

**College of Arts and Sciences
Faculty Recruitment and Appointment:
Guidelines and Procedures**

Draft

**University of North Dakota
Fall 2004**

A&S Faculty Recruitment and Appointment Checklist:

Draft

I. Department Chair submits the following to the Dean for approval:

___ 1. Justification for Position Recruitment (Form on Arts and Science Web Site).

II. After receiving initial approval, the Department Chair submits the following to the Dean's office:

___ 1. Request to Recruit (VPAA Website Form (<http://www.und.edu/dept/vpaa/acadaffr/AAForms.htm>))

___ 2. Proposed advertisement (original + 4 copies)

___ 3. Essential Job Functions Memo

III. Following approval of the advertisement and acceptability of the Essential Job Functions Memo, the Dean's office will forward the above, along with the Justification for Position Recruitment to the Provost's Office. After receiving the approved Request to Recruit from the VPAA and AAO, the Department Chair proceeds with the following:

___ 1. Establish a departmental search committee.

___ 2. Advertise the position.

___ 3. Review the Faculty Appointment and Hiring Procedures Checklist

___ 4. Prepare and distribute the Vacancy Announcement

___ 5. Distribute Applicant Control Cards to all applicants.

___ 6. Develop a screening process and appropriate screening instruments.

___ 7. Seek approval from the Dean for on-campus interview(s).

___ 8. Once the Dean has given the approval, arrange for the on-campus interview(s).

___ 9. Seek approval from the Dean before making an informal verbal offer.

___ 10. Notify applicants of decisions.

___ 11. Submit appointment packet for approval

A&S Faculty Recruitment and Appointment: Guidelines and Procedures

Draft

I. Department Chair submits the following to the Dean for approval:

A. Justification for Position Recruitment (VPAA Website (<http://www.und.edu/dept/vpaa/acadaffr/AAForms.html>))

For consideration to recruit during the next academic year, the Justification for Position Recruitment must be submitted to the Dean by the first Friday in May. Note that all vacancies revert to a central pool in the College for allocation. These positions will be allocated to meet the College's greatest needs—giving attention to overall future scholarly and instructional needs, interdisciplinary cooperation between units, and the strategic plan of the College. Vacancies occurring after the deadline for submitting requests will normally not be reassigned for search until the following academic year, with temporary funds available to cover teaching requirements if needed. Note that if an approved search is unsuccessful and the position is not filled, a new Justification for Position Recruitment should be submitted the following year.

Information to include on the form

1. Position/rank

a. Level of appointment

Provide a justification for recommended rank (required only if the recommended rank is above the assistant professor level). Note that new and replacement faculty will be authorized at the Assistant Professor level unless specific approval has been received from the Provost for recruitment at a higher rank.

b. New position _____ OR Replacement position number _____

c. Recommended salary \$ _____

Provide a justification for salary recommendation

d. Estimate of startup costs \$ _____

Describe the commitments from the department, college, and university (e.g., office space, lab space, equipment needs, computer, etc.) that the faculty member will require to initiate and maintain a successful research program

2. Area/courses to be taught

3. Research/scholarship/creative activity, and grant expectations

a. Describe the nature of the research/scholarship/creative activity in this position and the

expectations for productivity

b. Describe the grant activity required in this position

4. Relation to department/program (centrality, demand, department goals)

a. Discuss the importance of this position to the tripartite mission of the department (research, teaching, service) and its goals and priorities action areas. This discussion should minimally indicate:

- i. The substantive area of the discipline that will be covered by the position. If this area is different from the area covered by the previous faculty member, please explain why the department is looking for a new area of expertise.
- ii. Give the teaching expectations, including load of the new faculty member. If this teaching load is a reduction from the load normally expected of faculty in the department, explain how the course shortage will be covered.
- iii. If this position is a replacement, describe the activities of the faculty member vacating the position:
 - Briefly indicate the load and the typical courses taught for the last three academic years, including summer, by the previous faculty member, and indicate how (or if) the department will continue to cover these courses.
 - Indicate how (or if) the theses/dissertations/independent studies supervision load of the previous faculty member will be covered until the new faculty member is able to take on such responsibilities.
 - Indicate how (or if) the department will perform the service activities/duties of the outgoing faculty member.

5. Rationale for position (relate to college and university mission plans):

a. Describe the relationship of this position and expertise to existing departmental curricular, service and research strengths/weaknesses.

b. Indicate the demand for individuals with this expertise.

II. After receiving initial approval, the Department Chair submits the following to the Dean's office:

A. Request to Recruit

(VPAA Website Form (<http://www.und.edu/dept/vpaa/acadaffr/AAForms.html>))

B. Prepare proposed advertisement (original + 4 copies)

Advertisements should normally include the following:

- a) position title or rank;
- b) description of the job
- c) preferred and/or minimum qualifications
- d) terms of contract (i.e., tenure eligible, anticipated start date of employment, nine-month appointment (or ten-month, etc. as appropriate), plus any other special considerations related to the contract
- e) a closing date for applications, OR
 “Review of applications will begin on (*insert first review date*). Applications and nominations should be received by that date to assure consideration.”
 An acceptable closing or first review date for a national search should be at least one month beyond the date the ad appears, but be mindful that it is to your competitive advantage to begin review process early.
- f) whether or not e-mail applications are acceptable (see below).
- g) contact person or department where applications are to be sent

University and Federal Advertising Requirements

- (1) If teaching is a duty of the position, this must be stated in the advertisement. Positions which do not include teaching duties will not meet the labor certification requirements of the permanent residence process.
- (2) Qualifications for the position must be stated in the advertisement in specific measurable terms. Phrases such as “must be knowledgeable of” or “have expertise in” are unacceptable to the Department of Labor and may not allow the University to process for permanent residency on behalf of the applicant.
- (3) State the minimum degree requirements (“Ph.D. is required by date of appointment...”).
- (4) Any/all required prior job experience must be defined and stated in measurable/quantifiable terms,
 i.e. years and/or months of experience. For instance, if your department wishes to hire a person with postdoctoral experience, the advertisement must list the amount of experience (one year, two years, etc.). Note that the Department of Labor will not consider experience gained by a worker at the University of North Dakota to meet the experience requirements stated in the advertisement.
- (5) The Department of Labor considers all qualifications included in the advertisement to be required, even if stated as “preferred” or “desired.” For this reason, only the criteria essential for the position should be stated; any extraneous preferences should not be listed. Or, you may wish to list something as a duty of the position instead of a required qualification. For instance, if the advertisement states “experience in isotope analyses,” it must be quantified. If, however, it is stated as “successful applicant will be expected to perform isotope analyses,” it is then considered a duty of the position rather than a

required qualification.

- (6) Advertisements must include the following statement: “The University of North Dakota is an Equal Opportunity/Affirmative Action employer.”
- (7) All advertisements must clearly state the title for the position: Assistant Professor, Associate Professor, etc. If the appointment can be at several different levels, all potential titles must be listed in the advertisement. An offer cannot be made at a rank higher or lower than that advertised.
- (8) Advertisements must list a closing/priority deadline for applications. If a closing date is listed, no applications can be accepted after that date. If a “priority” date is listed, applications may be accepted and reviewed until the position is filled. Since positions must be advertised for a minimum of 30 days, be sure the closing/priority date is far enough away to allow for this.
- (9) Advertisements must appear in a national journal for a minimum of 30 days prior to the closing date.

Posting of the Position within the Department

The Immigration Act of 1990 requires that the Application for Alien Employment Certification (part of the permanent residency process) contain evidence that the position announcement was posted for a minimum of ten business days at the location of employment, clearly visible and unobstructed in a conspicuous place where the employer’s U.S. workers can read the posted notice. University procedures require the posting to be outside the department chair’s office. These posting requirements, mandated by federal law, supplement—and do not substitute for—the national advertising requirements. The position recruitment announcement must be posted with the following statement at the bottom of the announcement:

“A competitive recruitment and selection process is being conducted and if a U.S. worker or permanent resident is not selected pursuant to this process, an application for Alien Employment Certification may be filed on behalf of an alien to fill the job opportunity. Interested persons should submit an application to (*designated search committee chair*).”

At the conclusion of the ten-day posting period, the chair of the search committee signs the notice and indicates the exact dates, location, and results of the posting—for example, “There was no application/inquiry as a result of the in-house posting” or “As a result of the in-house posting, (#) applications were received.” If applications result from the notice, a separate statement should be provided stating who applied and why the applicant was not as qualified as the successful candidate. This information will be included in the

detailed description of the search prepared to support the permanent residence position.

To the best of our knowledge this information is accurate at the time of printing. Prior to taking any steps regarding permanent residency contact Will Young, Associate Director of International Programs at 777-3935 for current procedures and requirements.

E-mail Applications

- a) Decide whether email applications are acceptable; if not, indicate email applications will not be accepted in all advertisements about the position.
- b) Email application material must be printed; if format is destroyed in the process of printing, decide whether applicant will be alerted to the problem and offered an opportunity to submit material in a different format—must be consistent with all applicants.
- c) When email applications are encouraged, it is best to limit the application material required.

C. Prepare Essential Job Functions Memo

Although the essential functions do not need to be included in advertisements, the Americans with Disabilities Act requires that UND must have these on file for every position. The essential functions are those core or required duties of a position as opposed to marginal responsibilities of the position.

The Americans With Disabilities Act (ADA) requires UND to identify the essential functions for all positions. Essential functions are:

1. the core or critical duties of a position which, in effect, define the job
2. used in helping determine whether a requested accommodation for a disability is appropriate, and
3. used in assisting the determination of whether an applicant can or employee is performing the job, with or without accommodations.

The following are the federally defined criteria for determining essential functions of a position:

- the reason the job exists is to perform a particular function (e.g. clean rooms for a custodial position),
- there are a limited number of employees available among whom the performance of a job function can be distributed (e.g. perform medical examinations for a physician position),
- function may be highly specialized so that a person is hired for his/her expertise or ability to perform a particular function (e.g. conduct DNA testing for a research specialist position),
- employer's judgement that a function is essential (e.g. answer phones for a receptionist position),
- the amount of time spent on the job performing the function makes it essential (e.g. provide programming to create reports for a computer programmer position),
- the consequences of not requiring the incumbent to perform the function make it

essential (e.g. landing planes for a pilot position), the work experience of past incumbents in the job make a function essential (e.g. maintain budget information for a program coordinator position), and the current work experience of incumbents in similar jobs (e.g. provide word processing for an office assistant position).

Two examples of essential functions, which may be appropriate to faculty positions, are listed below. Note that each essential function begins with a verb. Ideally there should only be from three to five essential functions per position. Essential functions must be appropriate to the position and may vary for the same position title from department to department.

Assistant Professor of History:

- Teach undergraduate and graduate courses in American History
- Engage in scholarly activity leading to publications and conference presentations
- Provide service to the department, college, university and profession

Research Specialist:

- conduct lab tests using appropriate equipment and protocols
- maintain tissue samples in appropriate and secure manner
- analyze and report results of tests conducted

III. Following approval of the advertisement and acceptability of the Essential Job Functions Memo, the Dean's office will forward the above, along with the Justification for Position Recruitment to the Provost's Office. After receiving the approved Request to Recruit from the VPAA and AAO, the Department Chair proceeds with the following:

A. Establish a departmental search committee.

Role and composition of search committees

Although the exact role of search committees may differ from department to department, they are often used to develop position announcements, screen applications, arrange and participate in interviews, conduct reference checks, and make recommendations about who to hire for a position. Of these functions, the importance of recruitment, of active searching, cannot be overemphasized. Without a rich and diverse pool of applicants, screening and interviewing are fundamentally moot activities.

a. College of Arts and Sciences policy requires that search committees have both male and female representation.

b. In addition, it is strongly recommended that a minority representative (e.g., African-American, Hispanic-American, Asian-American, Native American) be placed on the committee.

c. Undergraduate and graduate students may provide minority and/or female, or in the

case of an otherwise all female committee, male representation.

d. If needed, the Dean will assist departments in finding appropriate personnel to serve on the committee.

Guidelines for Use of E-mail in Searches

Please remember that use of email in searches establishes a record that becomes part of the search material that must be retained. Additionally, e-mail may be forwarded with or without changes without the original sender's permission. E-mail may be considered a public record that must be made public under certain circumstances, therefore, the following guidelines are provided to assist in assuring appropriate confidentiality of the search process.

Acceptable uses of email by search committee members:

- Set meeting time/location
- Distribute/discuss recruitment process information, e.g. drafts of ad copy, search plans, interview itineraries and questions, reference questions/process, criteria to evaluate whether qualifications are met
- Appropriate communication with applicants, e.g. provide information about the status of the search, request reference names, provide itinerary/information about interviews
- Appropriate communication with references, e.g. request letters of reference, set appointments for telephone reference calls
- Contact potential candidates to alert them to vacancies, provide ad copy, provide general information about the department, college, and/or university

Unacceptable uses of email by search committee members

- Discussion by name about candidates' qualifications and status in the search (e.g. on the short list, to be interviewed, etc)
- Discussion about specific reference information about named candidates or named references
- Providing confidential search information to anyone, i.e. if the information is confidential, it is best not to share even with appropriate individuals via email
- Soliciting additional or clarifying information from an applicant on an *ad hoc* basis

B. Advertise the position. (See also II.2 above)

- a. Each fall, the College supports the cost of one joint departmental advertisement in the Chronicle of Higher Education.
- b. Usually, departments also advertise in at least one professional journal related to the discipline or field of study. (Departmental expense)
- c. In addition to formally advertising the position, consider soliciting nominations from individuals or institutions with expertise related to the vacancy.
- d. Departments must make a bona fide effort to locate minority candidates (i.e., women and the four "visible minorities", African, Asian, Hispanic, Native American).

This effort can include:

- advertising in publications geared toward minority professionals

- contacting traditionally White institutions, which have produced large numbers of minorities with doctoral degrees
- telephoning colleagues at other institutions to identify minority candidates
- contacting minority professional groups such as professional associations having an African-American caucus, minority concerns committee, or other identifiable minority body
- sending letters to minority candidates listed in female and minority directories
- using the Internet to locate professional organizations that have job boards for individuals seeking employment

Note: Departments must keep a record of ALL advertising sources, contacts and phone numbers

C. Review the Faculty Appointment and Hiring Procedures Checklist

Available on the Affirmative Action Office Website -
<http://www.und.edu/dept/aa/newform.htm>

D. Prepare and distribute the Vacancy Announcement (See also II.2 “Posting of the Position within the Department”)

These must be typed on white paper and run at Duplicating Services (on standard pre-printed paper) at the department’s expense.

E. Distribute Applicant Control Cards to all applicants.

Available on the Affirmative Action Office Website -
<http://www.und.edu/dept/aa/newform.htm>

F. Develop a screening process and appropriate screening instruments.

a. Decide the process by which applicants will be screened. This process must ensure that applicants are treated equally at each stage of the review (i.e, during the paper review, telephone interview, telephone reference check, on-campus interview). This applies to internal as well as external candidates.

b. Screening instruments (forms) help to make this happen. Screening instruments must be developed before the pool is reviewed and be designed so that all applicants are evaluated using identical criteria. In developing the screening criteria, make sure they match the criteria in the ad.

c. Paper review of applications can be conducted in a number of ways, e.g. the committee as a whole can review applications or fewer members may perform this task. The critical equal opportunity issue is assuring consistency toward the applicants in this review process. In all cases, the following guidance applies:

- All incomplete applications must be set aside; these individuals are not eligible for consideration for the position
- For all complete applications, using the criteria established, determine which

applicants do not meet the advertised required/minimum qualifications; only those applicants who meet the required/minimum qualifications are eligible for further consideration for the position

- For all applicants who meet the required/minimum qualifications, using the criteria established, determine which applicants meet the desired qualifications. When applicants do not meet all of the desired qualifications, the committee may reassess applicants several times based on factors such as the best mix of desired qualifications or possession of the most critical desired qualifications
- For applicants meeting all appropriate qualifications, additional assessment of qualifications is needed (i.e., via telephone screening, reference checks, and/or requests for additional material such as philosophical statements, creative portfolios/tapes [e.g. for art/music positions]).

d. Telephone interviews are encouraged.

- Telephone interviews are useful in narrowing the list of qualified applicants to determine who will be asked for an on-campus interview.
- They should be conducted via speaker phone with the entire search committee present.
- To ensure consistent treatment across interviewees, a form must be used. Although it may vary by position due to the nature of the responsibilities, the form should include:
 - (1) the position name
 - (2) the applicant's name,
 - (3) who was present at the interview (i.e., the screening committee),
 - (4) the date and time,
 - (5) job-related questions (derived with reference to the job announcement)
 - (6) space for responses, comments, or notes
 - (7) a rating scale to summarize the success of the interview.

e. Conducting Interviews (Telephone, Reference, or On-campus): What not to ask

Questions about any of the following may only be asked when these factors are bona fide occupational qualifications. It is imperative, therefore that persons interviewing applicants, participating in the interview process, or checking references be aware of, and follow these guidelines on, information which should **NOT** be sought from applicants or references. It is important to remember to ask only job-related questions during interviews and reference checks.

- Age and Date of Birth – federal law prohibits discrimination on the basis of age. Restriction of employment is permissible only when age is a bona fide occupational qualification (BFOQ). Questions about age or date of birth may only be asked if given permission to do so by the Affirmative Action Office.
- Name and National Origin – no inquiry may be made about an applicant's maiden name, any previous name, a person's lineage, ancestry, national

- origin, or descent. Names should only be used to identify applicants.
- Address – specific inquiry into foreign addresses that would indicate ancestry or national origin is prohibited. It is permissible to ask for the current address of an applicant.
 - Birthplace and Citizenship – it is inappropriate to ask the birthplace of an applicant. It is acceptable to ask applicants if they are legally eligible for full-time employment in the US and, if the answer is yes, to ask for the immigration status (e.g. J1, F1 OPT, H1B). Applicants may not be asked for the country of their citizenship.
 - Social Security Number – social security numbers may only be required of applicants who are to be reimbursed for expenses incurred as a result of interviews.
 - Marital Status and Relatives – questions about an applicant’s relatives, marital status, and/or dependents are prohibited. Employment decisions are to be made without regard to whether relatives of the applicant work at UND unless the employment would involve supervision of or being supervised by a relative. Contact the Affirmative Actions Office or the Provosts’ Office when this becomes an issue in employment.
 - Photographs – photographs may not be required or asked for prior to employment.
 - Height and Weight – these factors may not be requested from applicants nor should they be considerations for employment unless they have been validated as BFOQs.
 - Education – it is permissible to inquire about an applicant’s academic, professional, or vocational educational background when it is a job related requirement. Asking about the national, racial, or religious affiliation of a school is prohibited.
 - Religion/Creed – inquiry into an applicant’s religious denomination, affiliation, parish, pastor, or holidays observed is prohibited.
 - Arrest/Conviction Record – it is inappropriate to ask about an applicant’s arrest record. If inquiry into the conviction record of an applicant implies an absolute bar to employment, it is unlawful for most positions. A department may have the right to exclude persons convicted of certain offenses from consideration for certain types of jobs. The department, however, must be prepared to show justification for such exclusions.
 - Military Service – it is permissible to ask about military experience in the armed forces of the United States. A department should be careful, however, about using information concerning discharges since the military has stated that discharges given under other than honorable conditions during specific periods of time were discriminatory. It is desirable to afford applicants an opportunity to voluntarily disclose whether they are another protected veteran or a Vietnam era veteran. The University is required to take affirmative action in the employment of persons in these categories.
 - Organizations – it is permissible to ask about professional organizational memberships provided the applicant is made aware of his/her right to exclude the name or character of any organization that is of a predominantly racial,

- religious, or sexual character.
- Financial Data, Credit Record, Garnishment Record or Fidelity Bonds – questions to applicants about these issues are probably unlawful unless the department can show a business necessity for this information.
- Lowest Salary – it is best not to ask this question of applicants since in the past such information was often used for discriminatory purposes.
- Disability – it is unlawful to ask applicants whether they have a disability. Departments may ask whether applicants can perform the essential functions of a position. The applicant’s response to the question must be taken at face value. If an applicant requests a disability accommodation for an interview, contact the Affirmative Action Office for assistance before agreeing to or declining the request.

f. Reference checks are a required part of the search process. They should be conducted prior to an invitation to an on-campus interview. Why is this necessary? While letters of reference may have been a part of the application package, reference phone calls are a good way to validate their authenticity and they can also direct recommenders to comment on the fit of the candidate for the particular opening in the particular department.

Issues in checking references include the following:

- When names of references are requested, consistency is needed in the following areas:
 - References must be checked for all applicants who make it to the stage of having references checked
 - The same basic job related questions are asked of each reference (see “What not to ask” above for issues to avoid in asking reference or interview questions)
 - The same number of references are checked for each applicant
 - Notes from the conversations with references are taken and kept with the recruitment file; the recruitment file must be kept for three years from the date of hire
- When the search committee wants to check references beyond those provided by an applicant, consistency is needed in the following areas:
 - Obtain the applicant’s permission before checking any additional references
 - If checking additional references for multiple applicants, the same number and type of reference should be checked for each applicant (e.g. chair, peer, etc.)
 - If checking additional references for multiple applicants, be sure to check with all applicants before contacting any references to assure consistency toward applicants in areas such as identifying the names of the additional references, agreeing to not contact a specific individual(s), course of action should an applicant decline to permit checking additional and/or unnamed references

G. Seek approval from the Dean for on-campus interview(s).

- Once a list of applicants recommended for an on-campus interview has been established, meet with the Dean to discuss your recommendation(s). You must have an “Approval to Interview” form signed by the Dean before candidates are invited to campus.
- In meeting with the Dean, bring a ranked list of the top five applicants and the applicant pool. Be prepared to discuss the search process thus far, the strength of the pool, and to justify the rationale for the top five rankings.

H. Once the Dean has given the approval, arrange for the on-campus interview(s).

- a. The College of Arts and Sciences supports the cost of travel expenses for one candidate (i.e., air fare at the Super Saver rate and lodging for the candidate, and meal expenses at allowable rates while the candidate is on campus for two people plus the candidate). Additional candidates may be brought to campus and additional faculty may participate in the meal portions of the interview as long as the department supports the expense. Prospective interviewees must be informed, preferably in writing as to what travel expenses will be covered.
- b. Interviews of prospective faculty will include the Dean or Associate Dean, departmental faculty, and the Vice President for Academic Affairs/Provost or Associate Provost. Others that may be included are the Graduate Dean, the Director of Research and Program Development, and the Director of Instructional Development. The search committee will seek the views of all participants in the interview process prior to evaluating the interviewees.
- c. Provisions should be made for students to assess candidates and to report their assessment to the screening committee.
- d. Minimize one-on-one interviewing.
- e. Keep questions focused on candidate qualifications and experience, use an appropriate interview instrument and determine your top candidate(s) based on whether they could be successful in meeting department, college, and university expectations. Input that focuses on candidate strengths and weaknesses can help to keep decisions focused on objective criteria.
- f. Share the list of questions that should not be asked of candidates with all search committee members and departmental faculty. If sensitive information is volunteered, offer to help meet the candidate’s information needs. Don’t probe.
- g. Sell UND and the position. Remember there are always two sides to an interview.
- h. In the final hiring recommendation, faculty who did not have significant interaction with a candidate should not take part in the final discussion or vote on the acceptability of that candidate.

i. Equal opportunity issues in conducting interviews include the following:

- The interview method and agenda are the same for all candidates interviewed. The method/agenda of an interview may change, however, depending on whether it is a preliminary interview, initial campus interview, or final campus interview—the consistency of treatment of applicants must be within the interview category.
- Internal candidates interviewed are treated the same as external candidates interviewed
- The same basic set of questions is asked of all candidates interviewed by the search committee; the same basic set of questions (although usually different than those asked by the search committee) is asked of all interviewees by the Dean and other administrators taking part in the on-campus interview.
- Public forums or department/college open forums for candidates may have different individuals attending for each applicant without creating inequities in the search; it is usually impossible to guarantee participation in these situations and attendees do not have the same role in the search as members of the search committee
- It is often helpful to the applicant’s view of UND to schedule free time for the candidate to select individuals to meet with, take a tour, etc. As long as all interviewees are offered this option, what each chooses to do with the time may vary
- Develop a variety of methods to assess candidates during interviews in addition to or instead of question/answer sessions. For example, teach a class, give a short research presentation/demonstration/performance
- Tests may not be used as an evaluative tool unless that test has been validated for the position in accord with the federal Uniform Guidelines on Employee Selection. The Affirmative Action Office must approve and maintain a copy of the test used to select candidates for employment
- If an applicant requests a disability accommodation to participate in an interview, contact the Affirmative Action Office for assistance before agreeing to or declining the requested accommodation

I. Seek approval from the Dean before making an informal offer.

The Dean must review a list of all acceptable candidates before an informal offer is made. Be prepared to articulate why the recommended candidate is the best candidate and to discuss salary, startup costs, moving expenses and any other needs you feel pertain to the successful recruitment of the recommended candidate (e.g., campus housing, course load). Details of the approved informal offer will be noted on the “Informal Offer” form (A&S website)

Recruiting Deadline

In the April 1964 meeting of the Association of American Universities, it was resolved that member institutions would honor a May 1 deadline in the recruitment of faculty members from other institutions. Since late and sudden departures of

personnel assigned to provide instruction or to lead in research in one institution may well do more to impair the effectiveness of that institution than is justified by the gain of the institution extending the offer, the Association suggested that a reasonable approach for both institutions and the faculty members would be to consider offers made or pending on May 1, or thereafter, to be effective normally only after the intervention of an academic year. In the College of Arts and Sciences this policy should be respected in undertaking negotiation with faculty members of other institutions. Note that it is unlikely that the Dean would approve an offer to be made after May 1st if the potential faculty member is already employed at another institution.

J. After receiving the Dean's approval to make an informal verbal offer and the candidate's acceptance of it, submit the Appointment Packet to the Dean for approval.

An appointment packet containing the following paperwork must be submitted to the College of Arts and Sciences office in order to make a formal offer. Once the Dean has approved it, the packet is sent to the VPAA and the Affirmative Action Office for their approval. Once approved at all levels, the VPAA office mails out the formal offer.

- 1) Request to Appoint form (available on VPAA website)
- 2) Notice of Appointment form (available on VPAA website)

3) Letter of Understanding

Letters of understanding are binding agreements between the new faculty member and the University of North Dakota, therefore great care should be taken to insure that the information contained in them is correct and that all parties involved understand all of its components. Departments should have approval from the Dean on all points contained in an offer before it is extended. Departments will be held accountable for any unauthorized items contained in offers.

Normally, for permanent appointments the College will provide up to \$2,000 toward the purchase of a computer for permanent appointments, not otherwise receiving start-up funds.

To avoid later confusion, departments should have appropriate documentation for any commitments made to a candidate. It is much easier to have documentation to refer to rather than rely on memory, especially since the offer may span several years and there may be a variety of sources.

Once a department has been given permission to extend an offer, a draft offer letter should be sent to the Dean's Office for review. Departments will be notified when the offer is approved or if changes are needed. Once approved, the offer may be sent to the candidate. Any changes made to the initial offer must have the concurrence of the Dean and must be made in writing to the candidate. Please send a copy of any

changes to the Dean's Office.

Offer letters should cover the following:

- Department(s) in which appointment will be made
- Appointment rank
- Effective date of appointment
- Salary
- Appointment length
- Tenure status
- For an assistant professor offer when the degree has not been completed at the time of offer, a statement specifying the initial appointment will be as instructor at an appropriately reduced salary, an expected date for completion of the degree, and a statement of the consequences non-completion by the time specified.
- General function and responsibilities of the position
- For an assistant professor offer include a statement of opportunity to participate in the Alice Clark Mentoring Program
- Statement referring the candidate to the *Faculty Handbook* upon acceptance of the offer
- Statement that a written acceptance is required by a certain date
- Requirement of the resignation of other employment by the start of the UND appointment
- Information on Moving Expenses (if applicable—see item (6) below)

4) Position Description Form (available on VPAA website)

5) Curriculum Vita

6) Moving Expense Authorization form and policy (if applicable) (available on Accounting Services website)

The College of Arts and Sciences has no dedicated funds available for new faculty moving expenses, but in certain circumstances, as part of the negotiation process, with prior approval of the Dean, moving expenses may be extended as part of the offer of a permanent appointment; however, certain restrictions apply. Departments should: (1) familiarize themselves with allowable expenses by consulting the UND Moving Expense Policy, and (2) complete the Moving Expense Reimbursement Authorization Form (both available on the Accounting Services Website).

Note that the College limits allowable expenses to those involved in moving the actual household up to an agreed limit. Any house-hunting expenses will be subtracted from this amount. Here, too, limitations apply. See the Moving Expense Policy for details. Departments may, if they desire and have funding available, pay for relocation expenses from their own resources.

K. Notify applicants of decisions.

Prompt and appropriate notification should be made to all candidates who are no longer under consideration for a given position. First notification may take place after the department has eliminated candidates who do not meet minimum qualifications. Final notification of remaining candidates should occur after the successful applicant has signed the letter of understanding and contract.

L. Immigration status issues

If there is a possibility of hiring a non-citizen, the department must be prepared to assist in obtaining the appropriate employment immigration status (that allows an individual to work in the US) and may ultimately assist in obtaining a labor certification needed for permanent residency. If a position is grant funded and expected to be temporary, permanent residency should not be sought for the non-citizen worker. The basis for seeking permanent residency is that the position is a long-term and/or permanent position. All fees associated with obtaining temporary immigration status or permanent residency are the responsibility of the employee.

Contact Will Young, Associate Director of International Programs at 777-3935 for more information/assistance regarding immigration status.

M. Harassment Training Program

Ensure that the new employee completes the Harassment Training Program. Note that this a condition of employment. The purpose of the program is to ensure that all employees recognize harassment issues and their impact on campus climate. If employees are: full-time faculty and staff, graduate teaching and research assistants, and part-time faculty who teach at least one class each semester, they are required to take the on-line harassment training. Instructions for completion are on the Affirmative Action Website at:

<http://www.und.edu/dept/aa/newharassmentinstructions.htm>.

If packets or assistance are needed, please contact the Affirmative Action Office at 777-4171.

Appendix A: Standard Letters**Standard Letter: Notice of Nomination**

Date

Name Address

City, State, Zip

Dear _____ :

You have been nominated for the position of _____ in the Department of _____ at the University of North Dakota. I am writing to encourage you to think about applying for this position and would welcome an opportunity to discuss the position with you.

A copy of the advertisement for the position is enclosed. At this time, we are asking applicants to submit a letter of application, resumé with publication list, and names and contact information of three references.

Please call me at _____ if you would like to discuss the position or search process. I look forward to receiving your letter of interest.

Sincerely,

_____, Search Committee Chair

Enclosure

Standard Letter: Thank You to Nominator

Date

Name Address
City, State, Zip

Dear _____ :

Thank you for nominating _____ for the position of _____ in the Department of _____ at the University of North Dakota. I will be contacting your nominee with information about the position and extending an invitation to apply.

A successful search to fill this position is aided by nominations of excellent candidates. On behalf of the search committee, I want to express our appreciation for your efforts to assist us in our search. I also urge you to continue to think of others who might be interested in this position or to share information about the position with others who might know of additional nominees.

Sincerely,

_____, Search Committee Chair

Standard Letter: Acknowledgement of Application or Missing Information

Date

Name Address

City, State, Zip

Dear _____ :

Thank you for your interest for the position of _____ in the Department of _____ at the University of North Dakota. Your application has been forwarded to the search committee for review unless one of the items below has been checked. If an item has been checked, please submit the missing information to assure review of your application:

___ Letter of application

___ Resume with publication list

___ Name and contact information of three references

Names of applicants selected for interview will be announced after candidates have accepted the invitation to visit campus for an interview. If you would like more information and/or have questions about the search process, please call me at _____. On behalf of the search committee, I want to express our appreciation for your interest in this faculty position at UND.

Sincerely,

_____, Search Committee Chair

Standard Letter: Position Filled

Date

Name Address
City, State, Zip

Dear _____ :

Thank you for your application for a position in the Department of _____ at the University of North Dakota.

The position has now been filled. We received a large number of applications, and it was difficult to make a selection from among the many highly qualified individuals.

Your interest in the University of North Dakota is appreciated and I wish you success in your future academic endeavors.

Sincerely,

Search Chair

Standard Letter: No Vacancy

When individuals interested in employment in the College of Arts and Sciences at UND apply for positions where vacancies are not available, the person receiving the inquiry should respond. Inform them that no position is available and please continue to watch for future positions that are appropriate with their experience and academic preparation.

Date

Name Address
City, State, Zip

Dear _____ :

Thank you for letter of inquiry about a position in the Department of _____ at the University of North Dakota. I am sorry to advise you that no position is open for which you applied.

Should you wish to be considered in the future, we invite you to submit another inquiry at that time and/or respond to an appropriate advertised position.

We thank you for your interest in the University of North Dakota.

Sincerely,

Name, Title.