

**ACADEMIC  
SEARCH COMMITTEE  
GUIDELINES**



**Office of the Assistant Vice President  
for Academic Affairs**

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## INTRODUCTION

These guidelines have been developed for you to follow when conducting an academic search. **Please review this entire booklet as the guidelines have been altered due to the implementation of PeopleAdmin.** The purpose is to ensure uniformity when hiring for EMU. If questions or problems arise that are not addressed in these guidelines, please contact the Academic Employment Specialist, Candice White, in the Office of the Assistant Vice President for Academic Affairs at 487-0076.

## FORMING A SEARCH COMMITTEE

University staff and faculty members who serve on search committees are responsible for recruiting, screening, interviewing and recommending qualified candidates for open positions. The search committee process has been structured to assist you in your efforts to attract the best possible talent to the university. By following the established search committee process, the search committee should be able to carry out their responsibility in a timely, orderly, professional, ethical and legal manner.

- Search committees should be established as early as possible, especially if they are expected to provide input on the advertisement.
- Refer to your Department Input Document (if applicable) for any provisions regarding the composition of search committees to ensure you follow the guidelines stated.
- Efforts should be made to ensure that the make-up of the search committees reflect the diversity of the department, college, and University.
- Search committees may include people from both within the department as well as outside of the department.
- As soon as a search committee is determined, provide a list of search committee members to Academic Human Resources to be included in the search file.

## OFFICE OF DIVERSITY AND AFFIRMATIVE ACTION

- It is the responsibility of the Office of Diversity and Affirmative Action to provide guidance in hiring activities of the University to foster a diverse faculty and staff and to meet Affirmative Action goals. Additionally, the office monitors faculty and staff recruitment activities to ensure compliance with University policies and procedures, federal and state laws and regulations, and University collective bargaining agreements.
- Use the Recruiting Plan form (located in the Forms section on the AHR website) to identify the publications where the advertisement should appear.

## **CREATING THE PERSONNEL REQUISITION**

- Once a search has been approved by the Provost's office, a personnel requisition must be initiated to officially open the search.
- The Hiring Authority creates the requisition and should attach search committee/chair info, the ad description, and recruiting plan form. When finished, the requisition is forwarded to the Dean (or appropriate supervisor) for approval.
- Dean/Supervisor reviews the requisition and submits the requisition to Academic Employment Specialist for posting.
- Academic Employment Specialist reviews the requisition, makes any appropriate edits/updates and posts ad.

## **ADVERTISING/RECRUITING**

- Provide names, phone and fax numbers, and website addresses of publications, if available.
- Inform Academic HR of any upcoming advertising deadlines for the identified publications, and of preferred publication dates if known.
- Minimum qualifications stated in the advertisement must be consistent with those defined in the Department Evaluation Document for faculty and in the classification specification for Academic APs. Please review your documents before submitting ad language.
- Include responsibilities and qualifications for the position in the advertisement.
- Unless otherwise agreed, AHR will finalize ad language and place advertisements in publications/websites as identified by the search committees.
- Distribute advertisement/job posting as widely as possible to reach a large number of potential applicants. Consider using a variety of approaches (e.g. mail, newsletters, online placement sites, and personal contacts)

### **National Advertising**

- Faculty searches have a \$2,000 recruiting budget and AP searches have a \$2,500 recruiting budget. Departments are responsible for placing and paying for external advertisements for lecturer searches.

AHR automatically places an ad at the following places (at no additional cost to the department):

- AHR Website
- Higher Ed Jobs - [www.higheredjobs.com](http://www.higheredjobs.com)
- Michigan HERC – [www.michiganherc.com](http://www.michiganherc.com)
- Michigan Talent Bank – [www.michjobs.com](http://www.michjobs.com)

## Conferences

Academic HR will reimburse **up to \$500 per department** if recruiting efforts are made at departmental related conferences. Expense transfers must be submitted to Academic HR **no later than 30 days** after the search committee member has attended the conference.

## DEVELOPING THE SCREENING MATRIX

- The screening/interview matrix must be consistent with the minimum qualifications outlined in the advertisement and DED (or Job Class Spec).
- Submit screening/interview matrix, including weightings, to Academic HR for approval **before** reviewing any applications.
- While the ad is open, the search committee will be able to view the applications as a guest user in the Online Hiring System (OHS). The committee needs to develop screening matrices for evaluating all applicants **before** they can receive a guest user ID and password.
- Screening of applicants may include phone calls using a standard set of questions (**which must be reviewed by Academic HR first**), whenever possible. Variation in questions may arise due to the need to clarify certain aspects of a particular candidate's background, but variations should be kept to a minimum.
- Take notes on a separate sheet of paper and not on the original application materials.
- Committees are to rank their top candidates who they intend to bring in for an interview. They must include a rationale on why these candidates were selected over the other qualified candidates. They must also attach copies of the completed matrices (either each individual matrix or one consensus matrix).

## INTERVIEWING AND CAMPUS VISIT

### Making an Interview Recommendation

- Once screening applicants have been chosen, the recommendation needs to be submitted along with completed applications for each candidate for approval to interview.

- Hiring Authority completes an Interview Pool Recommendation Form and obtains Dean’s (or appropriate supervisor’s) approval prior to submitting the form to Academic HR.
- Screening materials including a matrix and written rationale for selection of an applicant pool must be attached to the Interview Pool Recommendation. A screening/interview matrix must be used to evaluate all applicants who meet the minimum qualifications established for the position.
- Academic HR will review the Interview Pool. We may ask to review additional information of rejected applicants prior to approving the Interview Pool.

**Travel Arrangements**

- If the person lives less than 300 miles away, suggest that the candidate drive to campus. As of January 1, 2009, the mileage rate is \$0.55 per mile.
- If the person needs to fly to Michigan, make it a coach flight and try to schedule it 2-3 weeks in advance to improve the chances of getting a reduced airfare.
- If you need to interview the person right away, look at other methods of transportation such as the train or bus.

**Lodging**

- Following are prices of hotels in the area. **Be sure to mention that you are from EMU so you can get the reduced corporate rates:**

<b>Comfort Inn</b>	<b>Eagle Crest Marriott</b>	<b>Parish House Inn</b>
2455 Carpenter Rd. Ann Arbor, MI 48108 (734) 973-6100	1275 S. Huron St. Ypsilanti, MI 48197 (734) 487-2000	103 S. Huron St. Ypsilanti, MI 48197 (734) 480-4800
<i>\$74.72/night (local corporate rate)</i>	<i>\$79/night OR \$109/night (based on occupancy)</i>	<i>\$89/night</i>

**Meals**

- In an effort to cut costs, try to set up breakfast, lunch or dinner appointments that include the candidate and the search committee chair or Department Head / School Director.
- If the search chair wishes to introduce the candidate to the entire search committee & departmental faculty, they can bring the candidate back to campus after the meal or have a gathering with light refreshments.

- To guide your thinking, the Per Diem Rate for Ann Arbor, MI (Washtenaw County) suggested by the IRS, is \$44, which includes the following:
  - Breakfast - \$8.00
  - Lunch - \$12.00
  - Dinner - \$21.00
  - Incidentals - \$3.00

### **Guidelines for Interviewing Candidates**

- Treat all applicants consistently by asking the same general questions and by following a structured interview plan. A copy of the interview questions along with the itinerary needs to be submitted to Academic HR before bringing the candidates in for interview.
- Establish rapport with the applicant – your first role is that of host.
- Explain the purpose of the interview and set an agenda informing the candidate that you will be taking notes during the interview.
- Gather predictive information by using skills of listening, probing, reflecting, summarizing, and evaluating. Consider using behavior based questions when appropriate.
- Use open-ended questions; avoid “yes” and “no” questions.
- Avoid leading questions.
- Describe the responsibilities of the position as well as information about the University.
- Answer questions and allow the applicant to add information.
- Conclude the interview by giving the candidate an estimated timeframe by which decisions will be made, if possible.
- Do not ask personal questions regarding age, marital status, children, relatives, birth place, ancestry, etc. (Please review the Michigan Department of Civil Rights Pre-Employment Inquiry Guide at [http://www.michigan.gov/documents/per-employment\\_inquiry\\_guide\\_13019\\_7.pdf](http://www.michigan.gov/documents/per-employment_inquiry_guide_13019_7.pdf))

### **Confidentiality & Professional Reference Checks**

- Be careful not to breach the confidentiality of applicants:
  - Share information about an applicant on a need-to-know basis
  - Never discuss an applicant with other applicants

- Never share information about unsuccessful applicants, even with department colleagues outside of the search committee.
- Prior to contacting references whose names were not provided to EMU by an applicant, contact the candidate (preferably in writing or by email) to let him/her know that you would like to contact a reference that is not listed, i.e. current employer.
- To ensure that all applicants are treated consistently, either the search committee or hiring authority **must check references on all candidates being interviewed.**

### MAKING AN EMPLOYMENT OFFER

- Hiring authorities (after getting the Dean's signature) should submit the Appointment Recommendation Form to Academic HR. After approval has been granted, hiring authorities are allowed to make offers based on target salaries provided to the Dean. **The offer letter must be reviewed by the Dean's office before Academic HR reviews it.** Once the offer has been made and accepted, the search is closed.

### ADDITIONAL "NEED TO KNOW" INFORMATION

#### Moving Expenses

- Moving Expenses are not covered by Academic HR. If you wish to offer moving expenses to your candidate of choice, please make sure that you have the money in your departmental budget. This must also be indicated in the offer letter.

#### Making an offer to a Non-U.S. citizen

- Please note if your recommended candidate for hire is not a U.S. citizen or permanent resident, they will need to obtain work authorization, typically by applying for an H1-B visa. If so, the department must understand that they are responsible for paying the filing and attorney fees that are associated with this process. It is an estimated cost of **\$2500** to file for an H1-B visa and cover attorney fees.
- In addition, if the non-U.S. citizen is hired, they must have permanent residency by the time they stand for tenure (**be sure to include this in the offer letter**). The filing fees as well as the attorney fees are now the responsibility of the employer to pay. These costs amount to a minimum of **\$1000** and are the home department's responsibility to pay.

#### Offering a Higher Salary, Higher Rank or Service Rank Credit

- Should you wish to offer your recommended candidate a higher salary, higher rank or service rank credit, Please make sure that you have communicated with your Dean or Hiring Supervisor before Academic HR receives the appointment recommendation. If the request has been approved, please make sure to include it in the offer letter.

## DUAL CAREER INFORMATION

### *Dual Resources*

This page offers resources to those couples who are searching for employment in the Metro Detroit area. While there may not be positions available for both, our hope is to provide resources to help find the other spouse or partner employment in the area. If you have any questions, please contact Candice White in Academic Human Resources at (734) 487-0076.

Please click on the following links to access employment opportunities in the local area.

### [Higher Education Recruitment Consortium \(HERC\)](#)

EMU, along with twenty-four neighboring public and private institutions, have joined together to launch the HERC (Higher Education Recruitment Consortium) in Michigan.

Developed in 2000, the Higher Education Recruitment Consortium (HERC) is a collaborative response of higher education institutions throughout the United States to the many challenges of academic recruitment and retention. Of particular interest to HERC is finding effective ways of assisting the spouses and partners of faculty and staff to secure area employment and encouraging diversity at member institutions.

The first HERC began in northern California, the home of Silicon Valley, in 2000 and now includes 46 member institutions. There are now HERCs in other competitive areas where the hunt for talent is at a premium including northern & southern California, metro New York/south Connecticut, New Jersey, upstate New York, New England and Greater Chicago. HERCs are also planned for metro St. Louis. Plans are underway to create a national HERC that will establish itself as an independent non-profit organization and provide services to all the regional HERCs.

The Michigan HERC launched in January 2008 and consists of the following institutions:

Alma College	Central Michigan University
College for Creative Studies	Concordia University
Cornerstone University	Davenport University
Delta College	Eastern Michigan University
Ferris State University	Grand Rapids Community College
Grand Valley State University	Henry Ford Community College
Michigan State University	Mott Community College

Oakland Community College                      Oakland University  
University of Detroit Mercy                      University of Michigan – Ann Arbor  
University of Michigan – Dearborn              University of Michigan – Flint  
Washtenaw Community College                  Wayne County Community College District  
Wayne State University                              West Shore Community College  
Western Michigan University

You can access the MI-HERC website at [www.michiganherc.org](http://www.michiganherc.org)

**Area Community Colleges, Colleges and Universities (Not a part of MI-HERC)**

- [Adrian College](#)
- [Albion College](#)
- [Cleary University](#)
- [Cranbrook Academy of Art](#)
- [Kettering University](#)
- [Lawrence Technological University](#)
- [Lourdes College](#)
- [Madonna University](#)
- [Marygrove College](#)
- [Siena Heights University](#)
- [University of Toledo](#)
- [Walsh College](#)
- [Schoolcraft Community College](#)
- [Jackson Community College](#)

**City & County Employment Opportunities**

**Counties**

Washtenaw County  
Wayne County

**Neighboring Cities**

City of Ypsilanti  
City of Ann Arbor  
City of Saline  
City of Milan  
City of Romulus  
City of Belleville  
City of Canton

## **FORMS**

The following are all the forms that will be used throughout the search process. They are included in this packet.

- Personnel Requisition
- Search Committee Form
- Recruiting Plan
- Screening/Interview Matrix Template
- Interview Pool Recommendation
- Appointment Recommendation

***PERSONNEL REQUISITION (ACADEMIC POSITIONS)***

**I. BASIC INFORMATION**

Position Title: \_\_\_\_\_

Department: \_\_\_\_\_

Department Phone: \_\_\_\_\_

Hiring Authority: \_\_\_\_\_

Fund/Org Source: \_\_\_\_\_

**II. BASIC DUTIES / HIRING SPECIFICATIONS**

Please attach a copy of the job description with this requisition. In addition, please email a copy of the job advertisement to Candice White (candice.white@emich.edu) in Academic Human Resources.

**III. POSITION DETAILS**

Is this a brand new position? \_\_\_\_\_

If yes, please download a Position Control Action form, complete and attach a draft of a job description.

**IV. AUTHORIZATION**

\_\_\_\_\_  
Hiring Authority Date

\_\_\_\_\_  
Dean or Provost Date

\_\_\_\_\_  
Academic HR & Budget Date

**FOR AHR USE (DO NOT COMPLETE):**

DATE REC'D \_\_\_\_\_ POSTING # \_\_\_\_\_ PCN# \_\_\_\_\_

If no PCN#, has PCA & Job Spec been forwarded to Staff HR for approval? \_\_\_\_\_

## SEARCH COMMITTEE COMPOSITION FORM

Department: \_\_\_\_\_ Discipline: \_\_\_\_\_

### Search Committee Membership

Chair: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Describe how search committee members were chosen, along with any other pertinent demographic factors (e.g., departments, sub-disciplines represented, etc.)



SCREENING/INTERVIEW MATRIX

POSTING #: \_\_\_\_\_ DEPARTMENT: \_\_\_\_\_ AREA OF SPECIALIZATION: \_\_\_\_\_

Applicants:											
Criteria	Weight	Raw Score	Wtd Score	Raw Score	Wtd Score	Raw Score	Wtd Score	Raw Score	Wtd Score	Raw Score	Wtd Score
Total Scores:											

Evaluator: \_\_\_\_\_ Date: \_\_\_\_\_

## INTERVIEW POOL RECOMMENDATION

**POSTING #** \_\_\_\_\_ **DEPARTMENT** \_\_\_\_\_

**RECOMMENDED INTERVIEW POOL:**

NAME

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Did you attach copies of the individual scoring matrix or group consensus matrix? \_\_\_\_\_

Did you attach a rationale on why these candidates should be invited to campus? \_\_\_\_\_

Did you attach the interview questions that will be asked during the interview? \_\_\_\_\_

**POOL ENDORSEMENT:**

\_\_\_\_\_  
HIRING AUTHORITY  
(if other than Dean)

\_\_\_\_\_  
DEAN

**POOL APPROVAL:** \_\_\_\_\_

**DATE** \_\_\_\_\_

OFFICE OF THE ASSISTANT VICE  
PRESIDENT FOR ACADEMIC AFFAIRS

**ACADEMIC HUMAN RESOURCES  
APPOINTMENT RECOMMENDATION FORM**

**PROGRAM INFORMATION**

Job Title \_\_\_\_\_

Posting # \_\_\_\_\_

Department Name \_\_\_\_\_

**1. INTERVIEW/SELECTION INFORMATION**

Search/Screening Committee Information

Chairperson: \_\_\_\_\_

Members

Name	Name
1.	4.
2.	5.
3.	6.

Candidates Proposed for Interview

1.	4.
2.	5.
3.	6.
Additional/Alternates	

**2. SELECTION RATIONALE**

**Attach official transcripts of highest degree and a separate sheet that details:**

- The name of the recommended candidate, salary recommendation and a rationale that explains why he or she is the most qualified for the position.
- Diversity Implications: Race/Sex of incumbent vs. recommended candidate and impact on department utilization.
- Alternate Recommendation: Explain why this candidate is qualified for the job in the event that the first candidate declines the offer.
- Candidate Pool Rejection: Explain briefly why other candidates interviewed appear less suited for this opportunity.

**3. CERTIFICATION STATEMENT**

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“I hereby certify, as the responsible hiring authority, that this selection process and these hiring actions have been conducted in compliance with established University policies and procedures.”

\_\_\_\_\_   
 Department Head / Director

\_\_\_\_\_   
 Date

**4. OFFER AUTHORIZATION**

<i>Dean or Provost</i>	<i>Date</i>
<i>Academic Human Resources</i>	<i>Date</i>

Professional Reference Check Cleared?  Yes  No  
Date Completed: \_\_\_\_\_  
Reference Check Done By: \_\_\_\_\_