FRANKLIN
FACULTY RECRUITMENT TOOLKIT

A Resource Prepared by the
Office of Inclusion and Diversity Leadership
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The academic reputation of any University rests on the quality of its faculty. Nothing offers the opportunity to bring a program to higher levels of excellence more quickly than attracting and retaining the very best people. Recruitment and retention of new faculty are thus vital to the continuing development of the University of Georgia.

If we are to build outstanding departments, we must aggressively pursue the best candidates. Search committees should not place the job advertisement and then wait to see who applies. A passive approach to recruiting faculty rarely yields the best pool of candidates. Effective recruitment requires placing ads in multiple venues, personal (not form) letters sent to potential applicants from people they may know personally or by reputation, personal calls to potential candidates inviting their applications, among many other strategies. Devoting space on the department’s website to the search, and then directing applicants to it, can be helpful, if the website is up to date and effectively showcases the department’s strengths.

When conducting interviews with the finalists for a position, one can rarely go wrong offering “red-carpet” treatment. Candidates brought to campus should feel that they are being actively courted as members of UGA’s community of scholars. Courtships are always better than inquisitions, and the courtship doesn’t end when the campus visit is concluded. Maintaining regular contact with preferred candidates following the campus visit and until the position is filled is important. Making sure that candidates that are not selected are informed of the decision in a timely and sensitive manner reflects well on UGA and on the department conducting the recruitment.

Effective recruiting requires a great deal of time and effort, but the payoff is a better department and an intellectually rich and vibrant scholarly community.

The recruitment of tenure-track faculty within the Franklin College of Arts and Sciences should follow the guidelines found at: http://www.franklin.uga.edu/faculty_staff/tenure_track_guidelines.php A Faculty Recruitment Checklist may be obtained by contacting Kellie Borders at kborders@uga.edu. The following toolkit is a resource to facilitate the effective recruitment of a diverse applicant pool.
Search Committee Information

- The department head (or unit chair or director) is responsible for identifying a search committee chair. The chair should have the respect of the faculty, be invested in the future of the unit, and known for the professional status as well as their collegiality, fairness, and openness. One tool for preparing the leadership of an effective search committee can be found at: http://wiseli.engr.wisc.edu/docs/SearchBook.pdf. Also, UGA’s Equal Opportunity Office has recommendations that can be found at, https://eoo.uga.edu/search_committee_guidelines

- Recruit diverse committee members who are knowledgeable about the department and invested in the long term health of the unit. At least one committee member should come from outside the department.

- The department head and/or committee chair should discuss the importance of recruiting a diverse applicant pool from which the position will be ultimately filled. This discussion should also make committee members aware of their responsibility to document their efforts to produce a diverse applicant pool.

- The department head and/or committee chair should discuss the avoidance of implicit bias in the review of faculty applications. Information on implicit bias in faculty recruitment can be found at: http://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf
Search Committee Charge

✓ In the charge to the search committee:

 o Discuss the requirements of the vacant position and the need to have it filled—in-clude title and rank.

 o State the goal and mission of the department and institution

 o Articulate the unit’s and institution’s diversity goals and strategies

 o State the importance of equitable search practices, the value for diversity in the applicant pool, and avoiding biased evaluation practices (refer search committee to online resources).

 o Articulate time frame of search activities and anticipated start date

 o Establish the roles of the committee and its members. The Dean will eventually expect a report on a full departmental vote on the final hire.

 o Establish/articulate a budget for the search. Units may request up to $4000 for asst/assoc professor searches from the Franklin College to help defray recruitment expenses.

 o Identify the preferred number of finalists

 o Review EOO and diversity/affirmative action requirements

 o Ask the search committee to identify reasons for non-selection (what/which essential qualification(s) is lacking)

 o Establish expectations of the search committee
   ▪ Developing the advertisement
   ▪ Setting and maintaining a schedule of activities
   ▪ Developing a strategy for diversifying the applicant pool and generating a report of these activities
   ▪ Attending meetings
   ▪ Screening and reviewing candidates’ credentials/references
   ▪ Participation in the interview process
   ▪ Maintaining confidentiality
Writing the Recruitment Ad

• All ads should include EEO approved language adopted by the Franklin College: “The Franklin College of Arts and Sciences, its many units, and the University of Georgia are committed to increasing the diversity of its faculty and students, and sustaining a work and learning environment that is inclusive. Women, minorities and people with disabilities are encouraged to apply. The University is an EEO/AA institution.” All ads must be approved by the Dean as well as the UGA Equal Opportunity Office (EOO).

• The UGA EOO also requires the use of the following tagline: “The University of Georgia is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, or protected veteran status.” The full tagline, while not required, should be used whenever feasible. The tagline should at a minimum state “disability” and “vet” to be clearly understood by jobseekers. Examples of appropriate abbreviations would be: “EEO/AA/Vet/Disability Institution,” “EEO/AA Institution. Protected veterans and individuals with disability encouraged to apply,” or “EEO/AA/M/F/Vet/Disability Employer.”

• If your department is likely to have a pool of qualified candidates that includes non-U.S. citizens who might need a permanent residency, or “green card” sponsorship, please contact the ISSIS office Director, Robin Catmur at rcatmur@uga.edu to discuss ad content and Department of Labor advertising requirements. You may also review the ISSIS guide, Initiating U.S. Permanent Residency Sponsorship for an International Employee at: http://international.uga.edu/issis/usPermanentResidencyInformation/ [For any hire involving a non-U.S. citizen candidate, please contact the ISSIS office as soon as possible after the hire is confirmed, at: issis@uga.edu. The visa sponsorship process can take anywhere from a few weeks to 6 months or longer.]

• Try to define position through articulating the needed knowledge, skills, and abilities rather than specifying that candidates’ should have a terminal degree in a specific discipline in order to cast a wider net. Please avoid using “due dates” for applications which may discourage high potential applicants from applying who learn of the recruitment at a later date. Instead state a date when the committee will begin reviewing applications and state that application reviews will continue until the position is filled.”
Applicant Tracking

UGA EEO can now track applicant data. If your unit uses the Franklin College Faculty Application System, an invitation to submit applicant data is automatically sent. If you do not use the college application system, your unit should send an emailed invitation to each applicant to participate in EEO’s survey. For example,

Thank you for your application for the position of ______________ at the University of Georgia. The Search Committee will begin evaluating the credentials of the candidates on _____(date), after which time we will notify you of the status of your application. If your application is one we wish to consider further, we may request additional information from you. Throughout the search process, we will keep you informed of the progress of the committee and we would appreciate you keeping us apprised of changes that affect your candidacy.

The University of Georgia is committed to the principles of equal opportunity and affirmative action. The University requests your voluntary completion of our demographic inquiry found at: https://eoo.uga.edu/forms/eoo-voluntary-disclosure-form which is used for monitoring our efforts. The PVA number for this search is _____. This information will only be used for EEO reporting purposes and your personal information will not be shared with the search committee.

Please feel free to contact me at XXX-XXX-XXXX, if you have questions. Thank you for your interest in the University of Georgia.
Proactive Steps to Produce a Diverse Applicant Pool

- Send advertisement to major print and online publications of your discipline
- Send advertisement for distribution to leadership of professional association committee chairs of groups that are focused on diversity in your field
- Ask current minority faculty at UGA to distribute advertisement to their networks—Black faculty and staff organization; IAAS, LACSI
- Ask current graduate students to distribute advertisement to their former faculty
- Recruit minority alumni and ask these individuals to distribute advertisement throughout their networks
- Submit advertisements to organizations/publications that focus on diversity in your discipline such as the Association of Women in Science (AWIS) or the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) or Diverse Issues in Higher Education.
- Reconnect with Franklin Visiting Scholars who have received funding to visit your unit. Make sure they know of the position and share the advertisement with their network.
- Identify those departments or post-doc placements that graduate a high number of underrepresented scholars. Make sure your advertisement is shared with the chairs/heads of those groups. For example, Diverse Issues in Higher Education publishes an annual list of the top 100 programs that produce minority graduates, http://diverseeducation.com/top100/ and Dr. Donna Nelson regularly identifies the diversity of various STEM departments across the country, http://faculty-staff.ou.edu/N/Donna.J.Nelson-1/ Use these contacts as additional opportunities to disseminate your recruitment advertisement.
• The Southern Regional Education Board (SREB), which is a co-sponsor of the Compact for Faculty Diversity, maintains a free job listing service! You only need to email them the text of your ad. More information can be found at, http://home.sreb.org/dsp/zone/jobs/joblistings.aspx

• “The online, searchable directory contains information on over 2000 ethnic minority doctoral scholars, including over 500 graduates. Scholars/graduates from the following programs are included:

  SREB - State Doctoral Scholars Program (Southern Regional Education Board)
  SLOAN - Alfred P. Sloan Foundation Minority Ph.D. Program
  BRIDGES - Bridges to the Professoriate Program (National Institutes of Health/MARC)
  AGEP - Alliance for Graduate Education and the Professoriate (National Science Foundation)"

• The University of Georgia has negotiated discounted rates for recruitment advertisement with Diverse Issues and the Chronicle of Higher Education. More information on these discounts can be found at, http://www.hr.uga.edu/uga-advertising-discounts
The On Campus Visit

- Keep in mind that during the recruitment process, any contact between a UGA member and the job candidate, is a part of that individual’s interview. Therefore, everyone on that candidate’s itinerary should be reminded of the university’s guidelines regarding appropriate topics for questions and discussion (see: https://eoo.uga.edu/search_committee_guidelines). These guidelines should be shared with those conducting one-on-one interviews and group interviews, as well as those with whom the candidate will dine, individuals who are invited to receptions, and those faculty and/or students who might drive the candidate to and from the airport.

- Often job candidates meet with at least one realtor (this may occur during the initial or subsequent visits). Now may be the time to expand the community resources your department uses rather than rely on what has always been done in the past. For example, there are a number of minority realtors in the community. One of these individuals may be able to speak to the climate and opportunities for minority professionals in Athens better than anyone in your department. There is even a minority couple (a real estate developer and realtor) who are UGA alumni and ardent supporters.

- Typically a reception is held for visiting candidates. Who gets invited? This seems like a prime opportunity to provide the job candidate with exposure to successful role models and potential mentors on campus. Think about individuals outside as well as inside your unit and the college.
The Offer Letter

- Templates for the letter of offer and the memorandum of understanding are available from the Dean’s administrative assistant, Kellie Borders. Note that signatures will be required from all administrators contributing resources to the offer.

- Reaffirm the college and unit’s values for equity, diversity, and excellence throughout all facets of faculty life—teaching, research, and service.

- Make sure in the offer letter, the candidate is made aware of the university’s position on harassment and discrimination through including the link http://eoo.uga.edu/policies/NDAH-Policy.html to the UGA policy.

- For pre-tenure faculty, it may be especially useful in reminding the candidate of the institution’s resources for continued professional development and support such as the Lily Fellow Program, the Owen Institute for Behavioral Research fellows program, and the Office of Institutional Diversity’s mentoring program.