



*'QUALITY THROUGH DIVERSITY'*

**Tenure-Track Faculty Hire:  
Booklet I of III**

**Recruitment vs.  
Evaluation**

*Will you be recruiting as well as evaluating applicants?*



ADVANCE



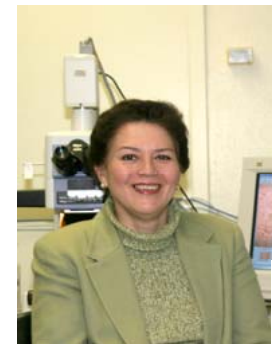
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### Faculty Recruited with PACE Assistance



*Dr. Rebecca Bendick joined the Geology Department in the fall of 2005.*



*Dr. Lilian Calderón-Garcidueñas joined the Department of Biomedical and Pharmaceutical Sciences in the fall of 2004.*

## I. Composing the Search Committee

*A departmental search committee should be comprised of individuals who have expertise in the chosen field and the ability to judge the qualifications and expertise of others. This is necessary to ensure that the best applicant is chosen for the available position.*

### A search committee will ideally . . .

- ☑ **INVOLVE** members with diverse perspectives and areas of expertise.
- ☑ **INCLUDE** both women and minorities.
  - ☞ Consider inviting women and minority faculty from other departments if you cannot fill these positions from within your own department.
- ☑ **SELECT** 2 or 3 quality members who serve as advocates for recruiting and mentoring women and minority candidates.
- ☑ **APPOINT** outside committee members who may help to objectively identify quality candidates.



## II. Committee Activities Prior to the Search

*These activities ensure that all committee members understand the expectations, basic guidelines, and any relevant procedural issues prior to hiring.*

### Before the search begins...

- ☑ **IT IS HELPFUL TO REVIEW** the department's prior history of searching and hiring before beginning a new search. This can help identify strategies that have been successful in previous searches.

### Relevant areas for a committee to explore include the following:

- ☑ **REVIEWING** previous applicant pools
  - ↳ Did previous searches result in satisfactory applicant pools?
  - ↳ Is the department satisfied with the diversity of the previous applicant pools?
  - ↳ Does the department wish to have larger applicant pools?
  - ↳ Would the department like to increase the number of outstanding women and minority candidates for the upcoming applicant pool?
  - ↳ Consider determining why women and minorities have previously turned down positions.
  - ↳ Identify effective strategies that have been used previously to recruit and hire women and minorities within your department or within other departments on campus.
  - ↳ How do your previous applicant pools for faculty positions compare to the national average?
- ☑ **CONSIDERING** advertising options
  - ↳ How has the department advertised positions previously?
  - ↳ Are the advertisements being placed advantageously?

*NOTE: The PACE office can provide resources to help identify national pools of applicants, provide information regarding nationwide departmental applicant pools, and suggest advertising strategies. Email us at [pace@mso.umt.edu](mailto:pace@mso.umt.edu)*

**In addition, the committee may want to . . .**

- ☑ **DISCUSS** effective methods of recruiting women and minorities, as well as define the selection criteria and job position.
- ☑ **EXPLORE** potential career opportunities for spouses; be prepared to counter misperceptions about small rural cities.
- ☑ **CONSIDER** including a statement within the job ad confirming the department's commitment to diversity.
  - ☞ This has resulted in more women and minorities applying for positions at UM.
  - ☞ For suggestions regarding wording, please see page 6.
- ☑ **DEVELOP** broad hiring goals, but get consensus on areas of specialty and other specific requirements needed.
  - ☞ Plan to cast a wide hiring net.
- ☑ **VERIFY** that the position description does not unnecessarily limit the applicant pool.
  - ☞ Often, position descriptions focus heavily on subfields that women and minorities do not specialize in, which inadvertently exclude candidates.

*NOTE: The PACE office can provide assistance in developing long-term strategies for recruiting women and minorities.*



### III. Announcing the Position

*Effective and efficient listings help yield the greatest number of qualified applicants.*

#### Some suggestions for increasing the strength and diversity of the applicant pool:

- ☑ Focus on wording.
  - ☞ Be clear, concise, and choose concrete words.
- ☑ Incorporate language regarding the PACE program.
  - ☞ This has been effective in increasing the number of women and minority applications at UM.
- ☑ Examples of language that have been approved by the UM AA/EOE office that can be used in your advertisements include:

- ☞ *"Candidates should describe their previous experience in mentoring diverse individuals."*
- ☞ *"The campus (school/department) is especially interested in candidates who can contribute to the diversity and excellence of the academic community through their research, teaching, and/or service."*
- ☞ *"The University of Montana is the recipient of an NSF ADVANCE award focused on the status of women in science."*

- ☑ **THINK ABOUT** advertisement placement.
  - ☞ Use electronic job-posting services.
    - The PACE office can supply a list of websites helpful to your search.
    - Contact Diana Lurie at 243-2103 or [diana.lurie@umontana.edu](mailto:diana.lurie@umontana.edu).
  - ☞ Place announcements in newspapers, journals, and publications aimed towards women and minorities.
    - Examples: *AAUW Outlook* and *AWIS Magazine*.
  - ☞ Announce the position description at least thirty days prior to the application deadline.

## IV. Using Active Recruitment Resources

*The goal of the recruitment phase should be to generate a diverse applicant pool that reflects the expertise in the chosen field.*

**The following suggestions can help with this process:**

- ☑ **SEARCH** early and anticipate future positions that may become available.
- ☑ **CONTACT** colleagues from outside your department to identify individuals from diverse backgrounds who might be qualified for and interested in the position.
  - ☞ Ask members from your department to contact outside faculty.
- ☑ **IDENTIFY** departments at other universities that have strong records of awarding Ph.D.s to individuals from diverse groups.
  - ☞ Consider contacting these external departments for names of potential candidates.
- ☑ **CONTACT** relevant professional organizations for rosters listing broadly diverse individuals with Ph.D.s in the pertinent fields.
- ☑ **INVITE** faculty and graduate students to help identify diversity candidates.
- ☑ **SEND** out a letter of nomination to appropriate candidates.



### **Additional Recruitment Strategies:**

- ☑ **ATTEND** professional conferences, make personal contacts, and invite applications.
- ☑ **PARTICIPATE** in presentations at national meetings and develop a list of potential candidates.
- ☑ **INVITE** individuals who contribute to diversity to give seminars, as this also generates a list of potential candidates.

### **Other useful approaches:**

- ☑ **UTILIZE** websites and databases to help with the search.
  - ↳ Contact Diana Lurie at 243-2103 or [diana.lurie@umontana.edu](mailto:diana.lurie@umontana.edu) for a listing of websites and databases that would be appropriate for your search.
- ☑ **EXPLORE** listservs, email groups, field-specific women's organizations, etc.
  - ↳ These approaches may help to identify or reach qualified diversity candidates.
  - ↳ Contact the PACE office for these materials and more.



*Chris Fiore (center) discusses climate assessment at the 2005 PACE Workshop.*

*NOTE: Research suggests that committees succeed in hiring quality women and minorities when the committee is dedicated to diversity and uses proactive strategies.*



## V. Contact Information for Faculty Recruitment:

### Human Resources:

Main Office 406.243.6766 [www.umt.edu/hrs](http://www.umt.edu/hrs)

### Required Human Resources Forms and Useful Websites:

#### DURING THE RECRUITMENT PROCESS:

1. Recruitment Authorization Form

[www.umt.edu/hrs/forms/RecruitmentFaculty.frm.doc](http://www.umt.edu/hrs/forms/RecruitmentFaculty.frm.doc)

#### MID-PROCESS/SENT TO APPLICANTS:

2. Criminal Background Investigations Policy and Procedure

[www.umt.edu/hrs/2003PPP/BackgroundInvestProcedures.doc](http://www.umt.edu/hrs/2003PPP/BackgroundInvestProcedures.doc)

3. Criminal Background Investigation Instructions

[www.umt.edu/hrs/forms/forms/BACKGROUND%20INVESTIGATIONS1.doc](http://www.umt.edu/hrs/forms/forms/BACKGROUND%20INVESTIGATIONS1.doc)

4. Criminal Background Investigation Fax Cover Sheet

[www.umt.edu/hrs/forms/forms/Background%20fax.doc](http://www.umt.edu/hrs/forms/forms/Background%20fax.doc)

5. Authorization for Pre-Employment Criminal Background Check

[www.umt.edu/hrs/forms/forms/AuthBackgrndCheckFac.doc](http://www.umt.edu/hrs/forms/forms/AuthBackgrndCheckFac.doc)

#### ONCE AN APPLICANT HAS BEEN SELECTED:

6. Hiring Authorization Form

[www.umt.edu/hrs/forms/HAFProf.doc](http://www.umt.edu/hrs/forms/HAFProf.doc)

#### AFFIRMATIVE ACTION/EQUAL OPPORTUNITY:

Director 406.243.5710

[www.umt.edu/president/eeo](http://www.umt.edu/president/eeo)

7. AA/EOE Recruitment Checklist

[www.umt.edu/hrs/forms/ProfessionalRecruitmentChecklist.doc](http://www.umt.edu/hrs/forms/ProfessionalRecruitmentChecklist.doc)



**For more information, please visit our website at:**  
<http://pace.dbs.umt.edu/Recruiting/default.htm>

**Project PACE functions  
as a catalyst to facilitate achievement of  
faculty and administration gender  
diversity goals in the sciences at  
The University of Montana.**

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This material is based upon work supported by the National Science Foundation under Grant No. SBE-0245094. Any opinions, findings, conclusions, or recommendations expressed are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.

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