Academic Recruitment & Search Guide

Achieving a Diverse Faculty

INDIANA UNIVERSITY

Designed and printed by the Office of Affirmative Action, Indiana University, 2005

Additional copies can be downloaded from the Affirmative Action website
www.indiana.edu/~affirm/acadsearch/shtml
or obtained by calling (812) 855-7559.

INDIANA UNIVERSITY

OFFICE OF
AFFIRMATIVE ACTION

Dear Colleague,

As a search committee member you have an important role to play in the future of Indiana University-Bloomington. Selecting new faculty is of critical importance in shaping the future mission and reputation of Indiana University. When searching for new faculty members you should keep in mind, not only your unit's recruitment needs, but also overarching IU priorities. These include increasing the diversity of IU's workforce.

We have created this guide to assist you in this very important undertaking. This guide provides an overview of the academic search procedures at Indiana University-Bloomington as well as insight into the legal and policy issues involved with an academic search. Strategies for increasing the diversity of an applicant pool are included throughout this guide. The larger and more diverse your pool of applicants, the greater the odds that you will find the candidate who matches both your department needs and that of Indiana University.

The academic search process can seem complicated at times. Please do not hesitate to call on our office for assistance with your search. We are always available to talk with search committees or individual faculty at any stage of a search regarding policy interpretation, search strategies, or recruitment sources. The Academic Personnel Policies and Services Office under the Dean of the Faculties is also available to assist you with academic search and appointment issues.

Good luck with your search.

Julie V. Knost
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An Affirmative Action/Equal Opportunity Institution

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"

—Association of American Colleges and Universities

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 or faculty members from other departments to serve on the committee.

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

Responsibilities

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

- draft a concise position description that does not exclude women and minority applicants;
- 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 other members of the faculty, these discussions should not involve students 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.

Charge

The Equal Employment Opportunity/Affirmative Action Statement and a statement from the department chair, school dean, or chancellor affirming Indiana University's commitment to diversity should be part of the charge to the committee.

The Office of Academic Affairs recommends the charge include the following:

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

The committee should understand who makes the final hiring decision. Does the committee present candidates to the chair or other department authority or does the committee select the finalist.

Search Timing

Forming a search committee as soon a 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.

Selecting a Search Firm

Search firms can be very helpful in identifying candidates for upper level administration positions, distinguished chairs, or very specialized subject areas.

If you are interested in using a search firm you should contact the Purchasing department for a list of preferred vendors and contract approvals.

Using a search firm is NOT a waiver to the search process. The appropriate forms (*vacancy notice, interview request, offer request*) will still need to be completed and approved prior to each step in the process. See the *Other Issues* section for more information.

Management

At the first committee meeting, details such as the meeting schedule, record keeping, and search committee budget should be clarified. Members should be assigned responsibilities for candidate records, correspondence, travel arrangements, on and off campus interviews, phone interviews, reference checks, completing and submitting required search forms.

Consider inviting a member of the Office of Affirmative Action to any early meeting to talk about 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 search committee to ensure that it accurately reflects current department needs. Committees should not recycle old descriptions that might exclude minority or female candidates.

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 Indiana University's 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 faculty position announcements:

- appointment starting date;
- appointment duration;
- 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;
- deadlines;
- Equal Employment Opportunity/Affirmative Action (EEO/AA) statement;
- Indiana University or department web site address.

EEO/AA Statement

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

> ***"Indiana University is an Equal Employment Affirmative Action Employer."***

Inclusive Language

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

Indiana University is an Equal Employment Affirmative Action Employer...

...committed to excellence though diversity.
...which values diversity.
...committed to diversity within its community.
...and encourages applications from candidates with diverse cultural backgrounds.

We recommend that you also consider including statements such as the following:

"Indiana University has a strong commitment to principles of diversity and in that spirit seeks a broad spectrum of candidates including women, minorities, and persons with disabilities."

"Indiana University is strongly committed to achieving excellence through cultural diversity. The University actively encourages applications and nominations of women, minorities, and persons with disabilities."

You may also want to address the dual-career couple by using a statement such as:

"Indiana University is responsive to the needs of dual career couples."

Deadlines

The deadline for applications should be no sooner than 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.

Qualifications

All qualifications must be strictly job related. The announcement should distinguish between required and preferred qualifications. Degree requirements should be clearly defined including whether ABD candidates will be considered. If possible, be flexible about arbitrary numeric measures such as years of service -- this may exclude otherwise qualified candidates. Indiana University'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."***

Additional Materials

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.

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.

The Vacancy Notice Form

The ***Vacancy Notice*** should be completed indicating the recruitment plan for the search. Search committee members should be listed and a copy of the position announcement attached. The OAA# will be assigned by the Office of Affirmative Action after approval and should be used for follow-up inquiries about the search status.

The ***Vacancy Notice*** is now located within the eDoc Lite system. To access the ***Vacancy Notice*** from OneStart go to the **Services tab**, then the **Administrative Services section** and **Academic subsection**. For more information on filling out the ***Vacancy Notice*** see the eDoc Lite Recuritment Guidelines at www.indiana.edu/~affirm/acsearch.shtml.

Scope

The scope of a search is determined by the type of position. All full-time tenure/tenure track faculty position 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 Big Ten 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 International Services 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. The Affirmative Action office can provide assistance in identifying appropriate venues for publication. Publication deadlines should be noted. Be sure to give adequate time for the Vacancy Notice to be routed to all required offices (the school dean, Affirmative Action, and the Dean of the Faculties) and approved 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 web site address so that it is easy for prospective applicants to get more information about your department and Indiana University. 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 Appendix. For other help finding direct mailing resources, contact the Office of Affirmative Action.

Targeted Publications (Women & Minorities)

Several general publications are targeted to women and minorities in higher education. These include *Black 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

Colleague Contacts

A comprehensive recruitment plan should include having department faculty 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 faculty colleague with whom they have worked.

Conferences

When attending conferences, faculty 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. Faculty members 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 International Services (5-9086) 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) Web site. 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 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, consider seeing if other related Indiana University departments have vacancies and possibly create a joint advertisement.

The Office of Affirmative Action is available to help you research other advertising sources.

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

Acknowledge applications when they are received with a letter giving the estimated time table for the search. Additionally the ***Applicant Monitoring Form*** should be sent with this letter. Note in the text of the letter that the Applicant Monitoring form is for statistical analysis and is not required for consideration of employment. You should also remind the applicant to send the form directly to the Office of Affirmative Action and not return it to your department.

The Applicant Monitoring Form

Information about the search such as OAA#, department, and title should be filled in on the form prior to sending it to applicants. The form is two sided so that the applicant can easily fold it up and return it to the Office of Affirmative Action by mail. This form must **NOT** be returned to the hiring department.

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

The Interview Request Form

The ***Interview Request Form*** should be filled out and approved **BEFORE** scheduling on-campus interviews with candidates. You should list at least five of your top candidates and indicate which of these you wish to interview. Record in the box the total number of applications you received and the date. Be sure to include the OAA# (found on the top of the approved ***Vacancy Notice Form***) on top of the form.

The ***Interview Request Form*** is now located within the eDoc Lite system. To access the ***Interview Request Form*** from OneStart go to the **Services tab**, then the **Administrative Services section** and **Academic subsection**. For more information on filling out the ***Interview Request Form*** see the eDoc Lite Recuritment Guidelines at www.indiana.edu/~affirm/acsearch.shtml.

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. You need not fill out an ***Interview Request Form*** for this type of interview. 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 that inappropriate questions are not asked. (Refer to *Ensuring Bias-Free Recruitment: A Guide for Search Committees* in the appendix).

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 ***Interview Request Form*** for these types of interviews, it is important that you are still issues raised in the *Ensuring Bias-Free Recruitment: A Guide for Search Committees* in the appendix 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 invited to request any special accommodations they might require. It is also appropriate to ask if there are any special offices on campus (dual career office, cultural centers, etc.) the candidate would like to visit or if there is anyone he/she would like to meet so that appointments can be made prior to the candidate's arrival. Offers at the Associate Professor level must be interviewed by the Dean of the Faculties.

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 administrators, other faculty, and students with similar interests.

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 any one else on campus. Search committees should be prepared to offer candidates assistance with diversity issues and be knowledgeable about current faculty and student demographics, programs, and centers. Candidates should also be provided opportunities during the interview to ask questions.

Social Engagements

Candidates should have time to interact socially with faculty and students from the department and/or related departments. 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 members should be able to address candidate concerns about such things as schools, spousal employment and benefits. Faculty members should feel comfortable conversing with the candidate as they would any other colleague.

Skills Demonstration

Indiana University 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.

Information Packets

We recommend departments put together information packets for all candidates brought to campus for interviews. The packets should include a copy of the Academic Handbook, department brochure, campus map, benefit information, Dual Career Office brochure, cultural center brochures, information faculty mentors, and anything else that could help the candidate get a feel for the campus and department. A copy of the IDS or Herald Times might provide a sense of the campus and community. The appendix includes a sheet on web sites of interest to visiting candidates which could be copied and included in the packet.

Reference Checks/Letters

Committees are not required to check candidates' references or to request letters of reference. However, telephone calls to candidates' references may provide added insight to letters of reference. The committee should ask permission of the candidate before to calling anyone not 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 should be asked to complete the Personal Profile Form (PS) which provides permission for the committee to check credentials and the last seven years of relevant work experience where applicable. This form is found on OneStart under the Personal Profile Forms section. Contact the Office of Academic Personnel Policies & Services for more assistance.

Interview Candidates at the Associate Professor Level

Candidates for positions at the Associate Professor level must also interview with a representative from the Dean of the Faculties office. The interview should be scheduled during the on-campus interview. Standard procedure requires a higher level of scrutiny for an appointment at this level.

In most schools an offer with tenure includes consultation with the schools Tenure Committee. If the candidate has not been granted tenure at a peer institution, consult with the Dean of the Faculties concerning the materials to obtain and submit (e.g.. 6 outside letters).

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 department chair or school dean should be knowledgeable 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, dual career hiring needs, and other academic personnel issues. It is a good idea for 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 final administrative approval are written into the offer letter.

The Offer Request Form

This form should be completed and routed to the required offices (school dean, Affirmative Action, Dean of the Faculties) for approval **PRIOR** to sending an offer letter or making a binding offer to the candidate. The successful candidate's vita and copy of the offer letter should be attached to the ***Offer Request Form.***

The ***Offer Request Form*** is now located within the eDoc Lite system. To access the ***Offer Request Form*** from OneStart go to the **Services tab**, then the **Administrative Services section** and **Academic subsection**. For more information on filling out the ***Offer Request Form*** see the eDoc Lite Recuritment Guidelines at www.indiana.edu/~affirm/acsearch.shtml.

The Offer to Recommend Form

This form needs to be completed and routed to the required offices with the ***Offer Request Form***. Required information includes the terms and conditions of the offer.

Offer Letter

The offer letter should describe the appointment (e.g. tenure track) and the professional duties required. A copy of the letter should be included with the ***Offer Request Form*** when it is submitted and routed for approval. It is important that the letter include the statement:

This offer is contingent upon final administrative approval and the University receiving verification of your credentials and other information required by law, and to your furnishing the federally required documentation showing that you are a citizen or permanent resident of the United States, or an authorized alien entitled to work in the U.S. for the period of your appointment.

Offer with Tenure

When a offer will be made granting tenure, the department and school tenure committee must have an opportunity to review the vita and other materials and approve the tenure prior to making the offer. An offer with tenure will require addition approvals by the Vice President for Academic Affairs and the Board of Trustees. The Dean of the Faculties will secure these approvals through established approval process.

Salary Equity

When making a salary offer, departments should keep in mind equity issues including minimum salary requirements set annually by the Budgetary Affairs Committee of the BFC. Salaries should be in-line with faculty of similar rank and experience in the department.

Remember it is illegal to pay a woman less than a man simply because the markets will bear it, eventhough it may have been negotiated by the candidate

Notifying Unsuccessful Candidates

Since some first offers are rejected, it is important to keep all candidates interested 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 re-evaluate the other candidates. If an offer is to be made to a candidate who has already been interviewed a new ***Offer Request Form*** can be routed for approval for that candidate.

If there is no interest in any of the other candidates interviewed, a new ***Interview Request Form*** must be used to request approval to interview additional candidates.

Failed Search

If a search committee is unable to achieve an accepted offer, the search is a failed search. A failed 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 Affirmative Action 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 855-9086.

Other Appointment Issues

The Dean of the Faculties office can assist you with actually appointing the successful candidate and seeing that he or she is paid on time.

If the successful candidate will be re-locating to Bloomington you should contact the Purchasing Department and Travel Management about IU policy on moving and relocation expenses. Again, doing this early and advising the candidate early of the process can greatly reduce complications later.

Other Issues

"Search committee processes may be a small part of the myriad of activities taking place on a campus, but they play vital roles. These processes remain crucial factors in fostering institutional commitment to racial and ethnic diversity in the professoriate."

—Association of American Colleges and Universities

Waiver Request

Waivers to the regular search must be routed for approval on the Waiver Request form. Circumstances under which a waiver will be considered are:

- **Endowed Chairs**
  Department must document it has systematically canvassed the field of qualified scholars, made special efforts to identify qualified minorities and women, and systematically screened candidates.
- **Unique Individuals**
  Department must document usual advertising procedures are inappropriate, canvass the field for qualified scholars in the relevant discipline, and provide evidence other individuals with similar qualifications or stature are not available.
- **Faculty or Professionals Who have Served in a Visiting/Interim Capacity**
  There must have been a full national search when the individual was originally recruited.
- **Changes in Appointment Type**
  Department wants to change one full-time regular appointment to another type of full-time regular appointment usually because of increased duties or a change in organizational structure.
- **Expansion of Part-Time Appointment**
  Department must document position was appropriately advertised to convert to a full-time position.
- **Promotion/Title Change**
  No vacant position exits and change is to reflect different or increased responsibilities.
- **Urgent Department Need**
  Department must document urgent need and identified candidate with unique or superior talents.
- **Loss of Outstanding Candidate**
  Department must demonstrate that an outstanding candidate would be lost to another offer if procedures were followed.
- **Dual Career Situation**
  Department must document that the hire is part of a dual career situation.
- **Return of a Disabled Appointee**
  When a person on disability leave cannot resume the duties of his/her former position and must be placed in an alternative vacant position.
- **Research Associate/Research Ranks**
  When the person is written into the grant application, or a student already on the project part-time promoted to full-time employee.

Strategic Hiring Program

This program assists academic departments in hiring and retaining minority and senior women faculty. In addition to tenure and mentoring initiatives, retention efforts includes bridge funds for salaries. Contact the Office of Strategic Hiring and Support for more information.

Search Firms

When working with a search firm, everyone involved must understand Indiana University's search process, working with a search firm is ***NOT*** a waiver to the regular search process.

Whether the search firm or the department writes the position description it must be routed and approved on the ***Vacancy Notice Form*** prior to the search and include the statement "Indiana University is an equal opportunity/ affirmative action employer."

Applicant Monitoring Forms must be sent to all applicants -- decide whether the search committee or the search firm will do this. In all cases the forms must be returned by mail directly the Office of Affirmative Action by the applicant.

Prior to scheduling interviews the search committee must complete and route the ***Interview Request Form*** for approval.

The ***Offer Request Form*** and ***Offer to Recommend Form*** must be routed and approved before an offer can be made.

It is important that the search firm understand that because of the approval process, decisions sometimes may not be made quickly by the search committee.

Dual Career Placement

Dual career partner assistance has become a crucial element in recruiting and retaining excellent faculty. Many faculty being recruited by Indiana University have partners who are accomplished professionals in their own right. Therefore, search committee members, department chairs, and school deans should be prepared to address questions regarding dual career placement for candidates.

At the candidates own initiative he or she should tell the search committee, department chair or school dean about any interest in a dual career placement. It is acceptable to ask a candidate if there are any considerations which would make an offer more appealing. It is not acceptable however to ask candidates if they have a spouse or partner who would require employment.

While placement of a spouse or partner is not ensured, the school, college or department generally takes the lead in gathering initial information about the candidate's partner including obtaining a copy of the CV or resume.

For those partners or spouses seeking an academic position the department chair should contact the school dean as soon as possible. Most often the deans office will contact the other departments or schools regarding the placement.

Partners or spouses seeking non-academic appointments or employment in the community can be referred to the Dual Career Network Program administered through the Dean of Faculties office (855-6618).

Academic Administrators

Major academic administrator positions must be filled through formal search procedures similar to other academic positions. The Chancellor will appoint the search committee chair after consulting with the BFC President and will select other committee members from names submitted by the BFC Nomination Committee, Professional Council, CWA, and IUSA. Search committees from school or university library deans will be comprised of a majority of faculty from that unit.

Other academic administrators such as associates deans, assistant deans, directors and department chair positions should be filled from within the unit with comments from the units representative faculty body or its elected officers. These types of positions are not subject to regular search and screen procedures.

Appendices

"A solid foundation for campus faculty diversity can be laid by search committee processes – processes which not only reflect the larger institutional commitment to diversity by which also serve as occasions for serious campus reflection on the barriers to recruitment and retention of faculty of color."

—Association of American Colleges and Universities

1. Explanation of Search Forms

An explanation of the search forms used at each step in the search process.

2. Mailing List of Other Universities

A list of big ten universities and the top 20 other universities producing large numbers of minority Ph.D. graduates.

3. University and Community Information for Candidate Packets

A sheet of web sites and information for perspective candidates. It can be copied and placed in candidate information packets.

4. Ensuring Bias-Free Recruitment: A Guide for Search Committees

Information for interviewers on appropriate and inappropriate lines of questioning during an interview. Can be copied an given to all members of the search committee or anyone conducting interviews.

Search Form Explanations

All search forms are now located within the eDoc Lite system. To access any from OneStart go to the **Services tab**, then the **Administrative Services section** and **Academic subsection**. For more information on filling out each form see the eDoc Lite Recuritment Guidelines at www.indiana.edu/~affirm/acsearch.shtml.

Vacancy Notice

This form needs to be completed and approved for all academic searches **BEFORE** submitting the notice to a publication. Note deadlines for submission to publications and allow adequate time for routing and approvals. The form should include detailed information about the recruitment plan for the search. Search committee members should be listed and a copy of the announcement should be attached.

Interview Request

This form needs to be completed and approved for all academic searches **BEFORE** scheduling interviews with candidates. The top five candidates should be listed with an indication of which will be interviewed. Enter the total number of applicants in the box and the date. Please allow adequate time for routing and approvals prior to contact applicants for interviews. If additional interviews are required they should be added to the bottom of the form and resubmitted.

Offer Request

This form needs to be completed and approved for all academic searches **BEFORE** making an offer to a candidate. The offer letter and candidate's vita should be attached to the form for routing and approval. The **OFFER TO RECOMMEND** form should also be completed for all full-time positions. This form can be obtained from the Dean of the Faculties web site.

Applicant Monitoring Form

This form needs to be sent to **ALL** applicants to the position regardless of qualifications. It can be sent with the letter acknowledging the application. Include on the form the OAA# of the search, department name, and position title. This form must **NOT** be returned to the hiring department. It is a two sided self-mailing form that allows the applicant to return it directly to the Office of Affirmative Action.

Personal Profile Form (PS)

This form needs to be completed by **ALL** candidates interviewed for a position. It gives the committee permission to perform education and credential checks as required by University policy for that position. It can be found on OneStart under the Personal Profile Forms.

Waiver Request

This form needs to be filled out for all academic searches where search committees are requesting a waiver to the regular search requirements. Please see the *Other Issues* section of this guide (Academic Recruitment & Search Guide) for information on circumstances under which a waiver will be considered.

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. The list below are the twelve CIC institutions of which Indiana 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.mich.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 score high on the 2002 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 Angles (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.ucs.edu)
University of Texas- Austin (www.utexas.edu)
University of Virginia (www.virginia.edu)

The Office of Affirmative Action
Indiana University
400 E. 7th St, Poplars 825
855-7559 affirm@indiana.edu www.indiana.edu/~affirm

Indiana University and Bloomington Area Community

www.iub.edu

www.iub.edu Indiana University-Bloomington main portal

www.indiana.edu/~deanfac Academic Affairs/Dean of the Faculties
access to faculty handbook and policies and links to faculty programs

www.indiana.edu/~asd Academic Support and Diversity
facts about diversity on campus and links to programs and culture centers

www.indiana.edu/~owa Office for Women's Affairs
advancing women's issues on campus, source for programs and events

www.indiana.edu/~hrm University Human Resources & Benefits
information on benefit programs and administrative employment

www.indiana.edu/~careers2 Dual Career Network Program
assist spouses/partners of faculty with employment in the Bloomington area

www.indiana.edu/~bfc Bloomington Faculty Council
information on current issues in faculty government

www.indiana.edu/~affirm Office of Affirmative Action
ensures equity in all facets of University life on campus

www.indiana.edu/~uclub University Club
social club for faculty and staff on campus

www.bloomingtonIN.gov City of Bloomington
information on city services and programs

www.visitbloomington.com Bloomington Convention & Visitors Bureau
resource for events and special attraction in and around the Bloomington area

www.co.monroe.in.us Monroe County Government
information on programs and services offered through and in the county

www.monroe.lib.in.us Monroe County Public Library
source for local information and assistance with anything Bloomington

www.hearldtimesonline.com Bloomington Hearld Times
Bloomington's daily newspaper including classifieds

www.homefinder.org Bloomington Board of Realtors Homefinder
database of homes available in the Bloomington and surrounding area

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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 faculty positions at Indiana University. 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. Or they 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 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 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 research or teaching area.

Following is more specific information on characteristics that should not be used to evaluate candidates and ideas on how to avoid possible perceptions to the contrary.

Age

Persons age 40 and over are legally protected from discrimination on the basis of age. Questions that would reveal age should be avoided. Additionally comments or questions that might indicate age is 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 a five years, then all candidates should be asked if they can fulfill that term.

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?"

Most minority candidates will have more in common and be more interested in non-minority faculty within your department than minority faculty in a non-related department. Information about diversity, cultural centers, or minority related programs should be included in all candidate packets.

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.

Some buildings at Indiana University are difficult to access for the physically disabled. 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 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?

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.

Religion

Religion or religious beliefs can not 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 their curriculum or affect their decision making. Questions or comments about any religion or religious belief should be avoided when speaking with candidates.

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 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? As 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 candidates evaluation as service to the reserves or national guard must be honored by employers and can not be a factor in a persons 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?"
"Are you married? How would your spouse feel about moving?
"This department is very family-oriented."

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. The candidate at that time can initiate a discussion about a dual-career hire.

Pregnancy

The current pregnancy status of a candidate or her impending pregnancy status can not 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 a men, simply because the market will bear it. The financial implications involved with a persons gender should not be a factor in their evaluation.

Sexual Orientation

Indiana University policy prohibits discrimination based on sexual orientation. A search committee can not 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.

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