

GUIDELINES FOR FILLING ACADEMIC POSITIONS THROUGH SEARCH AND SCREEN PROCEDURES

INDIANA UNIVERSITY SOUTH BEND

This document gives full details of the search and screen procedures that must be followed when filling a permanent academic position. The document is divided into the following sections.

- I. Authorization to Fill a Position
- II. Establishing a Search and Screen Committee
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I. Authorization to Fill a Position

- A. Chancellor approves request.
- B. The dean* requesting permission to fill a faculty position must make the request in writing to the Vice Chancellor for Academic Affairs (“VCAA”). The request must include the rationale for the position in terms of instructional needs. A copy of the written request must be sent to the IUSB Affirmative Action Officer (“AAO”).
- C. A copy of the VCAA’s response to the request will be sent to the AAO.

**Throughout this document the term dean should be interpreted as “director”, “school”, “college”, “program”, or whatever terminology is appropriate to academic units that are not formally “colleges” or “schools,” but whose chief academic officers report directly to the VCAA. The term hiring unit refers either to an entire college or school when all members of the college or school are normally considered eligible to serve on a search and screen committee for any position in that college or school, or else to a disciplinary sub-unit of the college or school (e.g. a department) from which members are normally chosen for searches in that discipline. When the hiring unit is the entire college or school, the dean is the administrator of the hiring unit; in other cases it is assumed that the “administrator of the hiring unit” is someone other than the dean.*

II. Establishing a Search and Screen Committee

- A. When approval for filling a position has been given, the dean will ask the administrator of the hiring unit to nominate a minimum of three persons to serve on the Search and Screen Committee. Special efforts should be made to include women and/or members of under-represented groups. Where appropriate, women and members of under-represented groups may be selected from faculty outside the hiring unit, provided they are qualified to judge candidates and provided such committee service does not unduly burden those faculty members.

The administrator of the hiring unit will also recommend one of the nominated Committee members to serve as Chairperson. The Chairperson will be responsible for making sure that all affirmative action guidelines and procedures are followed. It is highly recommended that the administrator of the hiring unit be excluded from the Committee.

- B. Approval of the Committee membership, including the Chairperson, must be obtained from the AAO and the VCAA prior to the first meeting of the Committee. When the AAO does not approve the membership, this matter will be negotiated by the AAO, the VCAA, and the administrator of the hiring unit.
- C. The AAO will attend the first meeting of every Search and Screen Committee to remind, clarify and/or instruct all members regarding the equal opportunity/affirmative action aspects of the search and screen process. Copies of these Guidelines and Best Practices for a Successful Search will be provided to members of the Committee.
- D. The Search and Screen Committee is an advisory body to the dean and the VCAA.

III. Hiring Plan

The Search and Screen Committee will formulate a hiring plan and forward it to the dean. When the dean has approved this plan, s/he will forward it to the VCAA and the AAO for their joint approval. No formal advertising or campus interviews are permitted until the plan has been approved. No deviations from the plan can be made without the joint approval of the VCAA and AAO. The plan should include all the following:

- A. Drafts of advertisements, letters, and other announcements publicizing the position. All advertisements and position vacancy announcements must carry a statement such as one of the following:

“Indiana University is an equal opportunity affirmative action employer. Members of under-represented groups, women, and disabled individuals are encouraged to apply.”

or

“IUSB is strongly committed to achieving excellence through cultural diversity. The university encourages applications and nominations of women, persons of color, applicants with disabilities, and members of other under-represented groups.”

or

“IUSB is committed to employing qualified faculty who will enhance the rich diversity of our academic community.”

- B. A proposed list of publications in which the position will be advertised. This list must include all publications required by the AAO. The AAO will identify these publications at the Committee’s first meeting.
- C. A proposed list of directories of minority candidates to whom the advertisement will be sent.
- D. A proposed list of minority professional organizations (including colleges and universities) to which the advertisement will be sent.
- E. A proposed list of professional conferences at which candidates will be identified and interviewed.
- F. A proposed job description and clear criteria for evaluation of candidates based on that description. Criteria must be relevant to the position opening.
- G. A timeline including:
 - 1. Date for running ads or other recruiting activity.
 - 2. Period for review of applications.
 - 3. Target date for requesting authorization for campus visits.
 - 4. Target date for sending recommendations to hire.
- H. A detailed evaluation process or procedure for the search.

IV. Recruiting at Meetings

In some cases it may be highly advantageous to attempt to recruit candidates for a position at one or more professional conferences before the hiring plan has been completed or even before the position has been approved. Such recruitment must have the joint approval of the VCAA and the AAO, and any written material, such as postings at the meetings, should indicate that the position has not been finalized.

V. Costs of Advertising

All costs associated with non-local advertising of individual academic positions are the responsibility of the college or school in which the position will reside. Group advertisements placed in specific minority journals by the Affirmative Action Office will be paid through that office.

VI. Initial Applicant Contact

- A. The Chairperson of the Search Committee is responsible for assuring that each applicant receives an Indiana University Applicant Monitoring Form (“AMF”) and a letter explaining the purpose of the AMF.
1. A copy of the AMF and the letter are available through the Affirmative Action Office or can be found on its web page.
 2. If applicants provide an e-mail address, IU South Bend prefers that the AMF be e-mailed to the applicants along with a signed cover letter from the Search and Screen Committee Chair. Scanned signatures are acceptable.
 3. If applicants do not provide an e-mail address, send the AMF and the signed cover letter along with a return envelope via the U.S. postal service.
 4. The name of the position and the location of the position (such as Psychology Department) should be typed or stamped on the corresponding lines of the form.
 5. If the AMF is e-mailed, have applicants return the document via e-mail to mkesler@iusb.edu. If the AMF is sent via the U.S. mail, the return envelope should be marked for the attention of the Affirmative Action Office.
- B. Applicant Monitoring Forms are used to help track our progress in taking affirmative actions to overcome the discriminatory effects of traditional policies and procedures with regards to the disabled, minorities, women, and Vietnam-era veterans. Obtaining a good return of them is vital to this plan.

VII. Internal Applicants

Individuals who are currently visiting faculty, or even adjunct faculty with appropriate qualifications may apply for tenure-track or non-tenure track positions. Care must be taken to ensure that internal candidates are neither advantaged nor disadvantaged. They must be treated the same as all other applicants. Their application is reviewed as one of the entire pool of candidates.

VIII. The Search and Screen Process

- A. It is the responsibility of the Search and Screen Committee Chairperson to ensure, insofar as possible, that the dossiers of all applicants are complete. If dossiers are incomplete, efforts should be made to communicate to applicants the nature of the deficiencies.
- B. When application deadlines are explicitly stated in advertisements, the Committee Chairperson must coordinate the search and screen process so that it begins after the advertised deadline.
- C. At the conclusion of each screening point of the evaluation process, the Committee Chairperson must send a memo to the AAO for his/her review, listing the names of the applicants eliminated from further consideration and briefly indicating why such individual was eliminated. The AAO may request additional clarification or suggest additional candidates for interview. Final determination will be made by the VCAA in consultation with the AAO.
- D. When the Committee has formed a list of candidates proposed for invitation to campus for interviews, the reasons for each of the invitations must be given to the dean. If the dean approves the list of candidates, the list and these reasons will then be sent to the AAO and the VCAA for their joint approval and authorization.

IX. Interviewing Candidates

Interviews are regarded as critical to the appointment process under affirmative action and should be conducted only after the previous steps have been completed. Interviews held at professional meetings or under other circumstances, prior to complete dossier review by the Search and Screen Committee, are not to be substituted for the more formal interview process described below.

It is recommended that more than one candidate be interviewed for each position.

Scheduling and conducting the interviews must be done in accordance with the following rules.

- A. The interview schedule will be worked out by the Chairperson of the Committee, and must allow opportunity for interested faculty, administrators, and students to meet with each candidate. In addition, the visit must be scheduled so that the Chancellor and/or the VCAA are able to interview the candidates, if so desired. The dean will approve the proposed schedule and send a request to the VCAA and AAO for their approval of the interview schedule.
- B. The schedule must be widely publicized on campus.

- C. During an interview, each member of the Search and Screen Committee must follow the affirmative action guidelines involved in asking questions of the candidate. These guidelines are spelled out in the Best Practices for a Successful Search document.
- D. During the interview process, the Dean asks interviewees about their citizenship and/or work authorization status.

X. Appointment of Candidate(s)

- A. Upon completion of the interview process, the Search and Screen Committee will submit a written list of recommendations to the dean.
- B. After reviewing the recommendations and comments of the Search and Screen Committee, the Dean will make a recommendation to the VCAA, with a copy to the AAO.
- C. After the VCAA consults with the AAO and the Chancellor, if needed, he then instructs the Dean to make a verbal offer to the candidate.
- D. Immediately upon acceptance of verbal offer, the Dean will direct foreign nationals to the Office of International Services (OIS) in Bloomington to ensure that work authorization paperwork is processed in a timely manner.
- E. Upon acceptance of the verbal offer, the VCAA and AAO are made aware of the verbal acceptance. The VCAA then will send a formal offer letter to selected candidate.

XI. Completion of the Process

- A. The Search and Screen Committee Chairperson must assure that all candidates who were not hired are sent letters indicating that the position has been filled.
- B. The Search and Screen Committee Chairperson must complete a Search and Screen Committee Final Report and forward it to the AAO.
- C. All documentation concerning the search must be kept on file in the department for three (3) years. This includes: meetings, procedural decisions, votes, forms, advertising information, budget, selection criteria, dossiers, correspondence, phone conversations with candidates and references, candidate rosters and rankings, and interview questions and schedules.