

# **MIAMI UNIVERSITY**

## **Academic Affairs**

### **Procedures and Information**

**for**

### **Recruiting and Hiring**

### **Tenured and Tenure-Track Faculty**

**September 2009**

September 2009

This *Procedures and Information for Recruiting and Hiring Tenured and Tenure-Track Faculty* is meant to serve as a guide that walks you through the various steps to ensure that we identify, recruit and hire the most qualified faculty.

You should also refer to Section 6.1 MUPIM (university policy), and the enclosed *Search Procedures for Recruiting Professional and Administrative Staff and Tenure-Eligible Instructional Staff* and the *Position Announcement Authorization (PAA) Processing Instructions*, prepared by the Office of Academic Personnel Services (policy implementation).

Also included is a copy of the *Regional Campus Responsibilities* in the hiring process.

### **Notice**

During the 2009-10 fall semester Academic Personnel will be finalizing the implementation of on-line PAAs, submission of applications and Employment Recommendations (ERs) for all employee groups, including faculty.

When this process goes live, these guidelines will be revised and training will be offered to units in Academic Affairs.

# Hiring Checklist

The following checklist is provided to guide Chairs and Search Committees effectively through the hiring process; it enumerates the procedures contained in Section 6 of the Miami University Policy and Information Manual. The checklist is meant to assure successful searches that are in accord with the University policy of Equity and Equal Opportunity. The affirmative action aspects of all searches are monitored by the Office of the Provost, Academic Dean or Regional Campus Dean, and Office of Equity and Equal Opportunity. As stated in the Miami University Policy and Information Manual, Miami policy is:

## 3.3 Equal Opportunity

The policy of Miami University shall be that capability and merit are the basic criteria for employment and that capability, merit, and length of service are the basic criteria for promotion of all University academic and non-academic staff. Equal opportunity shall be assured in hiring, promotion, retention, training, and other personnel matters regarding all employees without regard to race, religion, national origin, sex or sexual orientation, pregnancy, age, or disability. Discrimination against any individual for the above reasons is specifically prohibited, except where sex, age, or non-disability is a bona fide occupational qualification. The University shall affect its policy of equal employment opportunity through a positive and continuing affirmative action program.

## Checklist

\_\_\_\_\_ 1. A position is vacated (or a new position is created); the Chair should notify the Dean of the vacancy and a request to hire may be made by the Chair. The Dean will approve a salary range (contingent on final approval by the Provost) and a target for start-up costs, if applicable.

Routinely, tenure-track appointments should be filled as early as possible in the second semester to take advantage of a larger applicant pool.

\_\_\_\_\_ 2. The Chair reviews the appropriate departmental, divisional, and university regulations for hiring procedures, including affirmative action strategies. The Chair is ultimately responsible for compliance with all hiring procedures.

\_\_\_\_\_ 3. The Search Committee is appointed with as diverse a composition as possible. Committee membership should include gender and ethnic diversity, even if members are drawn from cognate departments.

\_\_\_\_\_ 4. Upon notification by the Dean that a search has been authorized, the position request is formalized by filing the *Position Announcement Authorization (PAA)*

for faculty. The PAA form is available online at Academic Personnel's website [www.muohio.edu/academicpersonnel](http://www.muohio.edu/academicpersonnel) and PAA processing instructions are available from the Academic Personnel Office. The PAA will be filled out in consultation with the Dean's office. The Chair of the Search Committee (or the Department Chair) must meet with a representative of the University's Office of Equity and Equal Opportunity to review current data on gender and minority composition of the national pool of professionals in the field and to establish recruitment objectives. The Office of Equity and Equal Opportunity will complete the bottom portion of the PAA to reflect goals for recruiting female and ethnic minority candidates based on this data. The Recruitment Plan (see attached model) will be established with the help of the Office of Equity and Equal Opportunity and should detail each step of the hiring process, including when and where the position will be advertised. **The proposed Recruitment Plan and advertisement are then forwarded with the PAA to the Dean who signs it and forwards it to the Academic Personnel Office.** The Academic Personnel Office notifies the department/hiring unit when the Provost has approved the PAA; the Academic Personnel Office will also approve ad copy. After this approval and notification, the department/hiring unit will proceed with advertising.

The Search Committee Chair is responsible for ensuring that every applicant is sent an Applicant Flow Data (AFD) Form. The Office of Equity and Equal Opportunity (EEO) will train the department contact person in the collection of AFD forms. This is an electronic system initiated by an e-mail to all applicants inviting them to complete an electronic applicant data form. The data will be collected by EEO staff, who will compile these data into an Applicant Flow Data Record. If the paper copy of the Applicant Flow Data form is used, each applicant must receive this form with the acknowledgement receipt of the application. The letter of receipt must include a statement about the form and a return business envelope addressed to EEO. EEO will supply the form and envelopes.

\_\_\_\_\_ 5. All vacancies must be advertised in strict compliance with established university policy (MUPIM 6.1); advertising copy should be reviewed in advance of publication by the Office of Academic Personnel. Position announcements must state that "Miami University is an equal opportunity/affirmative action employer. Campus Crime and Safety Report-[www.muohio.edu/righttoknow](http://www.muohio.edu/righttoknow). Hard copy upon request".

Care must be taken with the wording in the advertisement regarding Ph.D. status. For example, the wording "Ph.D. required" excludes all ABDs from the interview process. A suggested wording that allows ABDs in the pool is: "A doctorate is expected; ABDs will be accepted, but the doctorate must be completed (by the time of appointment.)"

\_\_\_\_\_ 6. The search committee must make every effort to establish a pool of qualified applicants that reflects the racial/ethnic and gender composition of the national pool of professionals qualified to fill the vacancy. To the extent possible within established recruitment budgets, advertisements should be placed strategically to attract the greatest diversity of applicants. The selection of effective listing services should be reviewed in consultation with a representative of the University's Equity and Equal

Opportunity Office. Many disciplines have professional publications that target members of under-represented groups and can be particularly effective advertising venues. Various employment bulletin boards on the web are becoming increasingly popular venues for advertising. *A good rule of thumb would be that every reasonably diligent applicant with an interest in employment in the U.S. would see your advertisement.*

\_\_\_\_\_ 7. Personal contacts within and outside the university should be employed in soliciting the names of potential applicants to whom invitations to apply will be made. In addition, it is recommended that the Committee identify the best graduate programs in the target field and contact Chairs or Graduate Directors of those Departments directly, soliciting applications from their best recent and impending graduates.

\_\_\_\_\_ 8. The Office of Equity and Equal Opportunity will compile the responses from the applicant pool and issue an Applicant Flow Data Report. The AFD Report indicates whether or not a representative pool of women and minority applicants has been attained and the AFD Report must be received and reviewed by the search committee, the Department Chair or Program Director, the Academic Dean, and if applicable, the Regional Campus Dean, during the review of applications and ***prior to selection of candidates for interview***. It is the responsibility of the Search Committee Chair to contact the Office of Equity and Equal Opportunity to request the Report. An updated record is necessary if additional responses are received after the initial record is completed. The Office of Equity and Equal Opportunity will determine if the pool is representative. If the Applicant Flow Data Record indicates there is not a representative pool (as evaluated against the availability of women and members of under-represented ethnic groups in the field or discipline), the Provost's Office, in consultation with the Office of Equity and Equal Opportunity and the Academic Dean or Regional Campus Dean, will determine if further recruiting steps must be taken by the search committee or hiring unit.

\_\_\_\_\_ 9. Candidates for on-campus interviews will be selected by the search procedures established in the Recruitment Plan. Upon selection of an on-campus interview pool, the hiring unit will *forward the files of those candidates to the Provost through the Divisional Dean*. **The forwarded material will include: 1) the complete file of each candidate, including the letter of application and three letters of recommendation, 2) copies of the completely signed PAA and Applicant Flow Data Record, 3) the Recruitment Plan and 4) confirmation of where the position was advertised and efforts that were made to be proactive in recruiting female and ethnic minority candidates.** The material must be forwarded and approval obtained *before* candidates are contacted. The Provost will notify the Dean and department Chair when the candidates have been approved for interviewing. For each opening, **at least three** candidates are invited to interview for the position. Exceptions to this can be made only by authorization from the Dean and Provost. Before inviting candidates to campus for interviews, the Chair should consult with the Dean about limitations on recruitment funds.

\_\_\_\_\_ 10. On-campus interviewees are contacted and their visits scheduled; care should be taken to ensure that the schedules are similar for all candidates (*equal opportunity* is the operative guideline). **At the time the on-campus interview is scheduled, please inform the candidates that a background verification check will be done prior to a formal offer from the Provost.**

\_\_\_\_\_ 11. On-campus interview schedules must include the Dean or the Dean's designate. For appointments with tenure, the schedule should also include the Provost, or his designate.

\_\_\_\_\_ 12. The Chair and/or Dean will then contact the candidate to discuss the potential employment offer. All discussed terms of employment should be recorded and must be **forwarded** with the *Employment Recommendation* form, as they may be incorporated into the contract offer by the Provost's Office. The hiring unit cannot *offer* the position to the candidate, but only state that he/she will recommend the candidate to the Provost for the position. Rank and salary may be contingent upon completion of the terminal degree by a certain date.

\_\_\_\_\_ 13. When an understanding is reached with the candidate, the hiring unit will complete the *Employment Recommendation* (ER) form, which will include Equal Employment Opportunity data and appropriate required signatures. The ER form is available online at [www.muohio.edu/academicpersonnel](http://www.muohio.edu/academicpersonnel). The form, along with any **preliminary understanding of terms of the offer, original C.V. and letter of application**, will be forwarded to the Academic Personnel office who, **after obtaining approval from OEEO**, will prepare the letter of offer for the Provost's signature.

\_\_\_\_\_ 14. Written records of the recruitment and selection process must be kept by the hiring unit for at least six years. These records should include information on advertising (including on-line postings), recruitment letters, telephone calls, or other contacts, applications received, letters of appointment or rejections and specific steps taken to recruit a diverse candidate pool.

\_\_\_\_\_ 15. It is the candidate's responsibility to present **proof of terminal degree** to the Office of Academic Personnel before her/his appointment begins in August.

## **Suggestions for Faculty Recruitment / Selection Plans**

Please note: This is an outline to help you develop a recruitment plan. Recruitment plans are expected to vary from position to position and department to department. For assistance with developing a recruitment plan specific to your department/open position, please contact the Office of Equity & Equal Opportunity.

Please list the rank(s) of professor that you are searching for and the name of the department.

Fall 2009 (Semester you plan to begin search) – Spring 2010 (Semester when you expect to finish the search)

### Search Committee:

Please designate who will serve as the chair of the search committee. Per MUPIM 6.1, “if a search committee is used, it must be appointed with as diverse a composition as practicable”. Please keep this in mind when creating a search committee.

### Responsibilities of Search Committee and Example of Search/Recruitment Process Timetable:

1) The Department Chair or Chair of the Search Committee should schedule a meeting with a representative (Director or Director’s designate) from the Office of Equity & Equal Opportunity (OEEO) to discuss search (Summer/Fall 2009). Please bring a completed Position Announcement Authorization form (available online at: [http://www.units.muohio.edu/aao/forms/documents/FAC\\_PAA\\_09-08.pdf](http://www.units.muohio.edu/aao/forms/documents/FAC_PAA_09-08.pdf)), a draft of the recruitment plan with you and a draft of the position announcement.

a. To design a plan for advertising the open position: Please review the “Advertising & Recruitment Resources” document for general higher education recruitment resources. This document also includes ideas for discipline/department-specific advertising and recruiting. For more suggestions, please consult with others in your department/school or an OEEO representative will assist you with locating resources during the meeting you have scheduled with them.

b. When creating the recruitment/advertising plan, please note that a print advertisement must be placed in a national professional journal\*. This advertisement must minimally state the title, duties and required qualifications of the position. \*Venues that meet this criteria include *The Chronicle of Higher Education*, *Diverse Issues in Higher*

*Education* and many discipline-specific journals, depending on circulation/readership.

c. Please ensure that the following statements appear on all position announcements: "Miami University is an EOE/AA employer with smoke-free campuses. Campus Crime and Safety Report – [www.muohio.edu/righttoknow](http://www.muohio.edu/righttoknow). Hard copy upon request."

d. During this meeting, availability data from Miami's Affirmative Action Plan, collection of Applicant Flow Data, interview considerations, minority and female-specific recruitment and job advertisement requirements will be discussed.

2) Please set a time frame for the search committee to do an initial screening of applications. (This often occurs towards the end of the fall semester.)

3) After the initial application screening, some departments choose to narrow the applicant pool to approximately 20 before full faculty review. (However, if the search committee chooses to conduct interviews prior to the full faculty review, please contact OEE0 to obtain an Applicant Flow Data (AFD) report prior to contacting the candidates to schedule these interviews.)

4) Full-time faculty selects typically 3-4 candidates for on-campus interviews. (Please contact OEE0 to obtain an AFD report prior to contacting any applicants to schedule interviews. If OEE0 determines the candidate pool is not acceptable, then in consultation with the Provost's Office, a determination will be made whether to conduct additional recruitment or close the search.)

5) In addition to obtaining the AFD report, the hiring unit is required to forward the AFD report, the files and all other required materials to the Provost through the Divisional Dean, and the Regional Campus Dean, if applicable, for approval prior to extending any invitations for on-campus interviews. Please note that when candidates are invited to campus for interviews it is the department's responsibility to inform them that a background verification check will be processed prior to formal offer of employment from the Provost.

6) Please set a time frame for hosting on-campus interviews. (These are often conducted at the beginning of the spring semester.)

In order to ensure compliance with all affirmative action procedures, please follow this process and contact OEE0 if you have any questions or concerns regarding any affirmative action procedures involved with this process.

Selection of On-campus Interviewees:

This process is typically determined by the department/division's governance document.

Selection of Successful Candidate:

This process is typically determined by the department/division's governance document.

## **Faculty Recruitment/Advertisement Plan Example**

### **Online Job Postings:**

Higher Ed Jobs  
Inside Higher Ed  
Chronicle of Higher Education Online  
\*Journal of Blacks in Higher Education Online  
+Women in Higher Education Online  
(Your Discipline) Online Journal  
+Association of Women in (Your Discipline) Online Journal  
\*Association of Minorities in (Your Discipline) Online Journal

### **Advertising in Printed Materials:**

\*Diverse Issues in Higher Education  
Chronicle of Higher Education  
\*Hispanic Outlook in Higher Education  
(Your Discipline) Journal / Magazine

### **Mail/Fax/Email ad to:**

Association for (Your Discipline) National Headquarters & Branches  
\*Association of Minorities in (Your Discipline) National Headquarters & Branches  
+Association of Women in (Your Discipline) National Headquarters & Branches  
\*All Historically Black Colleges & Universities with PhD Programs in (Your Discipline)  
\*All Hispanic Serving Institutions with PhD Programs in (Your Discipline)  
\*All Tribal Colleges with PhD Programs in (Your Discipline)  
+All Women's Colleges & Universities with PhD Programs in (Your Discipline)  
\*Listserv for the Standing Committee for Multicultural Affairs in (Your Discipline)  
+Listserv for the Advancement of Women in (Your Discipline) Committee

\* Denotes minority-specific advertising  
+ Denotes female-specific advertising

Please note: A print advertisement must be placed in a national professional journal\*. This advertisement must minimally state the title, duties and required qualifications of the position. \*Venues that meet this criteria include *The Chronicle of Higher Education*, *Diverse Issues in Higher Education* and many discipline-specific journals, depending on circulation/readership.

Please contact the Office of Equity & Equal Opportunity (9-7157) if you would like assistance identifying recruitment resources. Please contact the Office of Academic Personnel Services (9-6724) with questions concerning the requirements for placing advertisements.

## Advertising & Recruitment Resources

(Instructions for on-line posting at venues with MU contracts will be sent to the hiring unit from the Academic Personnel Office when PAA is approved)

### Online Advertising Resources & Instructions:

#### Chronicle of Higher Education Online

<http://chronicle.com/advertising/>

#### HigherEdJobs.com

<https://www.higheredjobs.com/employers/default.cfm>

#### InsideHigherEd.com

<http://www.insidehighered.com/employment/recruiting/newrecruit>

#### \*Hispanic Outlook in Higher Ed Online

<http://www.hispanicoutlook.com/>

#### +Women in Higher Education Online

<http://wihe.com/default.jsp>

#### \*Journal of Blacks in Higher Education Online

[http://www.jbhe.com/ad\\_rates.html#web](http://www.jbhe.com/ad_rates.html#web)

#### \*LatinosinHigherEd.com

<http://www.latinosinhighered.com/index.php?page=products>

### Rate/Cost Information:

Miami has a contract with the Chronicle.

Miami has a contract with HigherEdJobs.com.

Miami has a contract with InsideHigherEd.com.

\$195 for 4 weeks

\$180 for 1 month

\$150 for 60 days

\$150 for 90 days

### Advertising in Printed Materials:

#### \*Diverse Issues in Higher Education

<http://diverseeducation.com/Advertising.asp>

#### \*Hispanic Outlook in Higher Education

<http://hispanicoutlook.com/rates.htm>

#### Chronicle of Higher Education

<http://chronicle.com/advertising/>

### Rate/Cost Information:

\* Denotes minority-specific recruitment resources

+ Denotes female-specific recruitment resources

**Group Advertisements:**

Hiring units can join with other departments to post several position announcements in a single ad.

**Departmental Individualized Advertising:**

Each department could use the following types of specialized resources:

- Primary professional organizations in specialized and related fields
- Minority & women specific professional organizations in specialized and related fields
- Listservs and distribution outlets for minorities and women in specialized and related fields.
- Subgroups of primary professional organizations that are minority and women specific
- Contact the department Chair equivalent at the top-rated Ph.D. producing schools in the country and region
  - Schools with high representations of women and minorities graduating in specialized and related fields
  - Send position announcements to minority and female concentrated schools: Historically Black Colleges & Universities, Hispanic, Female and Native American Serving Institutions

**Other Recruiting Efforts:**

- Advertise, post job announcements, and recruit in field-related professional organizations at annual regional and national conferences
- Ask search committee members to make personal efforts (calling colleagues at other institutions, etc.) to find and recruit candidates

## Interview Considerations

	<b>ALLOWED</b>	<b>PROHIBITED</b>
Name	Name	Inquiry into any title which indicates race, color, religion, gender, national origin, disability, age, ancestry, sexual orientation, gender identity, military status or veteran status.
Address	Inquiry into place and length at current address.	Inquiry into any foreign addresses which indicate national origin.
Age	Faculty/Staff – None	A. Requiring birth certificate or baptismal record before hiring. B. Any inquiry which may reveal the date of high school graduation. C. Any other inquiry which may reveal an applicant's age.
Birthplace, National Origin, or Ancestry	None	A. Any inquiry into place of birth. B. Any inquiry into place of birth of parents, grandparents or spouse. C. Any other inquiry into national origin or ancestry.
Race or Color	None	Any inquiry which would indicate race or color.
Gender/Sexual Orientation/Gender Identity	None	A. Any inquiry which would indicate gender, gender identity or sexual orientation. B. Any inquiry made of members of one gender, but not the other.
Height and Weight	Inquires as to ability to perform actual job requirements.	Being a certain height or weight will not be considered to be a job requirement unless the employer can show that no employee with the ineligible height or weight could do the work.
Religion – Creed	None	A. Any inquiry which would indicate or identify religious denomination or custom. B. Applicant may not be told any religious identity or preference of the employer. C. Request pastor's recommendation or reference.
Disability	Inquiries necessary to determine applicant's ability to perform essential functions of job with or without reasonable accommodations.	A. Any inquiry into past or current medical conditions. B. Any inquiry into Worker's Compensation or similar claims. C. Any inquiry that would indicate an applicant's specific or type of disability.
Citizenship	Are you legally eligible for employment within the United States? May be asked only if asked of all applicants.	A. Inquiry into citizenship. B. Inquiry into visa status. C. Whether parents or spouse are native-born or naturalized.
Photographs	May be required after hiring for identification.	Require photograph before hiring.

Personal	None	Inquiry or discussion about marital status, number and age of children, pregnancy, child care arrangements or maternity plans.
Arrest and Convictions	Inquires into <u>convictions</u> of specific felonies related to qualifications for the job applied for.	Any inquiry which would reveal arrests without convictions or convictions unrelated to job duties.
Education	A. Inquiry into nature and extent of academic, professional or vocational training. B. Inquiry into language skills, such as reading and writing of foreign languages, if job related.	A. Any inquiry which would reveal the nationality or religious affiliation of a school. B. Inquiry as to what native language is or how foreign language ability was acquired.
Relatives	Inquiry into name, relationship and address of person to be notified in case of emergency.	Any inquiry about a relative which would be unlawful if made about the applicant.
Organizations	Inquiry into membership in professional organizations and offices held, excluding any organization, the name or character of which indicates the race, color, religion, gender, national origin, disability, age, gender identity, sexual orientation, pregnancy status, military status, veteran status, or ancestry of its members.	Inquiry into every club organization where membership is held.
Military Service	A. Require military discharge certificate after being hired.	A. Inquiry into military service in armed service B. Request military service records. C. Inquiry into type of discharge.
Work Schedule	Inquiry into willingness or ability to work required work schedule.	Any inquiry into willingness or ability to work any particular religious holidays.
Miscellaneous	Any questions required to reveal qualifications for the job applied for.	Any non-job related inquiry which may elicit or attempts to elicit any information concerning race, color, religion, gender, national origin, disability, age, sexual orientation, gender identity, pregnancy status, military status, veteran status, or ancestry of an applicant for employment or membership.

References	General personal and work references which do not reveal the race, color, religion, gender, national origin, disability, age or ancestry of the applicant.	Request references specifically from clergy or any other persons who might reflect race, color, religion, gender, national origin, disability, age, sexual orientation, gender identity, pregnancy status, military status, veteran status, or ancestry of applicant.
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Revised by the Office of Equity & Equal Opportunity and reviewed by the Office of the General Counsel 06/2009

Source information

- Ohio Civil Rights Commission, Questioning Applicants for Employment
- Miami University Policy and Information Manual, Sections 3.3 and 3.4

ACADEMIC AFFAIRS DIVISION  
ACADEMIC PERSONNEL SERVICES

SEARCH PROCEDURES FOR RECRUITING  
PROFESSIONAL AND ADMINISTRATIVE STAFF\* AND  
TENURE-ELIGIBLE INSTRUCTIONAL STAFF

When a position is vacated or created, approval must be sought from the dean or comparable authority to conduct a search. Aspects of the search, such as priority, salary range, and start-up costs, if applicable, will be discussed. Final approval is given by the Provost, normally as part of an overall staffing plan for academic divisions.

If a search committee is to be used, the committee should be appointed with as diverse a composition as practicable. Committee membership should include gender and ethnic diversity, even if members are drawn from cognate departments.

A Position Announcement Authorization (PAA) is required to seek approval to fill vacant or new positions. The PAA must be completed in its entirety: It must define the essential duties and responsibilities of the position and specify the required qualifications. It must also indicate a primary contact person in the hiring unit and a date to begin screening applications. Select the appropriate PAA from two (2) available forms, Faculty or Unclassified Staff. ([www.muohio.edu/academicpersonnel](http://www.muohio.edu/academicpersonnel) click on forms.) The department chair or supervisor signs the PAA.

EEO, Recruitment Plan and PAA Approvals

The search committee or hiring unit must develop a recruitment plan. The University's Office of Equity and Equal Opportunity (EEO) is available for assistance in developing the plan. The recruitment plan details how the search will be conducted; it must include a specific plan to recruit an acceptable pool of female and ethnic minority candidates; and must indicate when and where the position will be advertised.

For tenure-eligible instructional positions, the chair of the search committee (or the department chair) must meet with a representative of EEO to review current data on gender and racial composition of the national pool of professionals in the field and to establish recruitment objectives. EEO will complete the bottom portion of the PAA to reflect goals for recruiting female and ethnic minorities based on this data. The PAA, with the recruitment plan and advertising copy attached, is forwarded by the department to the dean for approval. The dean forwards the PAA to the Provost, in care of Academic Personnel Services.

For administrative positions, after the chair or supervisor signs the PAA, it is forwarded (with the recruitment plan and advertising copy attached) to the dean or comparable authority for approval, and then sent to the Provost, in care of Academic Personnel Services. Academic Personnel Services will send the PAA to the Office of Equity and Equal Opportunity to obtain data on gender and racial/ethnic composition of a national pool of professionals in the field, as compared to the hiring unit's current staff composition and goals for hiring women and minorities.

The Office of Equity and Equal Opportunity will contact the department and provide instructions for contacting applicants to request that they voluntarily submit their race and gender data. This is an electronic system initiated by an email to all applicants inviting them to complete an electronic applicant data form. The data will be collected by EEO staff, who will compile this data into an

Applicant Flow Data Record. If the paper copy of the Applicant Flow Data form is used, each applicant must receive this form with the acknowledgement receipt of the application. The letter of receipt must include a statement about the form and a return business envelope addressed to EEO. EEO will supply the form and envelopes.

When Academic Personnel Services receives a PAA, it will be reviewed prior to seeking the Provost's approval. The hiring unit may be contacted if there are any questions or if a discussion or clarification is needed about language on the PAA (or in the advertisement copy that accompanies the PAA). The hiring unit will be notified when the PAA is approved by the Provost.

### Advertising

After the Provost has approved a PAA, Academic Personnel Services will prepare advertising copy to post on Miami's employment website and will send instructions for the contracted on-line advertising sites to the hiring unit. Copies of the approved PAA and advertising copy will be sent to the hiring unit, dean or comparable authority.

The position must be advertised using the essential duties and responsibilities of the position, required qualifications, and the date that screening of applications begins, as specified in the PAA. The advertisements that the hiring unit distributes, as specified in the recruitment plan, must be consistent with the approved language. For tenure-track hires, refer to "Procedures and Information for Recruiting and Hiring Tenure-Track Faculty" for specific language about advertising the requirement for a doctoral degree. Position announcements must state that "Miami University is an equal opportunity/affirmative action employer with smoke-free campuses. Campus Crime and Safety Report – [www.muohio.edu/righttoknow](http://www.muohio.edu/righttoknow). Hard copy upon request." Advertising costs and recruiting expenses are the responsibility of the hiring unit.

### Candidate Pool

It is the responsibility of the Search Committee Chair to contact the Office of Equity and Equal Opportunity to obtain the Report prior to selection of candidates for interview. EEO will determine if the pool is acceptable. If the Applicant Flow Data Record indicates there is not an acceptable pool of female and ethnic minority applicants (as evaluated against the availability of female or members of ethnic minorities in the field or discipline), the Provost's office, in consultation with EEO and the dean or comparable authority, will determine if further recruiting steps must be taken by the search committee or hiring unit. Contact EEO for assistance in additional recruiting.

The Applicant Flow Data Record indicating an acceptable pool of female and ethnic minority applicants must be received and reviewed by the search committee or hiring unit, the dean or comparable authority as appropriate, prior to selection of candidates to interview. It is the responsibility of the hiring unit to contact EEO to request the Flow Data Record. An updated record may be necessary if a significant number of responses are received after the initial record is completed.

### Selection of Candidates to Interview and Approval

The search committee or hiring unit must check the references provided by candidates, as well as the most recent employers, if applicable. Candidates may then be selected for on-campus interviews based on the procedures established in the recruitment plan. For tenure-track positions, the hiring unit will forward the files of those candidates to the Provost through the dean. The forwarded material will include: 1) the complete files of the candidates, including letter of application, vita and letters of recommendation; 2) copies of the PAA and Applicant Flow Data Record; 3) recruitment plan; and 4)

confirmation of where the position was advertised and efforts made to be proactive in recruiting female and members of ethnic minorities. The material must be forwarded and approval obtained before candidates are contacted. The Provost will notify the dean and department chair when the candidates have been approved for interviewing. Once notification of final approval has been received, candidates may be invited for interview. The schedule must include the dean.

#### All Interviews

On-campus interviewees are contacted and their visits are scheduled, ensuring that the schedules are similar for all candidates. For appointments that will be recommending tenure, the schedule should include the Provost or designate.

#### Recommendation of Candidate for Position

Once interviews have been completed and a candidate identified for final consideration, the candidate may be contacted to discuss the potential employment offer. The hiring unit cannot offer the position to the candidate, but only state that the candidate will be recommended for the position.

When an understanding is reached with the candidate, the hiring unit will complete an Employment Recommendation (ER) form, which will include Equal Employment Opportunity data and the appropriate required signatures. The form will be forwarded to Academic Personnel Services, along with the candidate's original vita, original letter of application and any letter written or e-mail messages to the candidate in which any terms are discussed with the candidate. Academic Personnel will confirm education (degrees). Rank and salary may be contingent upon completion of the terminal degree by a certain date.

Hiring units with questions regarding the employment of non-US citizens should contact Celia Ellison in Academic Personnel. The process of obtaining work authorization is a cooperative effort by the hiring unit, Academic Personnel and the potential employee.

The Academic Personnel Office will obtain EEO sign-off and then forward this packet, along with letter of offer, to the Provost for approval and signature. Copies of the letter and approved ER will be distributed. In the letter of offer, the candidate is asked to send an acceptance to the Provost. This step completes the search process. When the letter of acceptance is received, an employment record can be created.

Written records of the recruitment and selection process must be kept by the hiring unit for at least six years. These records should include information on advertising, recruitment letters, telephone calls or other contacts, applications, letters of appointment or rejection and specific steps taken to recruit a diverse applicant pool.

For further assistance, contact Celia Ellison, Assistant Director, Academic Personnel Services, 529-6724.

\* These procedures apply to all searches for permanent positions and continuing appointments. Contact Academic Personnel for information on conducting a search for a temporary position.

*Office of Academic Personnel Services*  
**Position Announcement Authorization (PAA) Processing Instructions**  
Academic divisions/departments

Once an academic unit has administrative approval to fill a full-time position, a Position Announcement Authorization (PAA) must be completed and fully approved before advertising, interviews, or other steps toward hiring can begin. The PAA communicates throughout the review and approval process significant details about the position, including required qualifications and a recruitment plan that should result in a diverse pool of applicants. Two (2) PAA forms are available, Faculty or Unclassified Staff. ([www.muohio.edu/academicpersonnel](http://www.muohio.edu/academicpersonnel) click on forms) The information below provides further details on the PAA process.

**Tenure-Track and Tenured Positions**

Before a PAA can be fully completed, the search committee chair is to meet with a staff member of the Office of Equity and Equal Opportunity (EEO) for a review of the recruitment plan and to get the profile information and hiring goals needed. After this information is entered on the PAA, the PAA should be routed to the Academic Personnel Office via the Dean's Office. No position advertising can be placed until the PAA is fully executed and approved by the Provost.

**Full-time, Unclassified Staff Positions**

Full-time, unclassified staff PAAs should be routed to Academic Personnel Services via the department chair and Dean or comparable authority. An Essential Position Request form must accompany the PAA for all staff positions unless the funding is 100% from external sources. All extended-appointment-eligible and annual-appointment position PAAs will be forwarded by Academic Personnel to EEO for review before final consideration and approval by the Provost. If questions arise during EEO's review of the recruitment plan (must be attached) EEO will call the position contact person to discuss compliance with Miami's affirmative action plan. Once EEO approves the advertising plan, the position profile information will be completed, PAA signed and the original PAA returned to Academic Personnel. Unless deficiencies are identified, EEO clearance ordinarily is completed in 24 hours.

**Temporary Faculty and Unclassified Staff Positions**

Temporary, full-time faculty and unclassified staff positions must be advertised. Minimally, the search should be local in scope, with additional advertisements as necessary to draw a qualified and diverse pool of applicants. A recruitment plan and advertising copy should accompany the PAA; a meeting with EEO is not necessary.

**Internal Searches**

Internal searches require the submission of a PAA, marked at the top as an Internal Search, and usual approval procedures must be followed. This includes the preparation of and attachment to the PAA a plan on how the search will be announced to the University community and/or qualified individuals. In addition, when a search is to be limited to internal candidates only, a statement justifying such a restriction is required for documentation purposes with EEO. If a specific position search will always be conducted internally, a generic statement can be developed and used for all subsequent submissions.

**All Positions in Academic Affairs**

Staff in Academic Personnel will review all the information presented on every PAA initiated in the Academic Affairs Division. The department chair/search chair/contact person will be contacted by phone or email if there are questions or if a discussion/clarification is needed about substantive language on the PAA or in the accompanying advertisement.

Upon final approval of a PAA by the Provost, notice of this approval will be emailed by Academic Personnel to the chair or appropriate hiring unit. Arrangements should be made with EEO regarding the collection of applicant flow data. At this time, the hiring unit can proceed with any advertising that it is initiating. Academic Personnel will post the advertisement on Miami's employment website. Copies of a fully signed PAA and advertising copy will be distributed to the department, dean, or comparable authority.

If you have any questions concerning procedures, you should contact EEO (9-7157) and/or Academic Personnel (primary contact is Celia Ellison at 9-7268).

September 2009

## **REVISED VERSION OF REGIONAL CAMPUS RESPONSIBILITIES**

It is important at all times that the lines of responsibility of the deans, chairs, and regional campus deans toward faculty at the regional campuses be clear. The University developed an initial set of policies during the 1987-88 academic year that addressed important concerns. Provost Crutcher updated these policies in July 2002. Recently, it became clear that I had to provide additional clarification on some issues that have become salient. The goal in all cases has been to help the regional campuses fulfill their missions while preserving our enviable departmental structure that aims to link colleagues by discipline as well as location. I am grateful to a committee chaired by Associate Provost Mary Woodworth and composed of Deans Cowan, Dollar, Hall and Schilling that provided a draft of this policy.

Miami will retain the “lead administrator” model. The designated “lead administrator” will be the decision-maker exercising the greatest, but not sole, authority. The responsibilities of the regional campus dean as lead administrator will be different for those faculty assigned to regional campus departments, as opposed to those whose academic affiliation is with an Oxford department.

### **I. For Faculty in Regional Campus Departments**

The department chair has lead responsibility for hiring, evaluation, and the recommendation of salary increments; evaluations and recommendation with respect to tenure and promotion; and budget management. The regional campus dean will be designated lead administrator for position control, approval of the chair’s salary recommendations for departmental faculty, and budget preparation and control. The regional campus dean(s), in consultation with the Oxford campus dean, will recommend the annual salary increment for the chair. For tenure-track faculty hires in regional campus departments, the final candidate must be acceptable to the regional campus dean(s) and Oxford campus dean.

### **II. For Regional Campus Faculty Whose Department Home is in Oxford**

The regional campus dean will be designated lead administrator on the following matters: position control, faculty workload assignments, annual salary recommendations, budget preparation and control, and all other long-range planning functions for the regional campus. The regional campus dean or designee will consult with the chair prior to making salary increment recommendations. The department chair will be designated lead administrator for annual evaluations with respect to promotion and tenure. The department chair will consult with the regional campus dean during the course of preparing such evaluations.

In matters relating to the hiring process, the following three-tiered system will be employed. In all three instances, MUPIM and EEO guidelines must be observed.

(a)TENURE-TRACK FACULTY: The final candidate must ultimately be acceptable to both the chair of the Oxford department and to the regional campus dean, who must reach agreement on their final recommendation before submitting the candidate’s employment recommendation form to the appropriate dean and then to the provost. To facilitate the search, the chair and the regional campus dean should confer with each other as much as possible. These understandings will be helpful to the process:

- The search committee should be appointed by the Oxford department chair in consultation with the regional campus dean, and should contain faculty members from both the regional and Oxford campuses.

- All costs of the search will be borne by the regional campus, once the search process expenditure plan has been approved by the regional campus dean.
- The search committee should write the advertisement (endorsed by the department chair and regional campus dean), collect applications, make travel arrangements, correspond with the candidate pool, collect flow data reports, etc. The regional campus staff should normally be available to assist with the search.
- Once the search committee has identified the finalists and alternates it proposes to interview, the regional campus dean and department chair should review and approve the interview pool before sending it to the Office of the Provost for final approval of the interviewees. The appropriate dean should also be consulted in this step of the process.
- During the interview process, the candidates should visit both the Oxford and regional campuses and should be interviewed, at a minimum, by faculty in the department and in the cognate coordinatorship, the search committee, the department chair (or designee), the regional campus dean (or designee), and the dean (or designee).
- Once the department and chair, in consultation with the regional campus dean, agree on the preferred candidate and the details of the hire (base salary, start-up costs, etc.), the department chair and regional campus dean will coordinate the communication of the informal offer with the candidate. Once a candidate has indicated his or her intention to accept the offer, the ER should be signed by both administrators and forwarded to the dean and the provost.

(b) FULL-TIME VISITING INSTRUCTORS/ASSISTANT PROFESSORS: The department should normally have primary responsibility for the recruitment and hiring of candidates in visiting positions. The regional campus should have primary responsibility for costs and support services. The department chair should be responsible for collaboration with the regional campus dean or designee at all stages of the search. During the interview process, the final candidates should have an opportunity to be interviewed by the regional campus dean (or designee). The final candidate must ultimately be acceptable to both the chair of the department and the regional campus dean. The department chair should be regularly informed whenever a visiting instructor/assistant professor is hired a second or subsequent time. Such re-hires must ultimately be acceptable to both the chair of the department and the regional campus dean.

(c) TEMPORARY PART-TIME FACULTY: The regional campus have full responsibility for the recruitment and hiring of candidates in temporary part-time positions. The regional campus dean (or designee) should be responsible for assuring “quality control” and appropriate orientation of such faculty members so that good teaching practices and the principles of the Miami Plan are employed in their classes. The department chair should be regularly informed, typically by the sending of the temporary faculty member’s resumé, and consulted whenever a temporary part-time faculty member is hired a second or subsequent time, if performance has been questionable, or if different 300/400-level courses are to be assigned. Such re-hires must ultimately be acceptable to both the chair of the department and the regional campus dean.

### **III. Additional Clarification of Relationships among the Three Campuses**

(a) SPLIT FACULTY/UNCLASSIFIED STAFF APPOINTMENTS: The regional campus dean will consult with the department chair before moving a full-time faculty member to a split

appointment. Teaching evaluations will be conducted in all classes taught by faculty in split positions.

(b) ASSURANCE THAT FACULTY (TENURE-TRACK, VISITING, FULL-TIME AND PART-TIME) HAVE CREDENTIALS TO TEACH SPECIFIC COURSES: the professional expertise to teach 100/200-level courses will be the province of the regional campus; the professional expertise to teach 300/400-level courses will be the province of the department chair in consultation with the regional campus dean.

(c) MONITORING COURSE CONTENT/SYLLABI: syllabi will be monitored by the academic home department in consultation with the appropriate dean; reasonable flexibility should be allowed in regards to course content.

(d) SATURDAY SELECT CLASSES: are recognized as being an important part of the mission of the regional campuses and have been endorsed by the University and COAD; evaluation of classes will be done in consultation with the appropriate department chair.

(e) APPROVAL OF COURSE OFFERINGS. the regional campuses may offer all lower division courses without departmental approval. The regional campuses may also offer without departmental approval any upper division course developed by a regional campus or by a department on the regional campus that is part of an approved bachelor's degree at the regional campuses (currently NSG, ENT and BIS). The offering of 300- and 400-level courses that are not regional-campus specific and not part of an approved degree at the regional campuses need approval by the department in consultation with the regional campus dean. Approval of course offerings should take into account the instructional needs of the regional campus students and the new BIS degree.

(f) UPPERLEVEL COURSE OFFERINGS: provisionally, until appropriate analyses are completed, no more than 50% of the degree requirements for a major offered on the Oxford campus will be offered on the regional campus.

(g) DETERMINATION OF THE ORDER OF CRITERIA FOR TENURE: at the time of hire, the candidate will have the option of choosing whether a) service or b) research, scholarly and/or creative achievement will be second in order of significance for tenure.

(h) GRANT PROPOSALS BY TEMPORARY FACULTY: if a visiting instructor/assistant professor submits a grant for external funding, the cover note to the department chair, dean and other signing authorities will state that if the visiting person is not continued in the current position and the grant is funded, that person will be given a research appointment with teaching responsibilities.

Jeffrey Herbst  
May 23, 2007

