

# FRANKLIN FACULTY RECRUITMENT TOOLKIT

**A Resource Prepared by the  
Office of Inclusion and Diversity Leadership**





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## Table of Contents

INTRODUCTION ..... 3

SEARCH COMMITTEE INFORMATION  
*Ensuring effective committee leadership and diverse membership,  
and taking a responsible stance to avoid implicit bias.....* 4

SEARCH COMMITTEE CHARGE  
*Step-by-step tips on how to develop a search guided by policy and procedure,  
and how to create clear expectations for the recruitment process.....* 5

WRITING THE RECRUITMENT AD  
*What is required, how to define the position, and what to avoid .....* 6

APPLICANT TRACKING  
*How to ensure that your applicants are tracked by EEO.....* 7

PROACTIVE STEPS TO PRODUCE A DIVERSE APPLICANT POOL  
*Where to advertise and how to find your target audience.....* 7

THE ON-CAMPUS VISIT  
*How to develop an effective itinerary and policies.....* 9

THE OFFER LETTER  
*Reaffirm values and adherence to policy, and remind candidates of resources .....* 10

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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 known personally or by reputation, personal calls to potential candidates inviting their applications, etc. Devoting space on the department's website to the search and directing applicants to it can also 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 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/content/franklin-college-faculty-recruitment-guidelines>. This 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 for the leadership of an effective search committee is the report, *Searching for Excellence and Diversity: A Guide for Search Committee Chairs* which 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](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](http://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf)
- At a minimum, search committee chairs should attend The Faculty Search Committee Workshop offered by the Office of Faculty Affairs and HR's Training and Development Office.



### Search Committee Charge

- ✓ In the charge to the search committee:
  - Discuss the requirements of the vacant position and the need to have it filled—include title and rank.
  - State the goal and mission of the department and institution
  - Articulate the unit's and institution's diversity goals and strategies
  - 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 and those provided through the Office of Faculty Affairs).
  - Articulate time frame of search activities and anticipated start date
  - 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.
  - Establish/articulate a budget for the search. Units may request up to \$2000 for lecturer searches and up to \$4000 for tenured and tenure-track professor searches from the Franklin College to help defray recruitment expenses.
  - Identify the preferred number of finalists. You should identify at least two.
  - Review EOO and diversity/affirmative action requirements
  - Ask the search committee to identify reasons for non-selection (what/which essential qualification(s) is lacking)
  - 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

- Try to define position through articulating the needed knowledge, skills, and abilities rather than specifying only that candidates should have a terminal degree in a specific discipline in order to cast a wider net. Your ad may attract more interest if you indicate that the candidate should have “...a Ph.D. in X or a related discipline.”
- 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 will be reviewed by the Dean’s Office, the Office of Faculty Affairs, the Equal Opportunity Office, and the Office of International Education.**
- **The UGA EEO also suggests 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, ethnicity, age, genetic information, disability, gender identity, sexual orientation, or protected veteran status. Persons needing accommodations or assistance with the accessibility of materials related to this search are encouraged to contact Central HR ([hrweb@uga.edu](mailto:hrweb@uga.edu)). Please do not contact the department or search committee with such requests.*” The full tagline, while not required, should be used whenever feasible.



Information currently available still requires reference to protected veterans and persons with disabilities in abbreviations such as:

“EEO/AA/Vet/Disability Institution”

“EEO/AA Institution. Protected veterans and individuals with disability encouraged to apply.”

“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 [rcatmure@uga.edu](mailto:rcatmure@uga.edu) to discuss ad content and Department of Labor advertising requirements. Information regarding departmental sponsorship can be found at, <https://international.uga.edu/issis/information-for-sponsoring-uga-departments> [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](mailto:issis@uga.edu). The visa sponsorship process can take anywhere from a few weeks to 6 months or longer.]

## Applicant Tracking and Proactive Steps to Produce a Diverse Applicant Pool

### • Applicant Tracking

- UGA EEO can now track applicant data. An invitation to submit applicant data is automatically sent via the UGAJobs system.

### 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 and underrepresented faculty at UGA to distribute advertisement to their networks, such as the Black Faculty and Staff Organization (BFSO), the Institute for African American Studies (IAAS), the Latin and Caribbean Studies Institute and the Lesbian (LACSI) and the Lesbian, Gay, BiSexual and Transgender (LGBT) Center
- Ask current graduate students to distribute advertisement to their former faculty at the undergraduate and Master's programs
- 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 prior Franklin Visiting Scholars who have received funding to visit your unit. Make sure they know of the position and ask that they 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 conducts a national analysis of diversity across STEM departments which can be found at, <http://www.cssia.org/pdf/20000003-ANationalAnalysisofMinoritiesinScienceandEngineeringFacultiesatResearchUniversities.pdf>.





### Proactive Steps to Produce a Diverse Applicant Pool — *continued*

Consider using these contacts as additional opportunities to disseminate your recruitment advertisement:

- Social media, such as Facebook and Twitter, provide other opportunities to advertise and share information about your open position and your unit.
- 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 to [doctoral.scholars@sreb.org](mailto:doctoral.scholars@sreb.org). 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)”

All UGA Facultyjobs postings are now automatically posted on the *Insight into Diversity* Career Center webpage

### 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](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 opportunities for minority professionals in Athens better than anyone in your department. There is even an African American couple from Athens (a real estate developer and realtor) who are UGA alumni and ardent supporters of the institution.
- 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.
- 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.



### 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 [<https://eoo.uga.edu/policies/non-discrimination-anti-harassment-policy>] to the UGA policy.

