



ACADEMIC - PROFESSIONAL

Recruitment & Search Guide



**INDIANA UNIVERSITY
SOUTHEAST**

Building the foundation for a diverse community.

Revised by Indiana University Southeast
Office of Equity & Diversity 2011

With permission from Indiana University Bloomington
Office of Affirmative Action

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Additional copies can be downloaded from the Equity & Diversity website
www.ius.edu/eqdiv



**INDIANA UNIVERSITY
SOUTHEAST**

OFFICE OF EQUITY AND DIVERSITY

Academic – Professional Recruitment & Search Guide

“Building the Foundation for a Diverse Community”

Dear Search Committee Member,

Thanks for your dedication and commitment to the continued success of our campus. Your role and participation as a search committee member at Indiana University Southeast is crucial to the attainment of our ongoing commitment to diversity. To assist you in this endeavor, the Office of Equity & Diversity has updated the academic-professional recruitment and search process materials.

Our office works in tandem with Human Resources and Academic Affairs to ensure process continuity and compliance with federal law and university policy. If you need assistance with policy interpretation, recruitment sources, and/or search strategies, please do not hesitate to contact us for assistance.

Together we can accomplish much,

Darlene P. Young
Director of Staff Equity & Diversity

An Affirmative Action/Equal Opportunity Institution

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- Association of American Colleges and Universities

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Search Process for Faculty Positions

Click on the links below to access fillable recruitment forms online.
Contact IU Southeast Human Resources at (812) 941-2467 for assistance.

STEP ONE: Request to Fill a New or Vacant Position

Request to fill a vacant position is initiated by the academic unit/ department and submitted to the Academic Affairs Vice Chancellor for approval.

STEP TWO: Budget Committee Approval

Form is signed by the Vice Chancellor and forwarded to Human Resources (HR). HR submits request to Accounting Services for Budget Committee approval.

STEP THREE:

Budget Committee makes a decision and returns request to the Vice Chancellor of Academic Affairs.

STEP FOUR: Authorization to Recruit

Vice Chancellor approves Authorization to Recruit and search committee is notified.

STEP FIVE: [Download Recruitment Form A](#) (Approval to Advertise)

Recruitment Form A must be completed and approved for all academic searches **BEFORE submitting the notice for publication**. Note deadlines for submission and allow adequate time for routing and approvals. The form should include detailed information about the planned advertisement for the search. A copy of the announcement should be provided to Human Resources by the hiring manager and/or the search committee chair.

It is the responsibility of the search committee to review the position announcement, ensuring the description meets minimum requirements.

This step is complete when you receive an approval e-mail from the Director of Staff Equity & Diversity.

See page 5 – Position Announcement

STEP SIX: [Download Recruitment Form B](#) (Approval to Interview)

Two forms must be completed and approved **BEFORE scheduling interviews with candidates for academic positions**. Recruitment Form B and the Vice Chancellor's Approval to Interview. Prospective candidates and any substitute candidates must be listed on both forms. Forms are submitted to the Office of Academic Affairs, along with a letter of interest and vitas from each candidate to be interviewed. Please allow adequate time for approvals prior to contacting candidates for interviews.

This step is complete when you receive notices of approval from the Vice Chancellor of Academic Affairs and the Director of Staff Equity & Diversity.

See page 13 – Interviewing Candidates

STEP SEVEN: [Download Recruitment Form C](#) (Approval to Extend Offer)

Recruitment Form C must be completed and approved by the Vice Chancellor of Academic Affairs for all academic searches **BEFORE making an offer to the successful candidate**.

This step is complete when you receive an approval e-mail from the Director of Staff Equity & Diversity.

See page 19 – Choosing the Finalist

Search Process for Staff Positions (Professional and Bi-weekly)

Contact IU Southeast Human Resources for assistance with the University Online Application System (OLA).

STEP ONE:

Request to Fill a New or Vacant Position

Request to fill a vacant position is initiated by the academic unit/department and submitted to appropriate Vice Chancellor for approval. An updated position description must accompany the request.

STEP TWO:

Budget Committee Approval

Form is signed by appropriate Vice Chancellor and/or hiring manager and forwarded to Human Resources (HR). HR submits request to Accounting Services for Budget Committee approval.

STEP THREE:

Budget Committee makes a decision and returns request to appropriate Vice Chancellor.

STEP FOUR:

Authorization to Recruit

Vice Chancellor approves Authorization to Recruit and search committee or hiring manager is notified.

STEP FIVE (OLA):

Approval to Advertise

HR assigns a position number, enters related data into the University Online Application System (OLA), and uploads a copy of the position description.

HR notifies the Director of Staff Equity & Diversity for review, comments, and approval to advertise the position via e-mail or by phone.

Updates to OLA (AA Note Section) are completed by the Director of Staff Equity & Diversity and an e-mail indicating **approval to advertise** is sent to the hiring manager, search committee members, and HR.

See page 12 – Screening Applications

STEP SIX (OLA):

Approval to Interview

HR reviews all online applications and updates OLA (HR Note Section) with appropriate rejection and referral notes for candidates that meet position requirements.

The hiring manager and/or committee chair must update OLA (Department Note Section) with rejection reasons for all HR referrals. Approximate interview dates should be entered into OLA for each candidate selected to be interviewed onsite. The hiring manager sends an e-mail to the Director of Staff Equity & Diversity to complete the request for **approval to interview**.

The Director of Staff Equity & Diversity approves interview dates in OLA. An e-mail to proceed with interview scheduling is sent to the hiring manager, search committee members, and HR.

See page 13 – Interviewing Candidates

STEP SEVEN (OLA):

Approval to Extend Offer

After interviews are complete, the hiring manager or committee chair updates OLA (Department Note Section) with rejection reasons for the candidates that will not receive an offer of employment. If multiple successful candidates are selected, please rank your selection.

The hiring manager sends an e-mail to the Director of Staff Equity & Diversity to complete the request for **approval to extend an offer**.

The Director of Staff Equity & Diversity approves the selected candidate in OLA. An e-mail indicating approval to extend an offer to the selected candidate(s) is sent to the hiring manager, search committee members, and HR.

See page 19 – Choosing the Finalist

SEARCH COMMITTEES

“The composition of the search committee is critical to its success. By involving people with different points of view or by bringing in a fresh face, the chair can ensure that multiple perspectives and fresh ideas are brought to bear in evaluating candidates.”

Membership

The membership of a search committee should reflect the diversity of the campus. Women and minorities should be included on the committee. To achieve this in less diverse departments, consider asking students, faculty, or staff members from other departments to serve on the committee.

The committee should include several members whose specialty is similar to qualifications listed for the position and also one member who is knowledgeable about Indiana University Southeast’s hiring and Equal Employment Opportunity/Affirmative Action policies.

Responsibilities

It is the responsibility of the search committee to attract, evaluate, and recommend the best candidates for a position. To meet this responsibility, the committee must:

- draft a concise position description that does not exclude women and minority applicants;
- review campus affirmative action plan numbers;
- attract a complete and inclusive candidate pool through proactive advertising methods;
- use fair, objective, and uniform procedures to evaluate candidates;
- complete the search process in a timely manner.

Confidentiality

The committee should be advised about confidentiality. While it may be permissible to discuss candidates with relevant faculty and/or staff, these discussions should not involve others who are not members of the search committee. Candidates should not be discussed with other candidates or with colleagues outside the institution. Good candidates may withdraw if they believe their candidacy is not treated confidentially. This is especially important when there are internal candidates for a position. E-mail should not be used to discuss candidates.

Size

Generally a search committee is made up of no less than three people, including the chair of the committee. Practically, there should be few enough members that schedules and discussion can be managed effectively and enough members to ensure diverse perspectives and insights.

- Association of American Colleges and Universities

Charge

The Equal Employment Opportunity/Affirmative Action Statement and a statement from the dean and/or hiring manager and chancellor affirming Indiana University Southeast’s commitment to diversity should be part of the charge to the committee.

The charge should include the following:

- position title and duties including reporting line;
- time schedule;
- adequate number of internal and external candidates to be interviewed;
- guidelines to maintain confidentiality;
- special concerns or skills needed with respect to the position;
- how search relates to long and short term goals of the department and the university;
- diversity initiatives of the department;
- geographic scope of the search.

The search committee recommends, to the department dean or supervisor, acceptable candidates for hiring.

Search Timing

Forming a search committee as soon as possible after determining a vacancy can decrease the difficulties in dealing with publication deadlines, payroll cut-offs, visa delays, etc. Publication deadlines can often be more than a month prior to the publication date and visa processing can take five to six months.

Management

At the first committee meeting, details such as meeting schedule and record keeping should be clarified. Members should be assigned responsibilities for candidate records, travel arrangements, correspondence, on and off campus interviews, phone interviews, reference checks, completing and submitting required search forms. Consider inviting a member of Human Resources and/or the Office of Equity & Diversity to any early meeting to discuss affirmative action concerns, procedures, and recruitment strategies.

POSITION ANNOUNCEMENT

“Whenever a vacancy occurs – whether for an existing position or for a newly created position, search committees should carefully review the position description to ensure that it is aligned with the commitment to diversify the faculty.”

- Association of American Colleges and Universities

Review

Prior to a search the position description should be reviewed by the academic unit and/or hiring manager to ensure that it accurately reflects current department needs.

Description

The description should accurately reflect the duties of the position yet be written broadly enough to encourage a wide and inclusive candidate pool. Overly narrow definitions of specializations tend to limit the number of qualified candidates and may discourage women and minority candidates from applying.

Duties or responsibilities such as teaching assignments, research expectations, service expectations, or department responsibilities can be highlighted if especially important or unusual. To stress our commitment to diversity, add wording indicating the person in the position will need to “interact with a diverse student and faculty community.”

The following should be included in all position announcements:

- appointment starting date; (faculty only)
- appointment duration; (faculty only)
- appointment type (tenure-track/non tenure-track);
- description of duties and responsibilities, qualifications;
- salary or salary range (may also use “commensurate with qualifications and experience”);
- materials to be submitted;
- search committee address; (if applicable)
- deadlines;
- Equal Employment Opportunity/Affirmative Action (EEO/AA) statement;
- Indiana University Southeast or department website address.

EEO/AA Statement

The following standard statement MUST be included in every position announcement:

“Indiana University Southeast is an Affirmative Action / Equal Opportunity Employer.”

Inclusive Language

To signal Indiana University Southeast’s commitment to diversity and increase the applicant pool, one of these additions should be included with the standard statement:

“Consistent with the University’s commitment to diversity, persons from traditionally underrepresented groups are strongly encouraged to apply.”

“IU Southeast is committed to a learning environment that actively seeks to support students, faculty and staff from diverse backgrounds.”

Deadlines

The deadline for faculty and/or staff applications should be no sooner than 15-30 days after the position announcement appears in a national publication. To preserve the option of accepting late applications or extending a search, use statements such as the following:

“Applications received by (date) will be assured consideration.”

“Review of applications will begin (date). The search will remain open until the position is filled.”

Note: It is important that all applications received after a deadline be treated uniformly.

Additional Materials (faculty)

In addition to requesting a letter of application, curriculum vita, brief biographical sketch, statement on research and teaching, and names of references, you may want to ask candidates to provide a description of their experience with diversity issues, teaching diverse student populations, or working in a multicultural environment.

Qualifications

All qualifications must be strictly job related. The announcement should distinguish between required and preferred qualifications. Degree requirements should be clearly defined. If possible, be flexible about arbitrary numeric measures such as years of service - this may exclude otherwise qualified candidates. Indiana University Southeast's commitment to diversity should be noted, with wording such as:

“Demonstrated success working with diverse faculty and student populations.”

“Experience working in a diverse workplace.”

“Ability to contribute positively to a multicultural campus.”

“Experience with a variety of teaching methods and/or curricular perspectives.”

RECRUITMENT PLAN

“Developing and aggressively implementing a comprehensive recruitment plan that uses multiple recruitment strategies simultaneously will significantly increase the diversity of the applicant pool.”

- Association of American Colleges and Universities

Purpose

The purpose of a recruitment plan is to generate a large and inclusive candidate pool. This will give the search committee a larger selection of candidates to review and thus increase the likelihood of finding the best person for the position.

Authorization to Recruit

The Authorization to Recruit request should be completed to obtain permission to fill a vacant position. Search committee members should be listed and a copy of the position announcement attached and submitted to the Vice Chancellor of Academic Affairs for approval. Affirmative Action plan numbers are e-mailed to the Search Committee and/or hiring manager by the Office of Equity & Diversity.

Scope

The scope of a search is determined by the type of position. All full-time tenure/tenure-track faculty positions must be advertised at a national level, which means advertising in at least one national publication. Even if a position does not require a national search, it may be in the department's best interest to conduct a national search to ensure that it will recruit the best candidate.

Some academic positions (such as research associates, scientists, part-time faculty, visiting faculty, or short term appointments) require only a regional or limited national search. In these cases we suggest you advertise in regional publications that are most likely to bring in the most inclusive candidate pool. Such sources include newspapers in Chicago, Cincinnati, and Louisville, and direct mailings to other institutions. You might also look into some academic e-mail list serves.

If a position will include an international search resulting in foreign candidates, please contact Human Resources for advice.

Advertising

To ensure a complete and inclusive pool of candidates, it is necessary to advertise in multiple sources, for example, in discipline specific publications, memos to departments at other universities and discipline specific professional organizations. Contact Human Resources for information regarding the advertising budget.

The Office of Equity & Diversity can provide assistance in identifying appropriate venues for publication. Publication deadlines should be noted. Plan adequate time for routing of Recruitment Form A (Approval to Advertise) to all required offices (i.e. the dean, the Vice Chancellor for Academic Affairs, and the Director of Staff Equity & Diversity). Approval must be obtained prior to submission for publication externally.

The most widely read national publication in higher education is the *Chronicle of Higher Education*. This publication provides the widest circulation. Also consider nationally read, discipline-specific publications that may be less expensive but still provide extensive circulation in a specific discipline.

Direct Mailings

Direct mailings to all comparable departments at other Big Ten universities or other peer institutions should be standard procedure in your advertising plan. These announcements will most likely be posted on graduate student bulletin boards. Make them eye-catching and easy to read. Include your department or university website address so that it is easy for prospective applicants to get more information about your department and Indiana University Southeast. Make sure your address and deadline dates are clear.

Certain universities graduate large numbers of minority Ph.Ds. For a list of these universities see the *Mailing List for Other Universities* located in this Search Guide on page 22. For other help finding direct mailing resources, contact Human Resources.

Targeted publications

(Women & Minorities)

Several general publications are targeted to women and minorities in higher education. These include *Diverse Issues in Higher Education*, *Hispanic Outlook*, and *Women in Higher Education*. Many discipline-specific organizations include specific recruitment venues for women and minorities. These sources can be identified by checking organizational websites.

Colleague Contacts

A comprehensive recruitment plan should include having department faculty and staff members contact colleagues they know, either by phone or by e-mail, to ask them both to talk to their students about the position and to solicit nominations of potential candidates. Research has shown that minority candidates are more likely to apply for positions when they have been contacted directly by the search committee or recommended by a colleague with whom they have worked.

Conferences

When attending conferences, faculty and/or staff members should always seek potential new department members. This is especially true if there is a current vacancy in the department or a vacancy is anticipated. Members of the campus community should encourage potential candidates to apply and give them a business card so they will have a personal contact at the department. Additionally, conferences are a good place to connect with colleagues from whom nominations may be solicited.

International Searches

If it is likely non-U.S. Citizens will be applying for the position, you must ensure the recruitment plan includes advertising in a printed national publication. Printed advertisements are required for visa processing. You may also want to contact Human Resources early in the process for any other requirements that may affect your search.

Personal Contact

Personal contact is a principal way to increase the inclusiveness of a candidate pool. Lists of recently graduated women and minority candidates in a variety of disciplines may be obtained from the Committee on Institutional Cooperation (CIC) Website: <http://www.cic.net/Home.aspx>. We recommend you get the list for your discipline and send a letter introducing your department and announcing the vacant position to those on the list.

Personal contact by a committee member in the form of an e-mail or phone call should be made to all those nominated for the position by other colleagues.

Other Sources

You may also contact the career placement offices of other universities in the Big Ten or in your geographic region.

To ease the cost of display advertising in nationally read publications, contact Human Resources to see if other related Indiana University Southeast departments have vacancies and possibly create a joint advertisement.

The Offices of Human Resources and Equity & Diversity are available to help you research other advertising sources.

Ensuring Bias-Free Recruitment

A Guide for Search Committees

The Equal Employment Opportunity/Affirmative Action Policy of Indiana University states:

“Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation, or veteran status.”

It is important to keep this in mind when evaluating candidates for positions at Indiana University Southeast. Although it is unlikely search committee members would overtly discriminate against candidates based on the characteristics above, discrimination may never the less occur. Search committees may set criteria or make inquires that screen out otherwise qualified candidates because of characteristics such as those above. They might also make assumptions about candidates based on such characteristics, which would therefore exclude the candidate from consideration. Interviewers might ask questions or make comments that would lead a candidate to believe one or more of the above characteristics will be a factor in their evaluation either negatively or positively. This may lead the candidate to “voluntarily” remove him or herself from consideration. The effect of these situations is the same as overt discrimination and is not in keeping with Indiana University’s non-discrimination policy.

In addition to finding the best qualified person for the position, search committees are often concerned with finding someone who will fit in well in their department. Nobody wants to hire a candidate who subsequently feels uncomfortable in the department. But whether a candidate will be comfortable in the department is an issue for the candidate to decide. This can best be accomplished if candidates have the opportunity to meet and interact with a large number of the faculty, staff, and students in the department. They can then form their own opinion about what the department is like and if they would fit in. A candidate should never be asked if he or she thinks they would fit into the department given an arbitrary characteristic unrelated to his or her administrative, research or teaching area.

Specific information on characteristics that should not be used to evaluate candidates and ideas on how to avoid possible perceptions to the contrary is listed below.

Age

Persons age 40 and over are legally protected from discrimination on the basis of age. Questions that would reveal age should be avoided. Additional comments or questions that might indicate age as a factor should be avoided. Examples include:

“Our faculty is young and on the cutting edge of research.”

“We are interested in getting new blood or new energy into the department.”

Some positions at Indiana University have a mandatory retirement age. This part of the position should be made known to all candidates, not just persons suspected of being close to the retirement age. If a position requires a specific term such as five years, then all candidates should be asked if they can fulfill that term.

Citizenship

All candidates should be asked only if they are currently eligible to work in the United States. This question should be asked of all candidates not just those suspected of being citizens of another country. After an offer is made, he or she will be required to produce documentation of eligibility.

Race/Color

A search committee should not use race or color as a decisive factor in evaluating candidates. While departments should take affirmative steps to ensure they evaluate and strongly consider a diverse pool of candidates, the best qualified person should always be selected. Candidates should not feel their race is a factor, either positively or negatively, in the search committee's evaluation. Questions or comments such as the following should be avoided.

“Our department is actively trying to diversify its faculty.”

“Would you like to meet minority faculty in another department?”

Information about diversity, cultural centers, or minority related programs should be included in all candidate packets.

Religion

Religion or religious beliefs cannot be a factor in evaluating candidates and neither should assumptions about these beliefs. For example, search committees should not assume that because a male candidate is Muslim he will have a difficult time working with women or that because a candidate is wearing a religious symbol his or her beliefs will infuse his/her curriculum or affect his/her decision making. Questions or comments about any religion or religious belief should be avoided when speaking with candidates.

Disability

The Americans with Disabilities Act (ADA) prohibits employment discrimination against qualified individuals with disabilities, as well as persons who have a record of disability or are perceived as disabled. It is of course not permissible to ask individuals if they have disabilities or about their disabilities. When requesting interviews, search committees should ask candidates if they require an accommodation to participate in the interview. It should also be made clear that the need for an accommodation will not be a factor in the candidate's evaluation.

When providing directions to candidates it is important to include information about accessible entrances and parking. If necessary, schedule interviews in a more accessible building.

Ethnicity/National Origin

Candidates should not be asked about their ethnicity or national origin and this information should not be used as a factor in their evaluation. For example, search committees should not evaluate a person of middle eastern decent differently given the current climate. Neither should they dismiss a candidate because there are already a lot of faculty and/or staff members of similar ethnicity or national origin in the department.

Avoid the following lines of discussion with candidates:

“We certainly do have a lot of Australians, such as yourself, already in the department.”

“Where is your family originally from?”

“That is quite the Irish accent you have.”

“Mueller. Is that German?”

Veteran/Military Status

Discrimination based on veteran status is illegal. It is permissible to ask questions about the skills and duties performed during service. However, search committees may not ask the type of discharge the candidate received. This may require the candidate to divulge private information, such as a medical history, which cannot be used as a factor in their evaluation. Additionally, search committees should avoid questions that ask about the candidate's current military status such as:

“Did you remain in the reserves after your service? Are you still in the reserves?”

“How likely is this to affect your service to our department?”

Information received from these types of questions is irrelevant to the candidate's evaluation as service to the reserves or National Guard must be honored by employers and cannot be a factor in a person's evaluation for hire, promotion, or termination.

Marital/Family Status

Do not use marital status as a factor in evaluating candidates. Neither should known or perceived family responsibilities be a consideration. Questions which would require the candidate to divulge this type of information should be avoided. When speaking with candidates, avoid questions or comments such as:

“Do you have children? This department is very family-oriented.”

“Are you married? How would your spouse feel about moving?”

Search committees should avoid making assumptions about a candidate's ability to relocate because of his or her spouse. These are issues to be worked out between the candidate and his or her spouse, not the search committee. At the offer stage it is permissible to inquire if the candidate has any criteria that would make the offer more appealing.

Pregnancy

The current pregnancy status of a candidate or her impending pregnancy status cannot be used as a factor in her evaluation. Search committees should not ask women if they plan to have children or what their childcare plans are. Information about the university's childcare centers should be included in all candidate packets and not just those of female candidates.

Gender

It is not permissible to use gender as a factor in evaluating candidates. All questions or comments related to gender should be avoided. If information about gender specific services (ex: Women's Affairs) is included in candidate packets it should be included in all candidate packets, not just those of that gender. When speaking with candidates avoid comments such as the following:

“How would you feel about working in a department of mainly men/women?”

“It is rare to find a woman/man doing this type of research.”

Additionally, courts have ruled it is illegal to hire women for less pay than men, simply because the market will bear it. The financial implications involved with a person's gender should not be a factor in his or her evaluation.

Sexual Orientation

Indiana University policy prohibits discrimination based on sexual orientation. A search committee cannot use sexual orientation as a factor in evaluating candidates. Search committees should not make assumptions about a candidate's sexual orientation based upon mannerisms or research interests. Questions which may require the candidate to divulge private information such as his or her sexual orientation should be avoided, as well as, comments about anyone's sexual orientation.

SCREENING APPLICATIONS

“Ultimately, to diversify the faculty, the criteria used for hiring and promotion must also be diversified.”

- Association of American Colleges and Universities

Acknowledgment of Application

The appropriate academic unit and/or Human Resources will acknowledge receipt of application by letter along with an ***Applicant Monitoring Form***. Note in the text of the letter that the Applicant Monitoring Form is for statistical analysis and is not required for consideration of employment.

The Applicant Monitoring Form

[Download Applicant Monitoring Form](#)

Information about the search such as position number, department, and title should be filled in on the form prior to sending it to applicants. You should remind the applicant to send the form directly to the Office of Equity & Diversity.

Organization of Applications

Each search committee must set up a system for organizing applications. Applications should be kept in a secure location where they are accessible to search committee members but not to persons unaffiliated with the search.

All applications will need to be kept for THREE years from the end of the search.

Initial Screening

Initial screening is based on the minimum qualifications set out in the job notice. Applicants are screened against bottom-line criteria such as required degrees, years in research, experience, and other relevant criteria.

Screening Criteria

Search Committees must discuss in advance the criteria they will use to evaluate candidates. All candidates must be evaluated using the same criteria. All criteria must be based on actual position needs and must not unnecessarily screen out candidates because of their race, sex, age, veteran status, disability, or ethnicity. Be mindful of biases that inadvertently screen out well-qualified candidates with nontraditional career paths or research interests. Recognize that diverse paths and experiences can contribute positively to a candidate's qualifications.

Evaluating Candidates

All members of the search committee should review each candidate's application and evaluate it using the agreed upon criteria. Resist the impulse to label candidates the “most promising” because this may make it difficult for other candidates to be fully considered. Avoid unfounded assumptions, e.g., members of a particular racial group do not like living here, women who pursued degrees part-time are not serious scholars, excellent candidates will be heavily recruited, or a married candidate's spouse will not be willing to move. Let candidates decide these issues for themselves. Do review how a candidate's diverse experiences or commitment to diversity can contribute to the department.

INTERVIEWING CANDIDATES

“A well-hosted campus visit allows candidates to make well-informed decisions on whether the position and the place is a right ‘fit’ for them.”

- Association of American Colleges and Universities

Approval to Interview (Recruitment Form B)

The request for **Approval to Interview** must be filled out and approved **BEFORE** scheduling on-campus interviews with candidates. You should review all applicants, indicate which of these you wish to interview, and state reasonably why others have been rejected. An interview pool of 3 - 5 candidates is encouraged. Be sure to list additional candidates if available. Record the total number applications received. Be sure to include the authorization number found on the approved **Authorization to Recruit Form**. Required signatures for approval to interview include: the academic dean/administrator who is responsible for hiring, the committee chair, the Vice Chancellor for Academic Affairs, and the Director of Staff Equity & Diversity. Allow adequate time to secure all approvals before contacting candidates.

Preparing Interview Questions

The committee should compose a group of core questions based on the job-related criteria to evaluate candidates. These questions should be asked of all candidates to ensure that crucial job-related information is obtained. Open-ended questions tend to relax candidates and encourage free speaking. Developing questions ahead of time need not be unduly restrictive. Follow-up questions based on the responses to pre-determined questions will most likely vary with each candidate. Core questions should be reviewed to ensure they don't unnecessarily screen out women and minority candidates.

Telephone Interviews

Departments may use telephone interviews as a “pre-interview” near the end of the screening process. A request for **Approval to Interview** is not required. It is important that you let the candidate know in advance that you would like to schedule a phone interview so that he or she is prepared and understands it is part of the screening process. It is also important that during these interviews, you are consistent when questioning all of the candidates and inappropriate questions are not asked. (Refer to *Ensuring Bias-Free Recruitment: A Guide for Search Committees* on page 9).

This should NOT be the only interview conducted with successful candidates.

Informal Interviews

Interviewing at conferences can provide more contact with a wide array of candidates and should be done if possible. Although you need not fill out the request for **Approval to Interview** for these types of interviews, it is important that you have reviewed information raised in the *Ensuring Bias-Free Recruitment: A Guide for Search Committees* located on page 9 and do not ask inappropriate questions.

Campus Visits

The campus visit serves a dual purpose. The candidates are evaluating the campus and they themselves are being evaluated.

Candidates should be given the itinerary for the visit in advance and should be invited to request any special accommodations they might require. It is also appropriate to ask if there are any special offices on campus the candidate would like to visit or if there is anyone he/she would like to meet so appointments can be made prior to the candidate's arrival. All faculty candidates must be interviewed by the Vice Chancellor for Academic Affairs and the Chancellor.

While evaluating the candidate the committee should also assist the candidate in making an informed decision about the campus by letting him or her meet the administrators, other faculty, staff, and students with similar interests.

Skills Demonstration

Indiana University Southeast policy encourages that candidates demonstrate teaching or lecturing skills. It is important this requirement be administered consistently with all candidates and that all candidates have enough notification to properly prepare as well as to make any special request for equipment or accommodations.

The Interview

Beware of saying anything that could suggest unstated criteria such as “We need new, young people with ideas.” Understanding that minority candidates may have concerns about the diversity of the campus, search committees can ask if the candidate has any special concerns or would like to meet with anyone else on campus. Search committees should be prepared to offer candidates assistance with faculty, staff, and student demographics, programs, and centers. Candidates should also be provided opportunities during the interview to ask questions.

Open Sessions

Candidates should have time to interact with faculty, staff, and students from the department and/or related departments during open sessions. This provides a good opportunity for the candidate to determine if he or she is a good fit with the department. It is important during these engagements that faculty members are careful not to solicit personal information unrelated to the position such as marital or parental status. However, incidental conversation which includes these topics is permissible. Additionally, faculty and/or staff members should be able to address candidate concerns about such things as schools, spousal employment, and benefits. Faculty and/or staff members should feel comfortable conversing with the candidate as they would any other colleague.

Information Packets

We recommend departments put together and mail information packets to all candidates prior to scheduling interviews. The packets should include a copy of the Academic Handbook, department brochure, campus map, benefit information, cultural and community center information and brochures, and anything else that could help the candidate get a feel for the campus and department. A copy of the local or student newspaper might provide a sense of the campus and community. This guide includes a sheet on websites of interest to visiting candidates which could be copied and included in the packet (see page 23).

Reference Checks/Letters

Search committees and/or hiring managers are required to check references or to request letters of reference. However, telephone calls to candidate's references may provide added insight. The committee should ask permission of the candidate before calling anyone on the candidate's provided list of references. The committee may ask the candidate if he/she is comfortable with their seeking additional references from anyone else they feel appropriate. When contacting a reference, the committee should describe the position. Areas of questioning should be consistent across candidates.

Credentials Check

Credential checks are the responsibility of the hiring unit. Candidates who are being interviewed for faculty positions should be asked to complete the Personal Profile Forms (ED and PS), which are found on OneStart under the Personal Profile Forms section. Contact the Office of Academic Affairs for more assistance.

Interview Candidates for Full-time Faculty Positions

Candidates for full-time, continuing faculty appointments must normally interview with the Vice Chancellor for Academic Affairs and the Chancellor as part of the on-campus interview process. This includes candidates for both tenure-track and non tenure-track appointments. Candidates for temporary or visiting appointments may interview with the Vice Chancellor for Academic Affairs and the Chancellor depending on their availability.

Interview Questions

What you may ask about. What you shouldn't ask about.

Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, marital status, national origin, race, religion, sexual orientation or veteran status.

Avoid questions that would lead applicants to believe these characteristics are a factor in their employment.

	May Ask (questions are job related)	Shouldn't Ask (questions are <u>not</u> job related)
Name	<p>Applicant's full name.</p> <p>Have you ever worked at IU under a different name, including nickname?</p> <p>Is there any additional information I need to check your work record?</p>	<p>What is your maiden name?</p> <p>Applicant's original name if changed by court order or otherwise.</p>
Age	<p>Are you 18 years or older?</p>	<p>Date of birth, date graduated from high school/college, or date of degree earned. May discuss date of degree if provided in application.</p> <p>You cannot ask to see a birth certificate, passport, or a driver license until after the hire.</p> <p>Avoid questions that allude to or assume an applicant's age including: How do you feel about working for someone younger than you? Are you getting close to retirement age?</p>
Marital/ Family Status	<p>Can the applicant perform specific job related requirements such as travel, weekend/unusual hours, or extended work days?</p>	<p>Are you single? married? divorced? Is your spouse a student or employee at IU?</p> <p>Do you have any children? What are your childcare arrangements?</p> <p>It is the applicant's responsibility to decide if they can manage working in addition to their marital/family issues, not the hiring department.</p>
Pregnancy		<p>A woman's current or pending pregnancy status cannot be used in her evaluation.</p> <p>Are you pregnant?</p> <p>Do you intend to become pregnant in the future?</p>
Military Service	<p>You may inquire about job related experience acquired while in military service.</p> <p>How do you think your experience in the military would benefit you in this position?</p>	<p>What type of discharge did you receive?</p> <p>An applicant's current status with either the reserves or National Guard cannot factor in his or her evaluation. Therefore you should not ask if they are currently in the reserves or National Guard.</p>

	May Ask (questions are job related)	Shouldn't Ask (questions are <u>not</u> job related)
Religion	Can you work the required schedule?	<p>If an applicant is wearing a religious symbol you should not assume his or her beliefs will affect their performance at IU.</p> <p>Can you work on Easter (or other specific religious holiday)? Do you attend church?</p> <p>You should not inquire about religious affiliations of institutions the applicant has attended or make assumptions about the applicant's religion based on attendance at those institutions.</p>
Gender/Sex		<p>Avoid comments or questions that imply that gender is a factor in the employment decision.</p> <p>How would you feel about working for a man/woman?</p> <p>Do you have any experience being the only man/woman in your office?</p> <p>You don't often find men/women in this line of work. How did you become interested in this?</p> <p>Do you prefer Mr. Mrs. Miss or Ms.?</p>
Height/Weight		An applicant's height or weight cannot be used in his or her evaluation.
Race/Color		<p>You should not make assumptions about an applicant's race based on name, appearance, or mannerisms. Applicants should not feel their race is a factor either positively or negatively in their evaluation and comments or questions that imply otherwise should be avoided.</p> <p>There aren't very many minorities in our department. Will that be a problem for you?</p> <p>You look like you have an interesting family history. How would you define your race?</p>
Citizenship	<p>Are you legally eligible to work in the United States?</p> <p>Applicant will be required to provide proof, only after a conditional offer has been made.</p>	<p>You should avoid asking if an applicant is a United States citizen.</p> <p>What country are you a citizen of?</p>
Worker's Compensation	Do you regularly follow workplace safety rules?	<p>Have you ever filed for worker's compensation?</p> <p>Have you had any prior work injuries?</p>

	May Ask (questions are job related)	Shouldn't Ask (questions are <u>not</u> job related)
Sexual Orientation	<p>If an applicant asks about domestic partner benefits, you may provide the information. However, if you will be discussing benefit information with applicants, the domestic partner benefit should be discussed with all applicants.</p>	<p>You should not make assumptions about an applicant's sexual orientation based on mannerisms or dress. Since an applicant's sexual orientation cannot be used as a factor in his or her evaluation, you should avoid comments that would lead the applicant to believe otherwise including comments about your own sexual orientation or the sexual orientation of others in the department.</p> <p>Are you married? What is the name of a relative to be notified in case of emergency? (Emergency notification can only be asked post-hire).</p> <p>We do offer domestic partner benefits. Would you like me to get you more information on that?</p>
Arrests	<p>You can let applicants know that a background check will be done after a conditional offer has been made and give them a chance to explain anything that might show up there.</p>	<p>Have you ever been arrested?</p>
Disability	<p>Are you able to perform the duties of the job with or without accommodation?</p> <p>If the applicant indicates that he or she can perform the tasks with an accommodation, you may ask what accommodations would be needed.</p> <p>Now that you have heard the hours, leave policies, and other requirements of this position, do you feel you will be able to meet these requirements?</p> <p>How many days were you absent from work last year? Should only be asked if being asked of all applicants.</p> <p>An employer may make medical inquiries or require a medical examination of all candidates at the stage of a conditional job offer.</p>	<p>An applicant's visible or non-visible disability cannot be a factor in his or her evaluation. Avoid comments that would lead them to believe it is a factor such as: That's a noticeable limp. Those are very thick glasses. You get around really well for being in a wheelchair.</p> <p>Are you in good health?</p> <p>Do you have any physical disabilities that prevent you from performing this kind of work?</p> <p>Will you require time off because of your disability or for treatment? What is the prognosis for your condition?</p> <p>Please list any conditions or diseases you were treated for in the last three years.</p> <p>How many days were you absent last year because of illness?</p> <p>Have you ever been treated by a psychiatrist or counselor?</p> <p>Do you provide care for family members relatives who are disabled? Will this require time off?</p>

	May Ask (questions are job related)	Shouldn't Ask (questions are <u>not</u> job related)
National Origin	<p>Are you legally eligible to work in the United States? An applicant will be required to verify this after the conditional offer is made.</p> <p>Inquiry into languages applicants speak or write fluently, if it is a requirement of the job.</p> <p>Are you proficient in speaking and writing in English? Should only be asked if asked of all applicants.</p>	<p>Where were you born? Of what country are you a citizen?</p> <p>Is your last name German? You have quite an Irish accent.</p> <p>I see you speak Spanish. Did you learn that in your native country or in school?</p>
Finances	<p>If an applicant is applying for a financial position, you can let them know that a credit check will be done after a conditional offer has been made and give them a chance to explain anything that might show up there.</p>	<p>Do you own your own home?</p> <p>How long have you lived at your present address?</p> <p>Have your wages ever been garnished?</p>
Education/ Licenses	<p>You are allowed to verify all credentials on the applicant's application or resume.</p> <p>You may inquire if applicant has licenses required for the position (including driver's license). Licenses (including driver's license) can only be verified after a conditional offer has been made.</p>	<p>Can I see your driver's license?</p> <p>When did you graduate from high school/college or receive your degree?</p>
Unions/ Organizations	<p>You may ask about organizations the applicant lists on his or her application or resume. Including how he or she feels membership in that organization would benefit them in the position.</p>	<p>Are you a union member?</p> <p>List all clubs, societies, and lodges to which you belong.</p>

CHOOSING THE FINALIST(S)

“The more diverse college and university faculty are, the more likely it is that all students will be exposed to a wider range of scholarly perspectives and to ideas drawn from a variety of life experiences.”

**- Association of American Colleges and Universities
(Turner 2000: *Shattering the Silence* 1997)**

It is crucial that job criteria remain the basis for the decision through the concluding phase of the selection process.

Departmental practices vary as to whether, how, and at what point candidates are numerically ranked. It is beyond the scope of this document to recommend a particular method. However, as in every other stage of the search process, there must be consistency in how candidates are evaluated and ranked vis. a vis. each other.

There should be a written rating for each candidate in regards to how they fare in relation to the job criteria. At the early phase of the search process, that could take the form of a simple checklist of the agreed-upon minimum qualifications. A second screening should include thorough written comments on a spreadsheet outlining all the selection criteria.

At the final stage of evaluating candidates, documentation should reflect the results of the interview itself, as well as reference checks, job talks or other presentations, and any other selection method utilized for all semi-finalists and/or final candidates.

Different departments have created varying practices regarding the format for presenting the finalist(s) to the hiring authority. A good rule of thumb is this: only objective, job-related information should be presented to the person making the final decision. A summary of each individual’s weaknesses and strengths as it pertains to the job criteria would be appropriate.

MAKING THE OFFER

“Although salary is a major enticement or deterrent, the conversation regarding the compensation packages should include other incentives the institution is willing to provide.”

- Association of American Colleges and Universities

The Offer Package

To discuss an offer package, the dean or hiring manager should contact Human Resources to obtain information about the standard benefits provided by the University such as health and life insurance, retirement, and fee courtesy. The discussion and offer should also review office and/or lab space, research funding, prior sabbatical leave credit, prior tenure credit, and other issues. It is a good idea to familiarize yourself with IU policy on moving expenses. Discuss this early with the candidate to reduce complications later. In negotiations it is important to emphasize that no commitments are final until they have administrative approval and are written into the offer letter.

Approval to Extend Offer

(Recruitment Form C)

This form should be completed and routed to the required offices for approval **PRIOR** to sending an offer letter or making a binding offer to the candidate.

Offer Letter (professional & bi-weekly)

After OLA comments have been reviewed and approved by the Director of Staff Equity & Diversity, the hiring manager and/or Human Resources may extend a verbal salary offer. Human Resources will send a letter to the successful candidate.

The Request to Recommend Appointment for Academic Position

This form is completed for faculty by the dean and delivered to the Vice Chancellor for Academic Affairs. Required information includes the terms and conditions of the offer.

Offer Letter (faculty)

The offer letter should describe the appointment (e.g. tenure-track) and the professional duties required. It is important that the letter include the statement below:

This offer is contingent on the University’s verification of credentials and other information required by State law and IU policies. The Immigration Reform and Control Act of 1986 requires the University to verify and retain a record showing that each individual hired is a U.S. citizen or an alien authorized to work in the U.S.

Offer with Tenure

When an offer will be made granting tenure, the faculty of the school will be consulted about the award of tenure prior to making the offer. An offer with tenure will require additional approvals by the Vice Chancellor for Academic Affairs, the Chancellor, the IU Executive Vice President, and the Board of Trustees. The Vice Chancellor for Academic Affairs will be responsible for securing the necessary approvals.

Salary Equity

When making a salary offer, departments should keep in mind equity issues including minimum salary requirements set annually by campus administrators. Remember it is illegal to pay a woman less than a man simply because the markets will bear it, even though it may have been negotiated by the candidate.

Notifying Unsuccessful Candidates

Since some first offers are rejected, it is important to encourage candidate interest in the position. Unsuccessful candidates should be notified only after an offer has been accepted.

Rejected Offer

When an offer is rejected, the search committee may go back to the candidates it has already interviewed and reevaluate the substitute candidates. If an offer is to be made to a candidate who has already been interviewed, a new ***Request to Recommend Appointment*** can be routed for approval for that candidate.

If there is no interest in any of the other candidates interviewed for a faculty appointment, a new Recruitment Form B must be initiated to obtain approval to interview.

For professional/bi-weekly appointments, contact Human Resources.

Background Check

The academic unit or department is responsible for submission of background forms to Academic Affairs or Human Resources for faculty or staff positions. Hiring is contingent upon the receipt of an acceptable background check.

Failed Search

If a search committee is unable to achieve an accepted offer, the search has failed. A failed academic search may be reopened without re-advertising the position within the same academic year. It may be reopened within two years by re-advertising the position. If the search fails after two years a new search will need to be initiated. Please contact the Office of Equity & Diversity when reopening a search to make sure you continue to comply with equal opportunity guidelines.

Non-U.S. Citizen Offers

Contact International Services about the H-1B visa packet when you know the successful candidate is a non-U.S. citizen. It is the responsibility of the hiring department to apply for the visa and pay the fees for this service. International Services can provide you with the visa packet, answer any questions you or the candidate may have, and assist you in completing and filing the required forms.

Because visa processing can take from five to six months, it is important to start working with International Services early. Contact them at (812) 855-9086.

Other Appointment Issues

The Office of Academic Affairs can assist you with actually appointing the successful candidate and seeing that he or she is paid on time.

Contact Human Resources for questions regarding staff appointment issues.

Mailing List for Other Universities

Directly mailing a position announcement and letter of introduction to related departments at other universities is a good way to generate interest in your position especially if you are looking for junior faculty or lecturers. Listed below are the twelve Council of Independent Colleges (CIC) institutions of which Indiana University is a member. We recommend you visit the institution website and find the addresses to any departments who might have students doing research in the field(s) you are seeking.

Indiana University (www.indiana.edu)
Michigan State University (www.msu.edu)
Northwestern University (www.northwestern.edu)
Ohio State University (www.osu.edu)
Penn State University (www.psu.edu)
Purdue University (www.purdue.edu)
University of Chicago (www.uchicago.edu)
University of Illinois-Champaign (www.uiuc.edu)
University of Iowa (www.uiowa.edu)
University of Michigan (www.umich.edu)
University of Minnesota (www.umn.edu)
University of Wisconsin (www.wisc.edu)

Although most CIC institutions graduate significant numbers of minority candidates, the following institutions scored high on the most recent Integrated Postsecondary Education Data System (IPEDS) report for graduating larger numbers of minority Ph.D. candidates and should be included in your advertising if applicable. We recommend you do the same mailing to these schools.

Arizona State University (www.asu.edu)
Florida State University (www.fsu.edu)
Georgia State University (www.gsu.edu)
George Washington University (www.gwu.edu)
Harvard University (www.harvard.edu)
New York University (www.nyu.edu)
Stanford University (www.stanford.edu)
Temple University (www.temple.edu)
Texas A&M University (www.tamu.edu)
University of Arizona (www.arizona.edu)
University of California - Berkeley (www.berkeley.edu)
University of California - Los Angeles (www.ucla.edu)
University of Florida (www.ufl.edu)
University of Georgia (www.uga.edu)
University of Maryland (www.umd.edu)
University of New Mexico (www.unm.edu)
University of North Carolina - Chapel Hill (www.unc.edu)
University of Southern California (www.usc.edu)
University of Texas - Austin (www.utexas.edu)
University of Virginia (www.virginia.edu)

www.ius.edu

Indiana University Southeast New Albany Area Community Information

www.ius.edu **Indiana University Southeast**

- Main portal.

www.ius.edu/acadaffairs **Academic Affairs**

- Access to faculty handbook/policies and links to faculty programs.

www.ius.edu/hr **University Human Resources & Benefits**

- Information on benefit programs and administrative employment.

www.ius.edu/eqdiv **Office of Equity & Diversity**

- Ensures equity in all facets of University life on campus.

www.ius.edu/diversity **Diversity Coalition**

- Facts about diversity on campus and links to programs and culture centers.

www.cityofnewalbany.com **City of New Albany**

- Information on city services and programs.

<http://www.isi.org> **One Southern Indiana**

- A combined Economic Development Council and Chamber of Commerce for Floyd and Clark counties.

www.floydcounty.in.gov **Floyd County Government**

- Information on programs and services offered in the county.

www.sunnysideoflouisville.org **Clark-Floyd Counties Tourism**

- Organization promoting southern Indiana as a tourist destination.

www.nafclibrary.org **New Albany Floyd County Public Library**

- Information source and assistance with New Albany events and data.

<http://jefferson.lib.in.us/> **Jeffersonville Township Public Library**

- Information source and assistance with Jeffersonville and Clarksville events and data.

<http://news-tribune.net> **The Evening News & The Tribune**

- Daily newspaper of Jeffersonville and New Albany.

www.courier-journal.com **Louisville Courier-Journal**

- Louisville's daily newspaper including classifieds.

www.sira.org **Southern Indiana Realtors**

- Website of properties available in southern Indiana.



**INDIANA UNIVERSITY
SOUTHEAST**

Office of Human Resources

**Indiana University Southeast
4201 Grant Line Road, US 244
New Albany, IN 47150
(812) 941-2356
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www.ius.edu/hr**

Office of Equity & Diversity

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