College of Natural and Applied Sciences
Hiring Guide
Updated July 3, 2024

Resources for Academic Unit Leaders, Search Chairs, Search Committee members and Search Administrative Assistants

The information in this guide will assist search chairs, search administrative assistants, and unit leaders with all aspects of the search and hiring process. If you have questions, contact the Dean's Office for assistance.

Key Contacts in the Dean's Office:
- Executive/Administrative Assistants:
  - Holly Keehner – p card questions, scheduling back-up
  - Gale Lininger – Scheduling meeting with dean and/or associate dean for faculty candidate interviews; travel related questions, including questions related to hotel, applicant tracking system
- Associate Dean (Jorge Rebaza) – In training and Learning - Applicant Tracking System, hiring processes, forms, approval of candidate pools, approval for phone/ZOOM/TEAMS interviews, approval of on-campus interviews, and paperwork
- Dean (Tammy Jahnke) – position requests and approvals, content of search paperwork, approval of candidate pools, approval for phone/ZOOM/TEAMS interviews, approval of on-campus interviews, discussion and approval of elements of offers (including salary and start-up)

Initiating a Search

Follow the steps below to initiate a search. Requested items must be electronically submitted by the unit leader (usually the Department Head) for review. All information must be submitted prior to creating a posting in the ATS.

Request for a position: Submit your request and justification for a position for review – typically made April through June of each year. Once approved, proceed with instructions for establishing a search committee.

Search Committee: Submit search committee names to dean and associate dean after search is approved. Consider gender and ethnicity as you make your suggestions. Indicate who will serve as the search chair. The committee should be a small group (3-5 individuals). Membership may include faculty, staff, and students, as well as alumni or other outside constituents. When possible, search committees should include people from diverse backgrounds; however, it may not always be feasible. You may include diverse members from other departments or administrative units or enlist their help in the search process. When submitting search committee information, indicate when the committee chair will complete search compliance training from the Office of Institutional Equity and Compliance.

Please note, the department approver and search committee chair must complete training, per University policy, every 12 months. Per CNAS policy, the committee and department approver must meet with the Dean prior to beginning the search for additional training.

Vacancy Announcement: completed by unit leader in consultation with the search committee AFTER the composition of the search committee has been approved. A template of a Vacancy/Ad Copy can be found in Appendix I. This announcement will be posted on MSU's Employment Opportunities website and HigherEdJobs.com (paid for by HR and Provost Office). Missouri State also posts a general job vacancy ad in the local Unite publication, encouraging job seekers to visit our vacancy page. You should place ads in discipline specific places as well but know that there is not an infinite budget for ads. See Appendix II for advertising budget. After the posting in the ATS receives approval from the Office of Institutional Equity and Compliance and the Dean you may place the approved ads.

All Hiring Guidelines and information from the university can be found at [Hiring Resources - Office for Institutional Equity and Compliance - Missouri State](). Please be sure you are familiar with all of the documents on this website.

Applicant Tracking System (ATS) Instructions

The ATS is used to collect and provide information about the status of searches conducted.

1. The unit leader must be trained by HR in the use of ATS. It is recommended that the search committee chair also attend the training. The unit leader must appoint a search administrative assistant to create the posting in the ATS.

2. The posting is forwarded to Equity and Compliance and HR through the ATS. Approval progresses as follows: Department User → Department Approver → Equity and Compliance → Dean/Division Approver → Executive Approver (Provost) → HR (multiple approvers in HR) → Financial Services. Because there are many approvers, please plan accordingly to provide ample time for all steps to occur. If your posting sits in the queue of an approver for more than 24 hours, communicate with the approver to assure that the approver is aware that it is awaiting their attention. You can follow the progression of the approvals in the history tab of the posting.

3. After the Provost approves the search in the ATS:
   a. Committee members have access to ATS through MyMissouriState.
   b. The Vacancy Announcement is posted (usually by search administrative assistant) to sites determined in the Advertising Plan outlined in the ATS. Retain documentation of postings in search records. Be sure to post announcements ASAP after the search has been approved.

After the search is approved and ads are placed but before the first data of consideration the search committee should develop a rubric to score applicants that is based on the application requirements. The search committee should also develop questions for phone/zoom interviews as well as on-campus

interviews. The search committee should work with the academic unit leader and the assigned administrative assistant to develop a template for on-campus interviews.

During A Search

The following procedures will be used after the "closing/first date of consideration" date.

The search committee chair or administrative support for the committee will monitor applications in the ATS.

Hiring Resources/Templates are available, or you may make one for your search.

Internet Searches:
Per University policy, conducting an internet search on applicants for employment by entering their names in search engines such as Google or Bing is not permissible until after applicants have been selected for a phone interview. The search should only be done to obtain job-related information. For related guidelines and restrictions, please see section 5.9: Use of the Internet and Social Media in the Screening and Selection of University Employees" in the Recruiting a Diverse Workforce Policy.

Conflict of Interest:
PRIOR to screening applicants, search committee members will review the applicant list and identify candidates for whom they may have a conflict of interest. If a conflict of interest is identified, the affected search committee member must immediately inform the search committee chair and hiring authority. Committee members with a conflict of interest should consider resigning from the search committee service. If there is doubt about conflict of interest, the search committee member should consult with the unit leader and Dean for guidance.

A conflict of interest is a situation when one has competing professional or personal interests. Such competing interests, while not necessarily unethical, illegal, or improper, can make it difficult for a search committee member to impartially fulfill his or her duties. Nepotism is when one shows favoritism toward relatives and friends, based upon that relationship, rather than on an objective evaluation of ability, merit, or suitability. Ideally individuals with prior service as a mentor or close collaborator of a candidate should not serve on a search committee. If such a situation occurs, the search committee member must immediately discuss the situation with the unit leader who, in consultation with the Associate Dean and/or Dean, will determine an appropriate course of action. Candidates should not be advantaged or disadvantaged due to conflict of interest among search committee members.

Examples of conflict of interest:
- Committee member is a potential candidate
- Committee member provides a letter of reference for a candidate
- Committee member is a relative or close associate of a candidate
- Committee member has a financial interest/stake in a candidate
- Committee member discriminates based on race, color, national origin, ancestry, marital status, pregnancy, medical condition, disability, gender, age, creed, religion, sexual orientation, veteran status, or political affiliation

Selection of Applicant Pool:

The search committee will review the applicant pool and select candidates they wish to interview, based on the pre-approved screening tool. CNAS recommends the following based on your pre-approved screening tool –

First Screening – Candidates who meet the minimum qualifications and candidates who do not meet with minimum qualifications.

Second Screening – Candidates who meet the minimum qualifications. Top 10-15 candidates in first "bucket", next 10 candidates in second "bucket", next 20 candidates. The exact numbers may be based on total applications but if the pool is small there needs to be a conversation with the department approver and dean.

Share "bucket" lists with department head for review and then with dean for approval before submitting to ATS for approvals.

Prior to contacting applicants, the pool must be reviewed, coded, and forwarded through the ATS for approval. As noted in section 7.1 of the Recruiting a Diverse Workforce Policy, the Department Approver, Dean/Division Approver, and Executive Approver must review the applicant pool, and the justifications provided in support of the candidate rankings and interview recommendations. Review will consider the depth and breadth of the candidate pool, the diversity of the candidate pool, and any other job-related information to determine whether interviews shall be approved. Interviews (phone/ZOOM/on-campus) cannot be conducted (including telephone, in-person interviews at professional conferences, videoconference, or on-campus) until reviewed and approved by the Department Approver, Dean/Division Approver, Executive Approver, and the Office for Institutional Equity and Compliance.

Upon pool approval at **all** levels, the search chair may contact applicants to schedule phone/Zoom/Team interviews.

Interviews

Search committee members should create phone/ZOOM interview and campus interview questions based on the job qualifications and prior to inviting candidates to campus. The phone/ZOOM interview is an opportunity to narrow the pool to candidates that will be invited to come to campus. At least two search committee members must be present and taking notes for each phone/ZOOM interview. All written notes from these interviews must be compiled and kept in the permanent search file. Review appropriate and inappropriate questions at https://www.missouristate.edu/Equity/appropriate-and-inappropriate-questions.htm.

After the phone/ZOOM screen you have a couple of choices – many departments then request a research seminar via zoom for a second screening prior to inviting the candidates *to campus. This will allow you to keep the campus interview to a one-day interview.*

Recommendations for on-campus interviews along with the justification must be submitted from the search committee to the academic unit leader for approval. Then the academic unit leader and search committee chair must present this to the dean for approval. All written notes from committee members based on interview questions and follow-up questions must be part of the permanent record for the search. Following a time of consultation and then

approval, applicants must be coded in the ATS. Pool approval for the campus interviews must be requested through ATS.

If the department approver/unit leader/dean does not agree with the selections made by the search committee, he/she will schedule a meeting with the search committee to resolve differences. After approvals are secured for campus interviews (at all levels in the ATS), the search chair may contact the candidates to set up interviews.

If you have international candidates, please contact International Services and refer to their website for more information regarding Immigration policy https://international.missouristate.edu/Services/immigrationforfacultyandstaff.htm.

Reference Checks:

Reference checks should be conducted after the on-campus interview is scheduled or within one day after the on-campus interview. In addition to references listed by the candidate, it is recommended that the search committee check at least one "off list" reference. Remember to take notes on reference checks and retain them in the search documentation.

On-Campus Interview Arrangements:

The search chair/committee or search administrative assistant arranges for the candidates to come to MSU for an interview. Candidates should be advised in advance of any reimbursable expenses that might occur during their travel and should sign a travel expense report prior to the end of their interview. Prior to arranging travel, search committee chairs and committees should review CNAS policy for allowable expense caps - -Appendix II. If amounts above caps are needed, preapproval must be requested in writing from the Dean, via the unit leader. The Dean's Office will reimburse units for search expenses.

Interview Itinerary:

Arrange the interview itinerary for the day the candidates will be on campus using the following guidelines. Please contact the Dean prior to booking airfare to assure their availability for selected dates. Also, remember that the interview continues during mealtimes, so be strategic in selecting hosts to attend meals with the candidates.

a. The interview process for all candidates must be as similar as possible.
b. Schedule a meeting for each candidate to meet with the Dean. The Dean's meeting with the candidate should be the last one on the schedule prior to the exit interview, when possible. If the Dean is unavailable, the Associate Dean will meet the candidate.
c. Schedule an interview with the search committee.
d. Schedule a meeting for each candidate to meet with the academic unit leader.
e. Schedule a time for the candidates to teach a course/class related to the position. Provide instructions to the candidate on the teaching level you desire (i.e., UG content, grad content, etc.).
f. Schedule a time for a research presentation (unless they did this in a zoom prior to the visit – which is highly recommended). Provide candidate with guidance on who will be in the audience (i.e., faculty, staff, students).
g. Schedule a time for the candidates to meet with the appropriate faculty, staff, and students. These should be group meetings – not one-on-one meetings.

h. Schedule a facility tour, and if time allows a campus tour.

i. Candidates may also meet with personnel in the Office of Sponsored Programs, Graduate College or Human Resources if time allows but only if time allows. You should have a packet of materials for each candidate that shows them links to appropriate policies/procedures on our campus as well as the benefits package. No meeting at the provost office is required.

j. Ask in advance if there are any local resources that the candidate would like you to connect to. If requests are made, be sure to accommodate. This might include a realty tour of Springfield.

Helpful Reminders

1. It is important that candidates be picked up and welcomed to Springfield/Missouri State when they arrive at the airport. Returning them by shuttle is fine, if necessary.

2. Search committee members need to be cautious regarding conversations involving salary, rank, tenure status, etc. For example, if a position is advertised as assistant professor, that is how it will be filled. Conversations should not involve speculation on such matters; if candidates inquire, they should be referred to the unit leader and/or Dean.

3. Avoid asking personal questions. If candidates share personal information, steer the conversation away from that information. If candidates ask questions that would reveal protected information about themselves, steer them away from that as well.

Preparing the Terms of an Offer

After the search committee determines the strengths and weaknesses of each candidate, the unit leader must discuss this information with the Dean. After discussion with the Dean, if there are no concerns with the applicant selection, the unit leader or search chair must code the selected applicant as "hired" and enter a justification. This will then trigger the ability to do a hiring proposal within the Applicant Tracking System. An official offer cannot be made to the candidate until the hiring proposal is approved at all levels.

In close consultation with the Dean, the unit leader should consider the most appropriate approach to each of the following considerations:

1. Salary – Salaries for all positions have been approved by the Provost in advance of initiating the search. If negotiation outside the approved range is requested during discussion of an offer, candidates should be aware that this will require the Provost's approval.

2. Computer allowance – A new or recently acquired computer along with some software is typically provided. If a non-standard computer is requested/required for a position, the amount is negotiated in consultation with the Dean, unit leader, College IT team, and candidate.

3. Course reassignment for the first year is routine in CNAS.

4. <u>Relocation reimbursement</u> – Costs associated with relocating a new MSU employee will be funded by the department/unit or as part of the start-up package. Any amounts anticipated to exceed $2,500 will require pre-approval by the Dean. All moving expense reimbursements shall be clearly stated in the startup letter which is sent by the academic unit leader. The employment letter is generated by the Provost Office. Candidates should be aware that reimbursed amounts may be reported on their W-2 form. Relocation expenses do not include purchase of furniture or any other household needs upon arrival.

5. <u>Start-up</u> –Start-up packages are provided for all tenure-track/tenured faculty hires and may include equipment, material, supplies, travel/professional development funds. The time frame for expenditure of start-up funds is usually three years and must be specified as part of the offer. Start-up packages must be approved by the Dean.

6. <u>Summer class</u> – While summer employment for 9-month faculty cannot be guaranteed or included in the formal offer, the unit's intention to offer a summer teaching assignment dependent on instructional needs, course demands, and fiscal constraints, can be discussed when appropriate.

7. Summer Fellowship – All new tenure track faculty may be offered a summer fellowship funded by CNAS for their first summer on campus. A one-page plan must be submitted to the academic unit leader and dean by March 15 (prior to the summer) and a 1-2 page summary must be submitted to the academic unit leader by October 15 (following the summer fellowship).

    NOTE: Course reassignment, start-up, and relocation reimbursement are generally not appropriate for contract-renewable faculty hires. If relocation reimbursement is requested, the Dean must approve.

Contacting the Finalist with a Proposed Offer

After the unit leader consults with the Dean concerning the proposed offer the unit leader should contact the candidate to make a verbal offer. It is appropriate to let them know you are completing a hiring proposal, so you can gauge their level of interest and likelihood of accepting the offer. Once the department head and candidate have agreed on a starting salary and start up package verbally then the hiring proposal is submitted to ATS. At the same time the department head should draft the addendum letter so that it can be reviewed by the dean.

Upon approval of the hiring proposal, the Provost Office will generate an employment offer, which will be emailed to the candidate. The candidate must sign the employment offer if they wish to accept and return it. The addendum letter is sent out at the same time by the academic unit leader.

If the candidate withdraws or does not accept the terms or the offer, the hiring authority must discuss the terms of an offer for a second or subsequent candidate with the Dean. The applicant pool will need to be reconsidered and resubmitted for approval in the ATS.

Closing a Search

After you have signed a commitment from the person you wish to hire, the information described below is sent to the Dean's Office. HR will require copies of reference checks.

The candidate should be notified by the hiring authority that original transcripts are required to be sent to HR within one month of hire.

Completed by Search Committee Chair – send the following information to the academic unit leader who should be prepared to share this with the Dean, upon request.

1. Published recruitment ads – both print and electronic.
2. Selection criteria used and screening criteria notes for all applicants from each search committee member.
3. Completed interview questions and notes of answers from each search committee member or interviewer. Include both phone and in-person interview questions.
4. Sound evidence why the background/qualifications all candidates to indicate reasons for "bucket" placement. This information is gathered through interview questions, committee minutes, and completed rating scores/sheets. It is presented to the department approver and dean for each step of the approval process.
5. Sound evidence that the person selected has the background, training and potential based on all available evidence that promises a performance superior to all other applicants.

> **Please Note: Timely notification to the unsuccessful applicants is essential. Candidates will receive a notification from HR when the search closes, but particularly for those interviewed (including during the phone screening process), communication from the search chair is warranted.**

Appendix I: Sample Ad Copy

Missouri State University
Department of XYX

Position Title: Assistant Professor, Tenure Track

Background
The faculty of the Department of XYZ at Missouri State University are searching for a colleague to join our vibrant and collegial academic unit. The position is for a tenure track, nine-month appointment at the Assistant Professor rank. MSU has a Public Affairs Mission and is committed to the pillars of Cultural Competence, Ethical Leadership and Community Engagement. We currently enroll more than 23,000 students (approximately 19,000 undergraduates and 4,000 graduate students) on our Springfield campus. The Department of XYZ has XX full time faculty members, YY+ graduate students (enrolled in BS and MS programs), and approximately ZZZ undergraduate majors.

Responsibilities
We seek a candidate who can demonstrate a commitment to inclusive teaching practices and expertise in [make sure this coincides with what you put in the ATS and your selection criteria]. The successful candidate will be knowledgeable about the use of student focused pedagogy in the classroom in order to engage students in the learning process and will join a unit that is dedicated to providing students with access to high impact practices aimed at increasing student retention, persistence, and success. Responsibilities include independent research leading to peer-reviewed discipline-related publications and potential for external funding commensurate with a Master's level institution and supervision of students' research/thesis/projects. Responsibilities include teaching both undergraduate and graduate students, advising and supporting graduate students in our online (as appropriate) Master's in XYZ program, and service to the school, college, university, and community.

Qualifications:
- Doctorate (Ph.D. or equivalent) in XYZ or closely related field
- Potential for or evidence of innovative, learner-centered pedagogy
- Ability to teach courses in the xyz
- The ability or potential to mentor and support our student population
- The ability to develop knowledge of, respect for, and skills to engage with those of other cultures or backgrounds is required.

Salary and Benefits:
Salary and rank is commensurate with qualifications and experience. Benefits available include health, vision, life, and dental insurance, as well as a selection of several defined contribution retirement programs. Dependents and spouses of full time MSU employees are entitled to tuition waivers for dependents, up to 15 credits/year. The position is a nine-month appointment.

Requested Start Date:
August XX, 2024

Application Materials, Contact, and Application Deadline:

Screening of applications will begin on <mark>xxxxxx</mark> and will continue until the position is filled. Interested individuals should apply online at https://jobs.missouristate.edu/. Application documents to be submitted online are:

1. A letter of application/cover letter,
2. A *curriculum vitae*,
3. The names and contact information of at least three references,
4. Unofficial or official copies of all undergraduate and graduate school transcripts,
5. A statement of teaching philosophy, (optional)
6. A statement of research agenda.

Graduate transcripts will be required at the time of hire.

Location and Environment:

The XYZ Department is housed in the College of Natural and Applied Sciences, which develops global citizen scholars who are prepared to increase understanding of the natural world and applied sciences within society and to be productive and successful in their careers. Our college provides state-of-the-art facilities and equipment supporting the departments and programs https://science.missouristate.edu

Missouri State University is a selective-admissions, multi-campus metropolitan university system that celebrates 100 years of excellence in teaching, research, and service. Guided by a mission in public affairs, we move forward in providing leadership education for the 21st century. As the second largest university in the state, Missouri State University is home to more than 23,000 students. The University offers 102 undergraduate programs, 61 Master's, and 7 Doctoral programs within their six academic colleges and one Graduate College. The University is strongly committed to faculty development through internal grants programs, summer fellowships, sabbaticals, and the availability of a Faculty Center for Teaching and Learning. Missouri State University holds honors from noteworthy publications including Forbes magazine, The Princeton Review and U.S. News & World Report https://www.missouristate.edu/about/.

The main campus of Missouri State University is located in the city of Springfield, known as the gateway to the beautiful Ozarks. The city of Springfield has many attractions while still maintaining the feel of a safe community with a strong family focus. The city has been rated by Employment Review as one of the "Top Ten of America's Best Places to Live and Work". As a vibrant metropolitan area of 450,000 people, Springfield offers advantages in the areas of low cost of living, superior health care access, excellent public schools, and a wide range of entertainment, recreational, and cultural opportunities. https://www.liveinspringfieldmo.com/ https://www.missouristate.edu/about/springfield-ozarks.htm

Additional Information:

- See http://jobs.missouristate.edu/postings/<mark>abcdef</mark> for full description of position and to apply online. Missouri State University is an equal opportunity/affirmative action/minority/female/veterans/disability/sexual orientation/gender identity employer and institution. We encourage applications from all interested minorities, females, veterans, individuals with disabilities, and sexual orientation/gender identity.

Employment will require a completed criminal background check at University expense.

Questions may be directed to Dr. Search Chair, Search Chair at emailaddress@missouristate.edu; Phone: 417-836-1234.

CANDIDATE EXPENSES FOR FACULTY SEARCHES

Expenses for a maximum of two (2) candidates will be reimbursed by the college, with maximum $ amounts detailed below. All candidate expenses are to be paid by the individual departments then copies of all expenses with paperwork showing they have been paid are to be submitted to the CNAS Budget Officer for reimbursement. All requests for reimbursement from CNAS must be made within 30 days of receiving the signed hiring letter. *Submit all paperwork at one time to Julie Vaughan along with a cover memo itemizing expenses to be reimbursed.*

ADVERTISING: **Maximum amount paid by the college $1,200. The remainder must be paid by the department.**

TRANSPORTATION: Actual cost up to $900.00. Anything above that must be pre-approved by the Dean. The department must submit a copy of completed payment request with a copy of electronic receipt from travel agency to be reimbursed.

LODGING: Prefer use of a hotel that will direct bill the University (but not required). Interview stays are limited to two nights. If staying an additional day will substantially reduce the airfare, the cost savings is encouraged but should be approved in advance. Bill to include room charges only (no personal calls, etc…). Copy of payment request along with a copy of the hotel bill is required for reimbursement.

MEALS: The amounts listed below include tips and taxes. Names of people attending the meal are to be written on the receipt (as well as on the travel expense form). See Op8_22_3 (link below). Meals for spouses of University employees are excluded, as is reimbursement for alcoholic beverages. Candidates should be accompanied by at least two departmental members per meal. A copy of the travel expense form and all receipts are required for reimbursement.

Breakfast: Candidate + 3 @ $12.00 per person - $48.00 per day
maximum Lunch: Candidate + 3 @ $15.00 per person - $60.00 per day
maximum Dinner: Candidate + 3 @ $30.00 per person - $120.00 per day maximum
       EXCEPTION: Candidate + departmental students (pizza lunch <$50).

CANDIDATE TRAVEL AND MOVING EXPENSE REIMBURSEMENT: In the event that moving expenses are reimbursed, the taxable amount reimbursed is reported on the employee's W-2 form. Travel expenses for a candidate's partner can be reimbursed using Foundation funds at the discretion of the department seeking to hire a candidate. In the event the candidate is hired, the amount reimbursed for the partner's travel is reported on the employee's W-2 form. The Travel Expense Report should clearly indicate that reimbursable expenses are for candidates by writing "Candidate Travel" on the expense report.

http://www.missouristate.edu/policy/Op8_22_3_ExpenseAllowances.htm
http://www.missouristate.edu/policy/Op8_22_6_TravelReimbursement.htm
http://www.missouristate.edu/policy/Op3_12_6_EmployeeExpenseReporting.htm