

Faculty Recruitment Resources Guide

Tips to Ensure a Successful Search

GEARING UP FOR A SEARCH PART ONE: ESSENTIAL READING/VIEWING

- General guidance:
 - The OAA Policies and Procedures Handbook contains a section on faculty recruitment and selection: <http://oaa.osu.edu/assets/files/documents/facultyrecruitment.pdf>.
 - The Office of Human Resources' Guide to Effective Searches provides an overview of best practices: <http://hr.osu.edu/hrpubs/guidesearches.pdf>.
 - Human Resources also has a talent acquisition team available to provide a wide variety of recruiting services, including assistance in introducing potential faculty to the city of Columbus. CONTACT: <http://jobs.osu.edu/> or 292-5756.
- Best practices in recruiting with emphasis on diversity:
 - A five-minute-long video about best practices in recruiting, with a particular emphasis on increasing the diversity of applicant pools, is available at: <http://www.youtube.com/watch?v=QGtQsJUiaxk&feature=youtu.be>.
 - Another source of excellent information on this topic is available from the University of Michigan's STRIDE program at <http://www.advance.rackham.umich.edu/handbook.pdf>.
 - Vice Provost Valerie Lee is willing to help advise units on best practices for diversity hiring. CONTACT: Vice Provost Valerie Lee, lee.89@osu.edu.
 - A five-minute-long video about unconscious biases that influence our decisions is available at: <http://www.youtube.com/watch?v=UZHxFU7TYo4&feature=plcp>.

GEARING UP FOR A SEARCH PART TWO: HELPFUL TIPS

- Prior approval from OAA will be needed if the search is not to be a national effort. Submit requests to: Admin-FacultyAffairs@osu.edu.
- Position announcements:
 - In crafting the position announcement, the search committee should bear in mind that the more open the position, the more diverse the candidate pool will be. TIU's are strongly encouraged to include a statement related to Ohio State's diversity values in the preferred qualifications sections of the various position descriptions. Examples of such are below:
 - "Preferred Qualifications: Program experience, university teaching experience, experience mentoring members of underrepresented groups."
 - "Preferred Qualifications: Experience developing or working in interdisciplinary research teams, experience mentoring members of underrepresented groups." (This could be tailored to target specific fields – humanities, STEM, etc.)
 - "Preferred Qualifications: Development experience, marketing skills, experience developing programs for first generation students."
 - Include the following boilerplate diversity statement in the position announcements:

"The Ohio State University is committed to establishing a culturally and intellectually diverse environment, encouraging all members of our learning community to reach their full potential. We are responsive to dual-career families and strongly promote work-life balance to support our community members through a suite of institutionalized policies. We are an NSF ADVANCE

Institution and a member of the Ohio/Western Pennsylvania/West Virginia Higher Education Recruitment Consortium.”

- The position should be well advertised. The search committee should think carefully about appropriate venues for ads. A print ad is appropriate, for example, when recruiting international faculty. For every search, faculty can serve as ambassadors, taking business cards to conferences and talking to faculty colleagues at other institutions.
- Units should develop a standard letter to acknowledge receipt of applications. The letter should include a sense of the search timeline and the search committee chair’s contact information. It should be sent as soon as possible after receipt of an application. [See Sample Letter 1.]
- The same individual should plan to generate all correspondence to ensure consistency throughout the search.

PLANNING FOR ON-CAMPUS VISITS

- Once finalists have been identified, all of the on-campus visits should take place within a narrow timeframe.
- When the finalists have agreed to come for an on-campus interview, those not selected for on-campus interviews should be informed in a timely fashion. [See Sample Letter 2.]
- Each candidate should be met at the airport by a search committee member and taken to the hotel chosen as the site for all candidates’ stays. Units may want to consider lodging prospective faculty off campus to introduce them to the city as well as to the campus. It is important that all candidates receive equal treatment—in housing, meals, exposure to the campus and Columbus, etc.
- Recruiting units will want to make an effort to “sell” the university to candidates during their visit. In addition to points of pride unique to each unit, candidates should have the opportunity to hear about other university-wide efforts intended to help new faculty feel comfortably a part of Ohio State. These efforts include but are certainly not limited to the following:
 - The First-Year Faculty Experience (<http://oaa.osu.edu/new-and-prospective-faculty.html>) co-sponsored by the Offices of Academic Affairs and Outreach and Engagement to provide networking and collaboration-building opportunities for new faculty through events such as city and state tours;
 - The New Faculty Group (<http://go.osu.edu/newfaculty>), open to new OSU faculty, postdocs and their families, which meets on a weekly basis for conferences, interdisciplinary collaborations, and social gatherings and which shares recommendations on doctors, attorneys, child care, housing, and so on;
 - The Columbus Junior Faculty Meetup Group (<http://www.meetup.com/Columbus-Junior-Faculty/>), a social group for junior faculty;
 - The STEAM Factory (<https://steamfactory.osu.edu/>), a public showcase for OSU faculty, postdocs, and staff working in science, technology, engineering, arts, and mathematics; and
 - Gender Initiatives in STEM (<http://stemm.osu.edu/>), formed to facilitate the advancement of women faculty from diverse populations in science, technology, engineering, mathematics, and medicine and increase the presence of women in those fields.
 - Ohio State is a founding member of the Ohio, Western Pennsylvania, and West Virginia Higher Education Recruitment Consortium, HERC (<http://ohwpawwherc.org>). The consortium brings together 30+ higher education institutions in the tri-state area that are committed to recruiting a diverse faculty and staff into our region and to assisting dual career couples. HERC jobseeker

postcards are available for inclusion in candidate recruitment packets. CONTACT: Jenny Heckscher, Heckscher.1@osu.edu.

- The visit agenda for all candidates should have the same primary elements (job talk, if appropriate; meetings with faculty—especially those at their eventual rank; meetings with students; etc.). Each agenda, however, should also be personalized:
 - If the candidate is female, she could be encouraged to connect with The Women’s Place (CONTACT: Director Hazel Morrow-Jones, morrow-jones.1@osu.edu).
 - Female candidates in the STEMM fields might be in contact with Associate Vice President for Gender Initiatives in STEMM Mary Juhas (CONTACT: juhas.1@osu.edu).
 - Diverse candidates can be encouraged to visit with the Office of Diversity and Inclusion (CONTACT: Vice Provost Valerie Lee, lee.89@osu.edu).
 - International candidates may want to meet with faculty from their home country (CONTACT: Joanna Kukielka-Blaser, Office of International Affairs, kukielka-blaser@osu.edu, 292-9999).
 - All candidates should also have the opportunity to meet with relevant center directors and faculty with similar work interests beyond the hiring unit. Deans and/or OAA can facilitate such meetings.

INTERVIEWS

- For the interview with the search committee, all candidates should be asked the same questions posed in the same order by the same committee member. This helps later in comparing the candidates.

AFTER THE ON-CAMPUS VISITS

- A decision about the first-choice candidate should be made immediately after the last candidate’s on-campus visit. After confirming the appointment with the dean, the hiring unit’s chair should make a verbal offer as soon as possible and should give the candidate a specific deadline (perhaps a week) to respond. The finalist might be encouraged to return to Columbus with a partner to look further at Columbus, real estate here, etc. This is especially appropriate if the hire is at a senior rank. Hiring units should pay (or help pay) for such return visits.
- The president and provost are both willing to help with recruitment of faculty members of special interest. CONTACT: Assistant Provost Melinda Nelson, nelson.19@osu.edu.
- Templates of letters of offer for various faculty appointments at Ohio State are available on the OAA website at <http://oaa.osu.edu/sampleddocuments.html>.
- The written offer, which may contain elements negotiated during the verbal offer, should go out upon receipt of the candidate’s response. Only after the countersigned written offer is received should the other candidates who came for on-campus interviews be notified of the unit’s decision. [See Sample Letter 3.]
- Faculty who are being offered appointments in two units should have an MOU outlining the agreement between the units and approved by the unit head, dean, and the office of Academic Affairs. A sample MOU is available at <http://oaa.osu.edu/assets/files/documents/Letter112.pdf>.
- The department chair should keep faculty updated about the status of the offer and encourage faculty to help recruit the person to whom the offer has been made by calling or emailing.
- Offers at senior rank (associate and full professor) and endowed or named chairs must be approved by OAA as well as by the college. Further details are available in the OAA Policy on Faculty Recruitment and Selection (<http://oaa.osu.edu/assets/files/documents/facultyrecruitment.pdf>).

- The American Association of University (AAU) has an agreement that offers made after April 30th to faculty currently at an AAU institution can only be made with the permission of the other institution. A list of AAU institutions is available at <http://www.aau.edu/about/article.aspx?id=5476>.
- The Office of Academic Affairs offers a cost-sharing program for dual-career faculty hires (<http://oaa.osu.edu/dual-career-hiring-fund.html>). The program is for cases in which a potential or current tenure-track, clinical, or research faculty member has a spouse or partner who is also interested in an academic appointment. In general, the program offers a one-third cost share of the base salary of the partner for a period of three years, with the other two-thirds split between the unit of the target hire and the unit of the partner hire respectively. Submit the Dual Career Hiring Cost-Sharing Fund Request form (<http://oaa.osu.edu/assets/files/documents/Form210.pdf>) to request central support. Submit requests to: Admin-FacultyAffairs@osu.edu. The Office of Human Resources is also available to assist with dual career hires on the Columbus campus (<http://hr.osu.edu/public/documents/talent/dualcareer.pdf?t=201491685114>). CONTACT: 292-5756.
- The Office of Academic Affairs also operates a Special Opportunity Hire Fund that is designed to help recruit and retain faculty members who will contribute to the diversity and equal opportunity within their unit and, in turn, the university as a whole. The program offers cost sharing, in cash, that is equivalent to the first year of base salary, and can be spread out over two or three years. Further information is available at <http://oaa.osu.edu/special-opportunity-hire-fund.html>. Requests should be made using the Special Opportunity Hire Fund Request (<http://oaa.osu.edu/assets/files/documents/Form209.pdf>). Submit requests to: Admin-FacultyAffairs@osu.edu.

SAMPLE LETTER 1: TO ALL APPLICANTS

DATE

CANDIDATE
ADDRESS

Dear CANDIDATE:

Thank you for your application for the position of XXX at The Ohio State University. The search committee appreciates the opportunity of reviewing your credentials. We expect to interview candidates in XXX and will contact you again as the search progresses.

Sincerely,

TITLE
Chair, Search Committee for POSITION
EMAIL
TELEPHONE NUMBER

SAMPLE LETTER 2: TO THOSE NOT SELECTED FOR ON-CAMPUS INTERVIEWS

DATE

APPLICANT / ADDRESS

Dear Professor X:

I write on behalf of the Search Committee to express our collective appreciation for your willingness to be considered for the position of XXX at The Ohio State University.

After a thorough review of all applications and considerable discussion within the Committee, we have decided to select a small number of applications for further consideration. I regret that your application is not included in this group.

Thank you for your interest in Ohio State. We were gratified to have such an outstanding pool of candidates and wish you the very best in your future professional endeavors.

Sincerely,

TITLE

Chair, Search Committee for POSITION

SAMPLE LETTER 3: TO ON-CAMPUS INTERVIEWEES NOT SELECTED AS FINALIST

DATE

Professor XX

Address

Dear XX:

I write on behalf of the Search Committee to express our collective appreciation for your willingness to be considered for the position of XXX at The Ohio State University. It was important for us to learn more about your accomplishments and your professional plans.

As you must know, we had a number of outstanding candidates for this position and, therefore, have had to make difficult choices. Your visit to the Ohio State campus was very much part of this final process. I am disappointed that we were not able to include you on the finalist list.

Please accept my sincere best wishes.

Cordially,

TITLE

Chair, Search Committee for POSITION