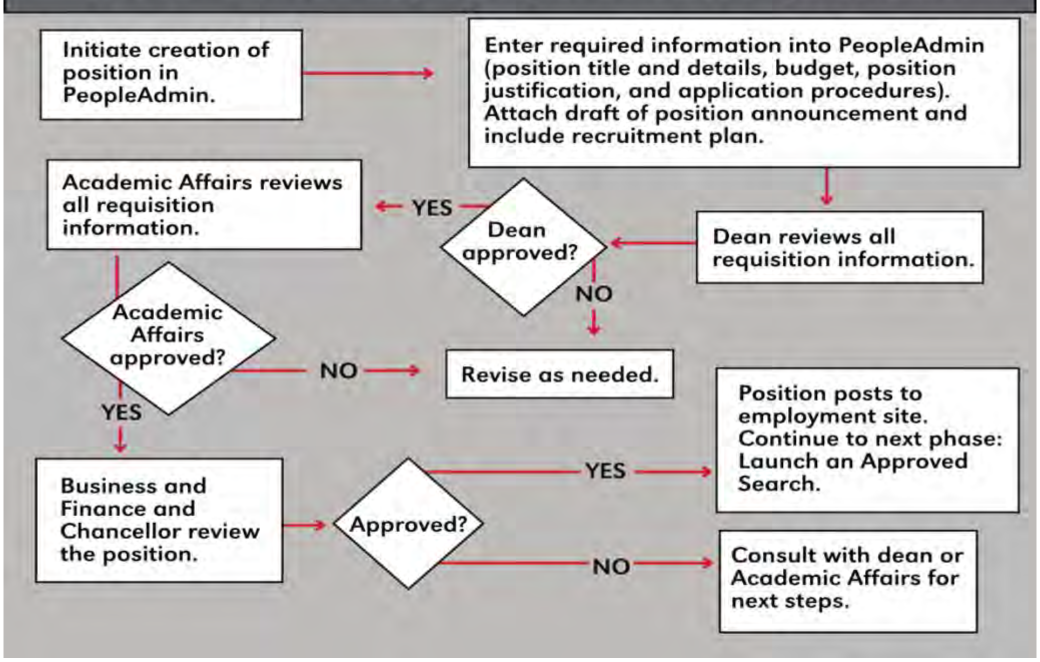
## Creating a Requisition in PeopleAdmin

Requisitions for faculty searches are submitted through PeopleAdmin. Requests to fill *existing* positions must be advanced through PeopleAdmin and include complete information for all fields. Requests for *new* positions must also be advanced through PeopleAdmin, but a requisition should only be created following approval by Academic Affairs for the new position. Positions are advanced to executive leadership only when all PeopleAdmin information is complete and approved including complete information on the position details, budget, recruitment, and the draft position ad.

*Required Process (See Figure E):*

- Chair/Director or college business manager oversees entry of requisition in PeopleAdmin. The creation of the requisition initiates the formal review and approval process for the position.
- Chair/Director reviews all aspects of requisition and approves within PeopleAdmin when requisition is complete.
- Dean reviews all aspects of requisition and approves within PeopleAdmin when requisition is complete. Approving the requisition promotes it to Academic Affairs.
- Academic Affairs reviews all aspects of requisition before advancing for final approval from the Chancellor. Upon final approval within the PeopleAdmin system, the position will be posted on UNO Employment site.

FIGURE E: Creating a Requisition in PeopleAdmin



# Phase 2: Launching an Approved Search

This phase focuses on obtaining a deep diverse applicant pool. Although demographics vary by discipline, search committees can be guided by national data on Ph.D. or terminal degree production by discipline.

## Posting the Position and Recruiting Applicants

*Best Practices*

- Post the announcement on sites with diverse readership.
- Share the announcement outside UNO and ask assistance with promoting the position.
- Contact HSIs and HBCUs with doctoral programs.
- Engage faculty professional networks, professional contacts in doctoral programs, including where appropriate professional business sectors outside of academia, etc.
- Recruit for the position at professional conferences, association meetings, and other events.

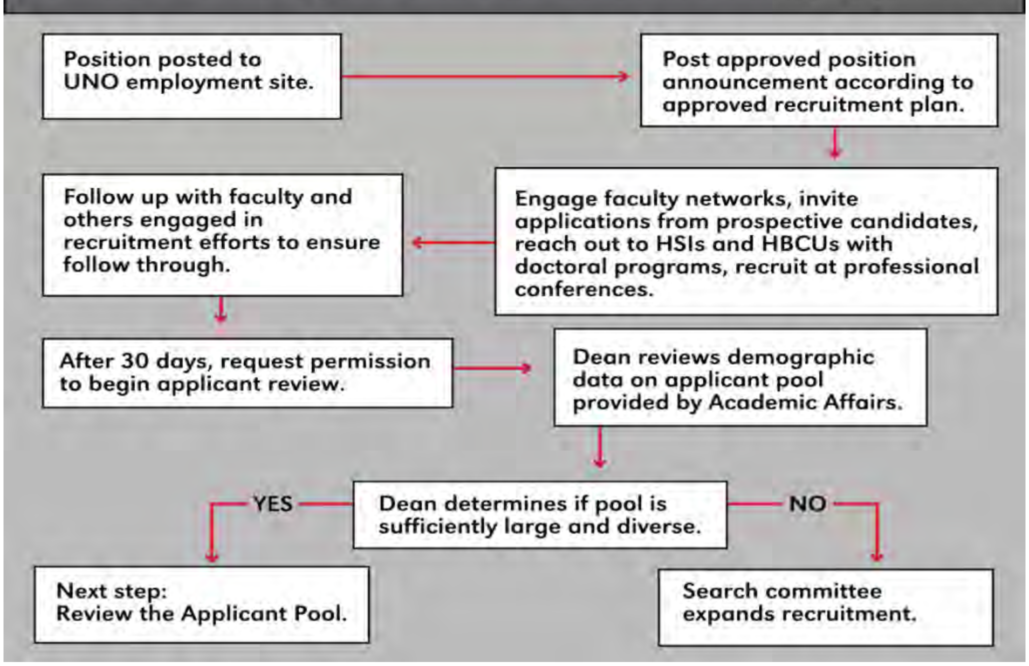
*Required Process (See Figure F):*

- Search committee carries out approved, proactive recruitment plan.
- After the position has been posted for at least 30 days, the search committee works with the chair/director to request permission from the dean to begin the review of applicants.
- Dean requests applicant pool data from Academic Affairs.
- Dean reviews data and determines 1) if diversity of applicant pool is representative of available pool and/or diversity aspirations of the unit, and 2) if the pool is sufficiently large.

*Resources*

- If the cost of posting the position in a range of venues with diverse readership becomes prohibitive, contact your dean or Academic Affairs to request assistance with these costs.
- Institutional subscriptions to *The Registry* and the *Doctoral Scholars Program Directory*.

FIGURE F: Posting the Position and Recruiting Applicants



## Reviewing the Applicant Pool

Ensure that the review of applicants is equitable and inclusive by identifying evaluation criteria in advance and relying on candidate-created primary sources for rating applicants.

*Best Practices*

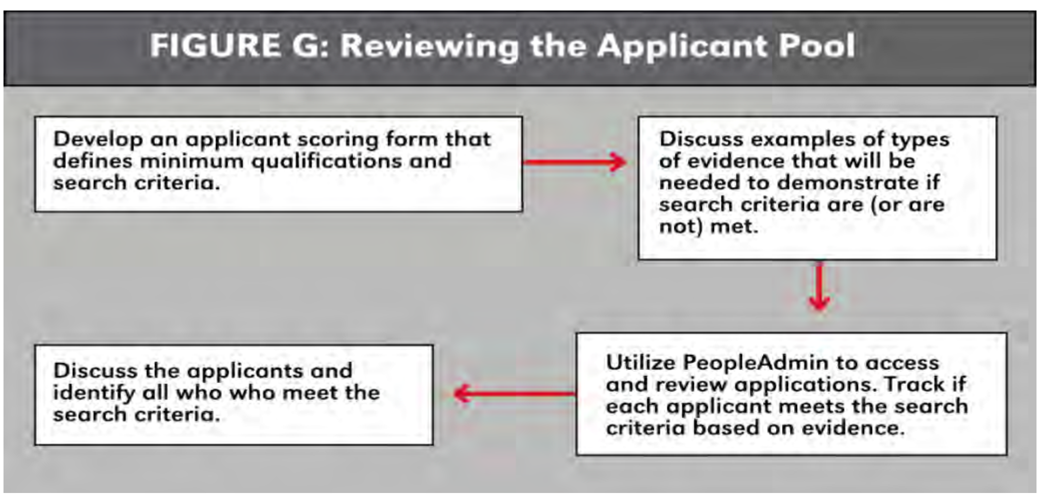
- Before reviewing applicants, determine if the applicant pool reflects the diversity of the available pool of doctoral graduates. If not, expand recruitment efforts and allow more time.
- Articulate the criteria that will be used to evaluate applicants in advance of reviewing applicants.
- Use a scoring rubric to facilitate the review of applicants in an equitable manner.
- Focus the review on primary sources of information (i.e., application components created by the applicant that show how they think or approach various topics), not proxy indicators (e.g., doctoral granting institution, letters of recommendation).
- Adhere to best practices in requesting and reviewing letters of recommendation. Research shows that they often contain gender biases with men more often being given the benefit of the doubt.
- Require a diversity statement in the application materials.

*Required Process (See Figure G):*

- Search committee determines how candidates will be evaluated according to the criteria identified in the position announcement and decides whether an applicant review form will be used.
- Before beginning applicant review, verify that the dean has approved moving forward with this stage.
- Search committee meets to discuss applicant review and to identify candidates who meet criteria.

*Resources*

- Templates for reviewing and evaluating applicants in terms of whether they meet search criteria are available in Faculty Search and Recruitment SharePoint site.



## Identifying and Interviewing the Short List

Conduct structured video or phone interviews with your short-list, a group of 8-10 applicants, to help prevent prematurely narrowing the list of potential interviewees.

*Best Practices*

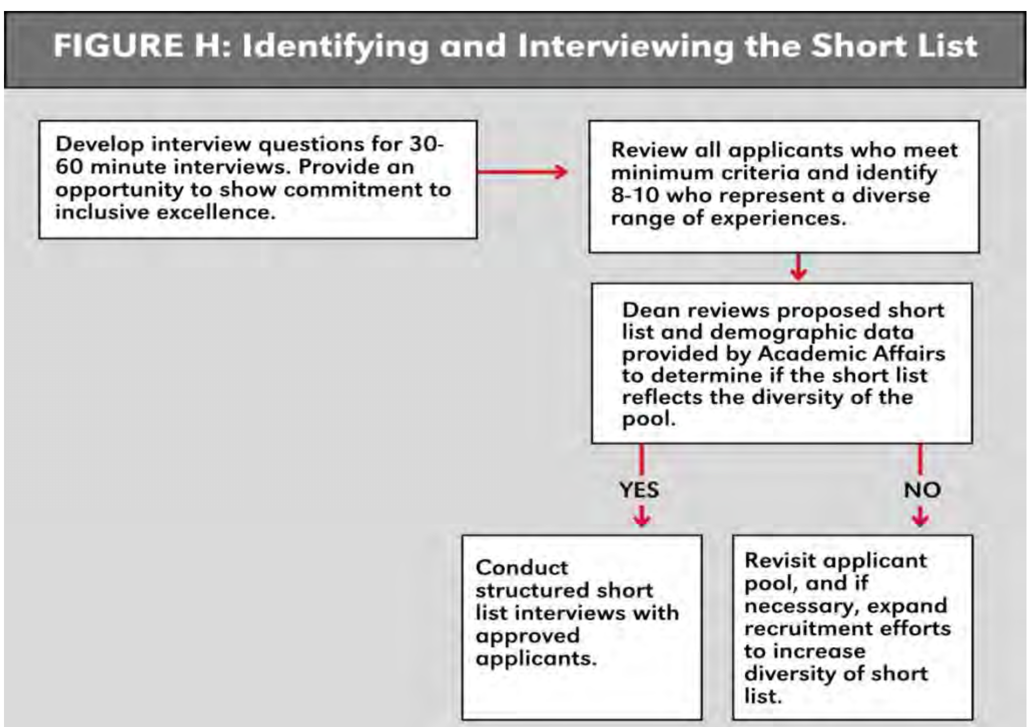
- Identify a short list of 8-10 candidates who reflect the diversity of the applicant pool.
- Develop a list of questions that will be posed to each candidate in the interviews.
- Include a question about each candidate's work with diverse student groups or use of inclusive pedagogical approaches.
- Consider sharing the questions with candidates in advance of the structured interview.
- Add more candidates to the initial pool for phone/video interviews that can help learn about "interesting" or "remote" possibilities "outside the norm" for the discipline.

*Required Process (See Figure H)*

- Search committee develops questions for 30-, 45-, or 60-minute phone/video interviews.
- Search committee reviews applicants who meet search criteria minimum threshold requirements and works toward identifying a short list of approximately 8-10 (preferred) applicants.
- Proposed short list is sent to dean for review and approval.
- If more than one position is being considered out of the same applicant pool, expand the short list.
- Dean requests demographic data on short list data from Academic Affairs.
- Dean reviews diversity of short list to determine if it is representative of applicant pool.

*Resources*

- Potential structured interview questions have been compiled from items shared by departments on campus and are available on Faculty Search and Recruitment Resources SharePoint.



## Identifying Finalists

*Best Practices*

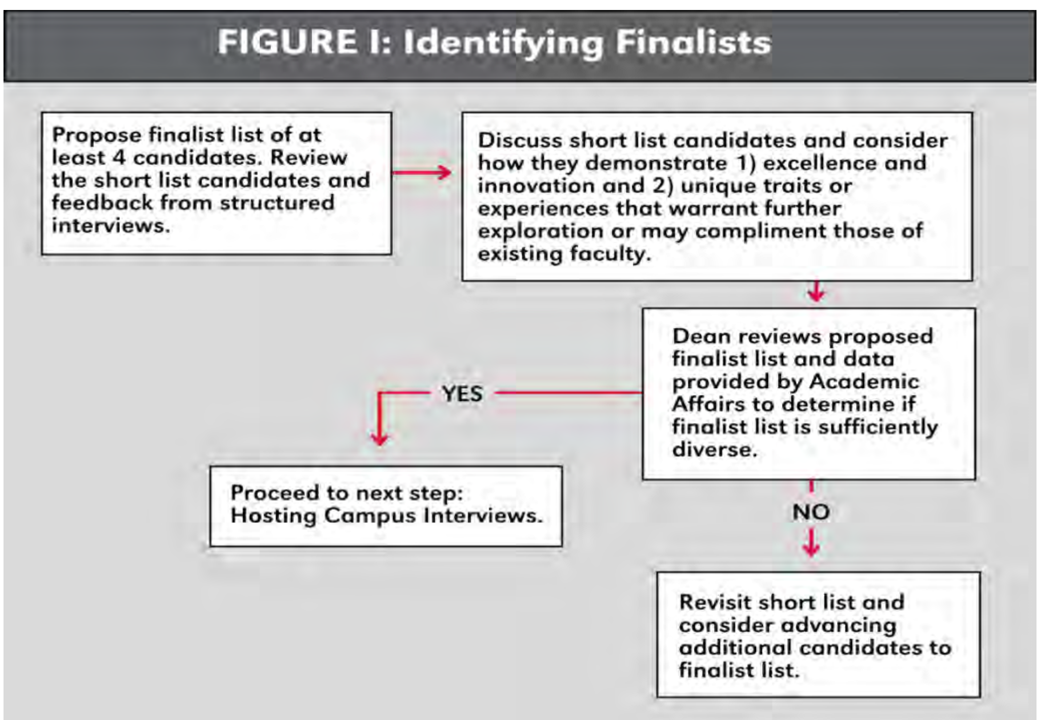
- Consider candidates' qualifications, asking about accomplishments *and* how candidates have demonstrated innovation in their environments.
- Ask what unique assets or experiences each candidate could bring that complement the rest of the department.
- Articulate elements of the candidate's portfolio that may be of concern or deserve further inquiry during the visit.
- Consider expanding the finalist list of campus interviews if doing so will increase the diversity of candidates invited to campus.

*Required Process (See Figure I):*

- Search committee discusses short list candidates to propose a diverse list of at least four finalists (preferred). Summarize how the proposed finalists meet position criteria and share with chair/director.
- Chair/Director reviews proposed finalist list with department and shares with dean.
- Dean requests demographic data from Academic Affairs and assesses diversity of finalist list.

*Resources*

- If additional finalists would further add to the diversity of the campus interviews, financial assistance to support campus interviews may be requested from Academic Affairs.




## Phase 3: Interviewing and Attracting Finalists

The final phase serves a two-fold purpose. UNO must evaluate the skills, temperament, and values of the candidates and consider who will add to our community of inclusive excellence.

## Hosting Campus Interviews

Campus interviews are a great opportunity to learn more about candidates as well as to highlight all that UNO has to offer, including an inclusive and equitable campus environment.

*Best Practices*

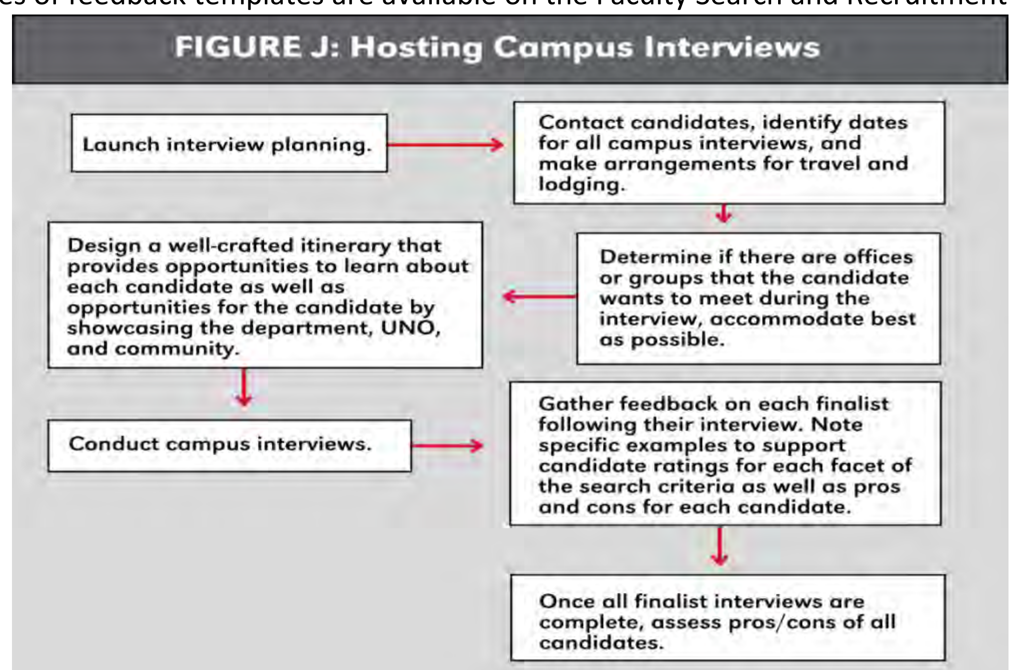
- Build the itinerary in a way that allows candidates to learn about UNO and Omaha (campus tour, meetings with groups and offices of interest (ask in advance if there are offices the candidate would like to learn more about, driving tour of Omaha, local schools, etc.).
- Incorporate breaks, ask candidates in advance about dietary preferences, respect religious holidays, and ask if there is anything the candidate would like to learn about while on campus.
- Provide each candidate with an opportunity to identify affinity or interest groups they want to learn more about during the interview. (See Appendix D.)

*Required Process (See Figure J):*

- Chair/Director contacts finalists to invite them for campus interviews.
- Develop an itinerary in consultation with dean, department, and the candidates.
- Search committee develops a tool for gathering feedback on each candidate from faculty and other stakeholders prior to the next candidate's visit.
- This is a good time for the Chair/Director or search committee to check references, asking about unique strengths of each candidate as well as areas requiring additional support for the candidate to thrive as an independent investigator and/or in their teacher role at UNO. Ask how candidates could contribute to UNO's metropolitan mission and its commitment to inclusive excellence.

*Resources*

- Tips on conducting successful Zoom interviews are available from the Academic Affairs web site.
- Use Appendix C to help customize each finalist's campus (or virtual) interview.
- Examples of feedback templates are available on the Faculty Search and Recruitment SharePoint.



## Making an Offer and Closing the Deal

Identify finalists who will contribute to the culture of inclusive excellence at UNO.

*Best Practices*

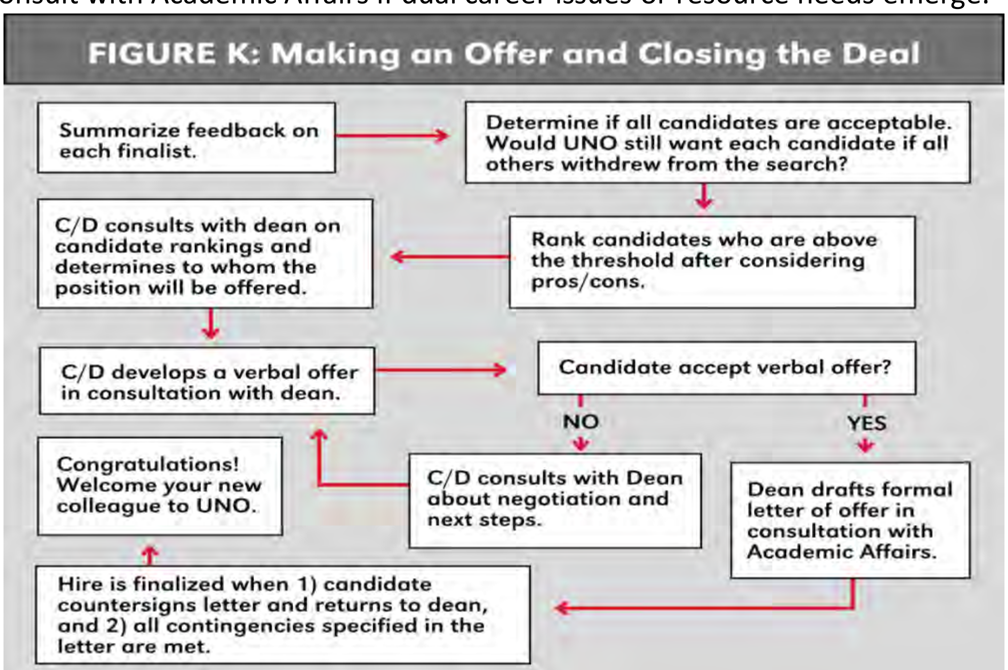
- Ask which of the finalists would be considered "above threshold" – in other words, if all the other candidates withdrew from the search, would UNO still want the remaining candidate?
- For each candidate that is "above threshold" ask whether any one of them would bring to UNO additional measures of diversity of thought, creativity, or background.
- Weigh all forms of inclusive excellence in picking the first choice for an offer.
- Include moving expenses, visa/immigration expenses, summer salary, travel, etc. in the offer letter.
- Ask the candidate if there are personal circumstances that would require further information in helping the individual make an informed decision about UNO and Omaha.

*Required Process (See Figure K):*

- Search committee summarizes feedback on each candidate that includes evaluations related to search criteria and highlights of evidence cited.
- In consultation with chair/director, committee shares summarized feedback with the department.
- Chair/Director shares pros/cons for finalists (including stakeholder feedback) and rank-ordering of candidates (per dean's expectations) with dean to finalize identification of top candidate.
- Following approval of the offer parameters by the dean, a verbal offer and negotiations begin with approved top candidate.
- Once a verbal offer has been accepted, the dean prepares a letter of offer using the template provided by Academic Affairs. The letter must be reviewed and approved by both the dean and Academic Affairs before being routed for signature through DocuSign.
- A copy of the fully signed letter should be sent to Academic Affairs per the DocuSign routing process.

*Resources*

- Deans consult with Academic Affairs if dual career issues or resource needs emerge.



## Shifting to Hiring Mode

Once the letter of offer is fully executed (i.e., signed by all parties), the process shifts to hiring mode, which generally consists of the following (*See Figure L*):

Step 1

College business manager completes and oversees the following, all of which must be completed before moving to Step 2:

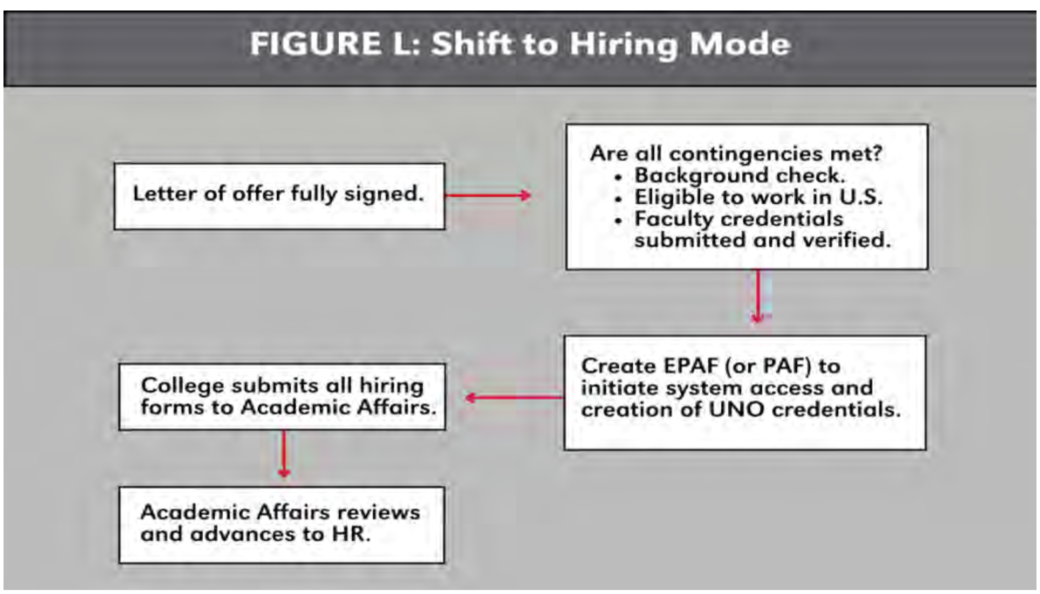
- Verify employment eligibility through I-9 process.
- Successfully complete background check.
- Obtain faculty credentials documentation (e.g., official transcripts, evidence of "tested experience") and complete credentials verification form.
- Prepare E-PAF (for new employees) or PAF (for existing employees); E-PAF generates UNO credentials including NetID and email.

Step 2

- College business manager submits PAF, faculty credentials documentation and verification form, and signed letter of offer to Academic Affairs via SharePoint site.
- Academic Affairs verifies accuracy of all information and advances PAF to Human Resources for final entry of data into SAP.

Step 3

- Department or college "assigns" new faculty member to courses they will be teaching using the Instructor Assignment (IA) table; this allows the faculty member to see their courses in Canvas.



# Appendix A. Instructor Search Process

Searches for instructional faculty (i.e., instructors) generally follow the same guidelines as described throughout this guide though some elements may be abbreviated:

- Search committees for Instructor positions tend to be smaller, consisting of only 1-3 people. For searches conducted in the summer months, the search committee may consist only of the department chair/school director since faculty are not on contract during this time.
- Especially in the summer months, there may be relatively few applicants. As August approaches, the desire to cultivate a deeper and more diverse applicant pool must be weighed against the need to identify and hire an instructor with sufficient time to prepare for classes.
- The short list of candidates tends to be somewhat smaller for instructors (i.e., 4-6) than what would be anticipated for tenure-track positions (i.e., 8-10).
- Though four finalists must be identified, it may make more sense to conduct finalist interviews with only 2-3 finalists. Also, the structure of a finalist interview for an Instructor is likely different than that for a tenure-track position.
- The review of finalists may involve a small segment of the faculty whereas the review of finalists for a tenure-track position tends to involve the faculty as a whole.

# Appendix B. Research Associate Process

Research associate (RA) positions typically require highly specialized skill sets, are often supported by external funding, tend to be temporary positions, and may need to be filled on a short timeline. Given this, traditional search and recruitment processes may not be suited for RA positions.

The following guidelines are intended to expedite the RA search and hiring processes.

- Create a requisition for the position within PeopleAdmin with complete information in all required fields.
- If the position is externally funded, indicate this in the *Position Justification Narrative* and include grant/ project name and grant cost center in *Budget* field. RA positions with full external funding do not require executive leadership approval; positions that are partially or fully funded by state funds must be approved by executive leadership.
- If a search waiver is requested, include the candidate's name in the *Search Waiver* section of PeopleAdmin.
- Positions should be posted a minimum of one week though they may remain open for a longer period if no search waiver is requested.
- A search committee consisting of one to two people plus a search advocate is recommended, but not required.
- If a search committee is formed, members must have completed search training in the last two years. Foundations and Advanced training are available through the Center for Faculty Excellence. A search advocate is not required as a member of the committee though including one is consistent with best practices for equitable and inclusive searches.
- The review of applications and interview process can begin immediately after posting and occur in a manner consistent with project needs; demographic data will not be routinely provided but is available upon request.
- Once a candidate is identified, work with the dean's office to formalize an offer that is within approved parameters (i.e., approved budget, approved start/end dates, etc.); letter of offer must be approved by Academic Affairs before routing for signature.
- Upon receipt of a signed letter of offer, the college business manager can complete the hiring process

Please contact Candice Batton, Assistant Vice Chancellor for Faculty Affairs, at 402.554.4452 or cbatton@unomaha.edu .

# Appendix C. How the Search Advocate Supports the Search Process

A Search Advocate is a trained, external search committee member who promotes diversity, equity, and inclusion aligned with the University's mission and goals. The search advocate serves in a formal role on search committees. The following describes how a Search Advocate can support the faculty search process and includes helpful tips on what search advocates do and don't do. At a minimum, and in consultation with the search committee chair and other as appropriate, the Search Advocate will:

## Before the Search

- Participate in the necessary training/workshops
- Assist with identifying potential sources for a diverse applicant pool
- Engage in discussions related to strategies for developing a diverse pool that could lead to attracting underrepresented groups
- Review the position description to consider whether more inclusive language is needed

## During the Search

- Assist in developing interview questions that will shed light on a candidate's experience with diversity, equity, and inclusion
- Help evaluate how well candidates addressed the diversity statement in their application materials
- Consult with the search chair regarding the diversity of the pool before on-campus interviews
- Be a vocal and responsible advocate for diversity, equity, and inclusion as described in the University's Strategic Plan
- Meet with the candidates to support them in any questions about their potential careers at UNO

## After the Search

- Connect final-round candidates with faculty who share a similar background and interests
- During the debrief, discuss how the process went for the search committee, chair, and hire
- Discuss any candidates who turned down offers and what might have been done to make their recruitments successful

## Search Advocates Are <u>Not</u> Expected To:

- Control the outcome of the search
- Provide oversight of the search committee chair
- Replicate the role of chair
- Assume they understand others' motives, goals or objectives
- Be passive or overly deferential
- Disengage from the process if frustrated, confused, worried or concerned
- Be confrontational - if they become concerned about the progress of the search, they should reach out to the search chair
- Galvanize interest groups in favor of a specific candidate
- Conduct a parallel search process—contacting colleagues at a candidate's current institution and gathering information (or worse, gossip) on the side; such behavior is damaging to everyone—candidates, the search committee, and institution
- Notify candidates of the search committee's recommendations

# Appendix D. How Can We Help You Learn About UNO?

We want to ensure that your upcoming interview provides opportunities for you to learn about us and the UNO campus community. Please let us know if you would like to meet with or get more information about any of the following groups or offices during your upcoming interview.

## UNO Offices and Organizations

- ❐ Research and Creative Activity: The Office of Research and Creative Activity supports faculty in developing a sponsored research program, conducting ethical research, and involving students in the research process.[1]
- ❐ Graduate Studies: The Office of Graduate Studies oversees all graduate programs and engages in efforts to recruit diverse students and support existing students on their path to a degree.[2]
- ❐ Faculty Affairs: Housed within the Office of Academic Affairs, Faculty Affairs is involved in faculty hiring and onboarding, professional development and support, retaining and advancing faculty, and celebrating faculty excellence. [3]

## Interest and Affinity Groups

Are you interested in learning about the lived experiences or networking opportunities for one or more of the following groups? Faculty representatives are available to meet with prospective candidates over a meal or coffee, if time permits, during the interview.

- ❐ Latinx faculty
- ❐ Black or African American faculty
- ❐ Native American or indigenous faculty
- ❐ Asian faculty
- ❐ LGBTQ+ community
- ❐ International faculty
- ❐ Military and veteran affairs
- ❐ WiSTEM: This campus organization focuses on the promotion and professional development of women in science, technology, engineering and math fields.
- ❐ Chancellor's Commission on the Status of Gender Equity: This group brings awareness to gender equity issues, strives for a work/life balance for faculty and staff, and elevates women's roles at UNO and in the community.

If you would like to learn more about any of these groups, please complete this form and return it to the search committee chair or chair/director, who can build in meetings with offices/groups of interest into the itinerary. Alternatively, if time during the interview does not allow for a face-to-face meeting or you simply prefer an individual conversation, please contact Candice Batton, Assistant Vice Chancellor for Faculty Affairs, directly at 402.554.4452 or cbatton@unomaha.edu to connect with faculty representatives who have volunteered to talk with job candidates about their perspectives.

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[1] Department chairs: Please contact Sara Myers at samyers@unomaha.edu to schedule a 30-minute meeting

[2] Department chairs: Please contact Juan Casas at jcasas@unomaha.edu to schedule a 30-minute meeting

[3] Department chairs: Please contact Candice Batton at cbatton@unomaha.edu to schedule a 30-minute meeting or to coordinate coffee or a meal for job candidates who want to meet and talk with faculty from one of these groups.

# Appendix E. Faculty Search Processes at Other Institutions

The present guidelines draw not only from current practices across the colleges at UNO, but also from policy and process documents in place at other institutions, many of which are rooted in research funded in full or in part by National Science Foundation ADVANCE grants. The following have provided useful models:

- University of Wisconsin-Madison. Searching for Excellence and Diversity: A Guide for Search Committees at the University of Wisconsin-Madison.
- Columbia University. Guide to Best Practices in Faculty Search and Hiring.
- Michigan State University. Faculty Search Toolkit: A Resource for Search Committees and Administrators at Michigan State University.
- Purdue University. Faculty Search and Screen: Procedures Manual for Faculty Search and Screen Committees.
- Stanford University. Recruitment Guidelines.
- University of California Los Angeles. Searching for Excellence: Evidence-based Strategies for Equitable and Inclusive Faculty Hiring.
- University of Michigan. Handbook for Faculty Searches and Hiring.
- University of Washington. Handbook of Best Practices for Faculty Searches.