



*'QUALITY THROUGH DIVERSITY'*

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

**Handling the  
Campus Visit**

*Are you confident about what to ask and what not  
to ask during the interview process?*



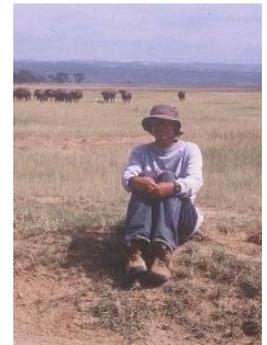
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### Faculty Recruited with PACE Assistance



*Dr. Emily Stone joined the Department of Mathematical Sciences in the fall of 2004.*



*Dr. Vanessa Ezenwa joined the Division of Biological Sciences in the fall of 2005.*

## I. Handling the Campus Visit

*The campus visit is likely to be the first opportunity for your applicants to enjoy the UM-Missoula campus and the beautiful city of Missoula.*

### Some useful considerations...

- ☑ **ALLOW** the candidates the opportunity to interact with departmental faculty in multiple settings.
  - ☞ Keep in mind that formal talks may not reveal all of the candidates' strengths.
  - ☞ Q&A sessions, "chalk talks," and other less formal interactions may yield greater information about your candidates.
  - ☞ Be sure your candidates meet with faculty who are positive about the university and are supportive of diversity issues.
  
- ☑ **CONSIDER** representing the university as a whole and as a place where all candidates will want to live and thrive.
  - ☞ Also, consider providing information regarding social and cultural activities that take place within the community.
  - ☞ Provide relevant information regarding policies (dual career, maternity leave, modified duties, etc.) to all potential job candidates regardless of gender or ethnicity.

*Project PACE currently works with the university to develop practices and policies on many of these issues. For more information, please contact the PACE office at [pace@mso.umt.edu](mailto:pace@mso.umt.edu)*

- ☑ **CONSIDERATIONS** that may be attractive to women and/or minorities include:
  - ☞ Clear and precise university policies and practices regarding evaluation and promotion.
  - ☞ A stated plan that promotes gender equity.
  - ☞ Resources for mentoring junior faculty, including help with scientific development, navigating through the university system, and work/home balance.

*Project PACE is implementing a faculty mentoring program and can assist departments in setting up similar programs.*



## Additional considerations...

- ☑ **RECOGNIZE** that the campus visit allows the department to communicate three vital messages:

1. The candidate's scholarly credentials and work are of interest to the department.
2. The University of Montana-Missoula is accommodating, flexible, and family-friendly.
3. Montana is a great place to work and live, offering many cultural events and an excellent quality of life.

*NOTE: Communicating these messages can have an impact on achieving diversity in your department.*

- ☑ **BE CLEAR AND GENUINE** regarding your interest in scholarship and skills, rather than demographic characteristics. Candidates should always be evaluated on their merit.

- ☞ Avoid making assumptions regarding a candidate's race, ethnic or religious background, marital or familial status, age, disability, sexual orientation, or veteran status.
- ☞ Typically, it is not helpful to advertise that your department is eager to hire women and/or minority candidates.

- ☑ **SCHEDULE** each candidate similarly with regard to interviews and events.

- ☞ The candidate should have equal time to interview and, whenever possible, meet with adjunct personnel.
- ☞ Be careful not to leave candidates alone with faculty members who may have some bias against women and/or minority candidates.
- ☞ It is often helpful to have a set of common questions to ask all candidates to ensure that you obtain appropriate information.
- ☞ It is equally important to treat internal candidates with the same consistency as external candidates.

## Additional considerations, continued...

- ☑ **PROVIDE** additional opportunities for your candidates to visit with faculty members outside of your department and/or community members.
  - ☞ This is especially important for candidates who are interested in interdisciplinary collaborations.

*Members of the Project PACE team are available to meet with female and minority candidates outside of the search committee, in order to provide information about the university, spousal/partner accommodation assistance, family work-life issues, tenure, and living in the Missoula area. Please contact the PACE office for more information.*

- ☑ **NOTE** that the campus visit includes both formal and informal gatherings. **All interactions with a candidate should be considered to be part of the formal interview process.** This includes meals and other social events.
  - ☞ It is extremely important not to ask candidates personal questions at any of these venues.
  - ☞ Inappropriate questions include:
    - Do you have children?
    - Are you married?
    - What does your husband/partner do?



*Participants at a PACE-sponsored "Women In Science Lunch."*



## II. Negotiating a Contract

*Your candidate will face many issues regarding whether to accept the position at UM-Missoula, including salary, start-up, and potential offers from other institutions.*

### Here are some tips to persuade your candidate that your position is the right position:

- ☑ **KEEP IN MIND** that the hiring process is really a contract between you and the candidate.
  - ☞ This contract will have both an immediate and a far reaching impact on your candidate.
  - ☞ Open and honest negotiations will allow your candidate to feel more satisfied with his/her decision and more committed to staying at UM.
    - Do not withhold information, resources, or opportunities.
    - Do not misrepresent your department or the university.
    - Agreements made at the time of hire and stated in the letter of offer supersede the Collective Bargaining Agreement.
  
- ☑ **REMEMBER** that providing equity in contract negotiation and following through on commitments will increase future recruitment and retention rates.
  - ☞ Providing information regarding annual reviews, tenure reviews, and post-tenure promotion reviews can be very helpful.
  
- ☑ **BE AWARE** that often women and minority candidates do not receive the same mentoring opportunities as their counterparts.
  - ☞ These candidates may not know what they can request in negotiations, particularly in terms of salary and start-up.
  - ☞ The goal is to provide new faculty with the resources they need to be successful in their careers, and this should be considered when departments negotiate salary and start-up funds.

- ☑ **IT MAY BE HELPFUL** to appoint an advocate or mentor to help candidates realistically decide what they need from the university in order to be successful in their new position.
  
- ☑ **CONSIDER** providing candidates with a generic list of negotiable items. These may include:
  - ↳ Salary/moving expenses
  - ↳ Lab space/equipment/renovation
  - ↳ Research assistants/administrative support
  - ↳ Discretionary/travel funds
  - ↳ Assistance with partner/spousal employment
  - ↳ First-year reduction of teaching loads

*These strategies are designed not only to help recruit new faculty but to retain them as well.*



### III. Evaluating the Search

- ☑ **ASSESS** all factors that facilitate hiring a woman and/or minority candidate.
  - ↳ It may be helpful, for future reference, to record practices that were successful.
- ☑ **BE PREPARED** to re-examine your applicant pool if it is smaller than expected, not as qualified, or not as diverse as your search committee anticipated:
  - ↳ Was the job description designed in a way that attracted the broadest pool of applicants possible?
  - ↳ Could the recruitment process have been modified to generate a greater pool of applicants? If so, how could this be done in the future?
  - ↳ Was all criteria consistently met by women or minority candidates?
- ☑ **IDENTIFY** other factors that may have discouraged women or minorities from accepting your offered position.
  - ↳ Could faculty actively take measures to make the department more desirable and attractive to candidates in the future?
  - ↳ It may be helpful to share analysis and insight of the process with all departmental members to determine how recruitment could be improved within the department.

*NOTE: These strategies really do work! As a result, the number of women applying for positions in the sciences at UM is on the rise. Several female and minority candidates have commented to PACE staff that an important factor in their decision to apply to UM was the obvious commitment to diversity.*

## IV. Resources

- ☑ The University of Michigan  
Faculty Recruitment Handbook:  
[www.umich.edu/~advproj/handbook.pdf](http://www.umich.edu/~advproj/handbook.pdf)
- ☑ The Chronicle of Higher Education:  
[www.chronicle.com/jobs/2002/08/2002080901c.htm](http://www.chronicle.com/jobs/2002/08/2002080901c.htm)
- ☑ UCI ADVANCE Program:  
<http://advance.uci.edu/>
- ☑ The University of Minnesota:  
<http://www1.umn.edu/ohr/toolkit/hiring/academic/guidelines/>



## 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/eo](http://www.umt.edu/president/eo)
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.**

The University of Montana  
32 Campus Drive #4824  
DBS/Health Science Room 104  
Missoula, MT 59812  
Phone: 406.243.7223  
Fax: 406.243.5858

Email: [pace@mso.umt.edu](mailto:pace@mso.umt.edu)  
[www.umt.edu/pace](http://www.umt.edu/pace)

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