Academic excellence begins with high-quality faculty. Faculty not only enhance the University’s teaching and programmatic reputation but also attract the highest quality students at all levels. More than any other single factor, attracting and keeping exceptional faculty members will help us become a great university.


OFFICE OF HUMAN RESOURCES
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Newark, Ohio 43055
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Revised June 2015
Dear Colleagues,

As a search committee member you have an important role to play in the future of The Ohio State University at Newark. Selecting new faculty is of critical importance in shaping the future mission and reputation of The Ohio State University. When searching for new, tenure-track faculty members you should keep in mind, not only our campus’s and your tenure initiating unit’s recruitment needs, but also overarching Ohio State priorities. These include increasing the diversity of Ohio State’s workforce.

We have created this guide to assist you in this very important undertaking. This guide provides an overview of the academic search procedures at Ohio State Newark as well as insight into the legal and policy issues involved with an academic search. This guide provides a step-by-step guide to the selection process and it is based on the premise that a fair and consistent search process will provide the opportunity for all applicants, including underrepresented applicants, to demonstrate their qualifications for a position and will assist in identifying the best-qualified candidate.

Ohio State Newark is dedicated to recruiting, developing, retaining, and recognizing a diverse faculty who will support our institutional values, carry out our mission, and achieve our goals. Strategies for increasing the diversity of an applicant pool are included in this guide. The larger and more diverse your pool of applicants, the greater the odds that you will find the candidate who matches both your department needs and that of The Ohio State University.

The academic search process can seem complicated at times. Please do not hesitate to call on me or the Office of Human Resources for assistance with your search. We are always available to talk with search committees or individual faculty at any stage of a search regarding policy interpretation, search strategies, or recruitment sources.

Good luck with your search.

William L. MacDonald
Dean and Director, Ohio State Newark
Executive Dean of the Regional Campuses of The Ohio State University
At Ohio State, we are committed to inclusive excellence in our academic community of diverse, innovative and productive faculty colleagues. Together, we want to expand our horizons and improve our work in teaching and learning; research and innovation; and outreach and engagement. A diverse professoriate also encourages and brings a diverse student body, as well as diverse staff members.

Here at Ohio State, we treasure a diversity of culture and background, diversity of experience, diversity of ideas, and diversity of opinions. Diversity is multidimensional and may encompass life experience, gender, sexual orientation, race, national origin, ethnicity, physical ability, spiritual beliefs, and intellectual approach. As students and faculty engage and are challenged by one another, diverse perspectives will enhance the quality of intellectual exchange and the creation of knowledge. A diverse community simply makes us a far richer institution. This is what we want to achieve.

To create this rich learning environment, Ohio State must recruit and retain greater numbers of women and minorities into faculty positions.

The president and provost wish to emphasize Ohio State’s continuing interest in and commitment to increasing the diversity of our faculty and to providing access to equal opportunities to all faculty independent of gender, race or ethnicity. We believe that faculty diversity is essential to our success as a leading research university with a global reach, and that diversity is an integral component of faculty excellence.

Those involved in faculty searches are obligated to make extra efforts to seek out qualified women and minority candidates and to evaluate such candidates. It is the obligation of the search committee to demonstrate that a search has made a determined effort to locate and consider women and minority candidates.

We call upon our colleagues to engage actively in this important effort.
OVERVIEW

The Dean and Director, Ohio State Newark is responsible for decisions to create new positions and to fill vacant positions. The Academic Affairs Committee, a standing committee of the Newark campus Faculty Assembly, is charged with advising the Dean and Director on such decisions. After deciding to fill a vacant position, the Dean and Director shall consult with the head of the tenure-initiating unit (TIU) to determine a salary range, distribution of duties, research specialization, and startup funds for the new hire. Before proceeding with a search and filling a new position, the Dean and Director must reach consensus with the TIU head.

The Dean and Director initiates the recruitment for any tenure-track faculty position on the Newark campus. The Dean and Director:

- Establishes and charges the search committee (more information on the guidelines for the composition of search committees is provided in Appendix A),
- Formulates the position description for a faculty search in consultation with the chair of the search committee, and consults with and seeks agreement from the TIU head on the description before the search begins, and
- Determines the advertising plan for the position and drafts the advertisement. The Dean and Director works with the members of the search committee to develop the recruitment plan and advertisement.

At the conclusion of the search process, the search committee provides the Dean and Director and the TIU head with a report that includes recommendations for candidates in rank order. On receipt of the search committee’s report, the Dean and Director may recommend making an offer to a particular candidate, resuming the search, or canceling the search. If the Dean and Director’s likely course of action is contrary to the recommendation of the search committee, the Dean and Director should consult with that body before making a final decision.

The final hiring decision requires agreement on the part of the TIU chair and the Dean and Director. Negotiations with a candidate should not begin without such agreement. The TIU chair will follow the TIU’s procedures for selecting a candidate for an offer and the Dean and Director shall consult with the department chair in determining negotiation parameters. Once agreement has been reached, an official offer letter is sent from both the TIU chair and the Dean and Director, and in some cases, the dean of the college, to the candidate. Candidates should be advised that the offer is contingent upon the successful completion of a background check.

Once the offer has been accepted in writing, the Newark campus Office of Human Resources will notify the chair of the Faculty Well Being Committee so that a smooth transition and orientation to campus may take place.
STEP 1: UNDERSTAND OPERATING RULES
OF THE SEARCH PROCESS

The search committee must set aside planning time to ensure an understanding of the operating rules. It is important that the committee understand its obligations under state and federal laws and University rules and policies and be well versed in current selection process methods. This is not just the letter of the law, but understanding how assumptions about experience and qualifications may be discriminatory and interfere with sound decisions.

The Search Committee is guided by:


- Appointments, Promotion and Tenure, Criteria and Procedures for The Ohio State University at Newark ([http://oaa.osu.edu/assets/files/documents/Newark-APT.pdf](http://oaa.osu.edu/assets/files/documents/Newark-APT.pdf))

- The Ohio State University at Newark, Pattern of Administration ([http://oaa.osu.edu/assets/files/documents/Newark-POA.pdf](http://oaa.osu.edu/assets/files/documents/Newark-POA.pdf))

- *The Guide to Effective Searches* ([http://hr.osu.edu/hrpubs/guidesearches.pdf](http://hr.osu.edu/hrpubs/guidesearches.pdf))


- Five Essentials of Diversity Hiring ([http://u.osu.edu/discoverythemeshires/](http://u.osu.edu/discoverythemeshires/))

The committee must maintain a high degree of confidentiality throughout the process. Under no circumstances should there be discussion outside of the committee regarding nominations or applications. Considerable caution should be exercised in discussing any matters related to the search as a discussion that begins on non-confidential matters can easily get off track. The chair of the committee will be the committee’s spokesperson to the extent communication beyond the committee about the status of the search is appropriate.
STEP 2: PREPARE THE POSTING

Conducting an efficient and equitable process requires time for the search committee to reach an understanding of and agreement on the position description and the skills and qualifications required.

The Dean and Director and the chair of the search committee will formulate the position description for a faculty search, defining the desired scholarship, experience, disciplinary background, and expertise required for the position as broadly as possible. Narrowly defined searches may exclude women or minority applicants because of pipeline issues, and may also limit the committee’s ability to consider individuals with nontraditional profiles who qualify for the position. Close attention should be paid to the language used in describing the position and preferred qualifications. Research indicates that if the position description or qualifications rely heavily on terminology closely associated with stereotypically masculine attributes (e.g., competitive, aggressive, forceful), women may be less interested in applying for the position. More gender-neutral terminology (e.g., accomplished, successful, committed) should be used instead. Consistent with Ohio State’s commitment to foster a diverse and inclusive intellectual environment, preferred criteria factors might include:

- Experience working with, teaching, or mentoring diverse groups or diverse students.
- Ability to contribute to fostering the diversity of the campus, curriculum, and/or discipline.

Once the draft of the position description is completed, the Dean and Director consults with and obtains agreement from the TIU head before the search begins.

This broad definition of the position should be used to advertise or announce the job opening and to develop evaluation criteria. The proposed recruitment plan and advertisement are drafted by the Dean and Director and provided to the members of the search committee for comment and feedback prior to commencement of the search.

A national search is required unless the Office of Academic Affairs approves an exception to this policy. Therefore, all tenure-track positions are advertised online or in a national professional journal for a minimum of 30 days (necessary to meet Department of Labor requirements to obtain permanent residence for a foreign national hired into a tenure-track faculty teaching position) and in Insight into Diversity (insightintodiversity.com/). All advertisements must include the requirement for each applicant to submit a statement of teaching philosophy as part of the application materials and that the final candidate must successfully complete a background check.
STEP 3: RECRUIT ACTIVELY

Vigorous efforts to ensure a diverse pool of highly qualified candidates are required. Creating a broad and diverse pool of candidates is an important part of the search process. To reach a broad array of excellent and diverse applicants, successful search committees need to implement active recruitment strategies. The typical route of placing an advertisement and waiting for applications is no longer sufficient. Some of the best candidates may not even be actively engaged in a job search. All members of a search committee are advocates for affirmative action and are tasked with actively identifying and recruiting qualified candidates from members of all groups.

Achieving an excellent pool of applicants that is more diverse than past pools requires trying strategies you may not have used before and reaching out to individuals, organizations, and institutions you may not have contacted previously. Strategies may include (Fine E. and Handelsman, 2012):

- Advertise not only in the standard journals in your field, but also in publications targeted to women and underrepresented minority scholars in your discipline.
- Identify fellowship programs in your field—especially those that aim to expand the representation of women and members of minority groups in the professoriate.
- Make lists of professional meetings, professional societies or associations, and members of these organizations, and use them to recruit applicants.
- Identify committees, caucuses, or individuals in your professional societies that work to increase the representation of women and members of minority groups in your discipline and solicit their assistance in advertising the position.
- Contact your alumni/alumnae and seek their assistance in recruiting applicants.
- Ask department faculty members to contact colleagues they know, either by phone or by email, to solicit nominations of potential candidates and/or ask them to talk to their students about the position.
- Make calls and send emails or letters to a wide range of contacts asking for potential candidates.
- Make an effort to identify colleagues with diverse backgrounds or experiences.
- Call potential applicants directly to encourage them to apply.

STEP 4: DETERMINE EVALUATION CRITERIA

Although the discussion about evaluation criteria began at the early stages of the search process during the development of the position description and posting, it should continue throughout the search process with the goal of reaching agreement about the priority and specific nature of each criterion before beginning to review applications. Discussions about the criteria will provide search committee members with greater clarity regarding the qualifications they prefer.

Well-defined criteria can help the search committee members focus attention on the merits of individual applicants and on the degree to which they meet criteria, whereas abstract or vaguely defined criteria may increase the possibility for unconscious biases and assumptions to influence evaluation. To conduct a fair and effective evaluation, search committee members can discuss and develop consensus around some of the following questions:

- What constitutes excellence in research and/or teaching? Is it the number of publications, number of citations, innovation of the topic or approach, significance of results, ability to obtain research funding, or prestige of the journal or publisher? Is it courses taught or developed, results of teaching evaluations, success attracting and mentoring students, or innovation of the topic or pedagogy? Is it the prestige of the home institution and current position, or the applicant’s accomplishments?
- What other criteria will committee members rely upon—and how will they assess them?

Well-defined criteria are not necessarily narrow. Relatively broad criteria will generally lead to a more interesting and diverse list of qualified applicants.

The search committee should then decide upon how to prioritize the evaluation criteria before evaluating applicants. Doing so can prevent committee members from unintentionally placing greater value on the qualities a “favored” applicant possesses and less value on credentials he or she lacks. The applicant may be “favored” because the committee members know him or her, know his or her major advisor, attended the same graduate programs, share common research interests, or because the applicant is of the same race, sex, or ethnicity as most members of the department.
STEP 5: SHORTLIST APPLICANTS

To conduct a fair and thorough review of applications, plan to break the review process down into several stages: evaluate each applicant’s complete application package, create the “long” list of applicants to consider further, and select a “short” list of finalists to interview.

Be aware that all written and electronic communications, including, possibly, personal notes, are public records. Be extremely conservative regarding what is put in writing regarding candidates and do not use e-mail to discuss candidates. E-mail usage should be limited to making arrangements for meetings. Destroy personal notes as soon as they are no longer needed.

Evaluate each applicant package. Thoroughly evaluate each applicant’s entire application package on the basis of the criteria developed earlier. Be sure to spend sufficient time evaluating each applicant and to minimize distractions, as research shows that evaluators are much more likely to rely on unconscious biases or assumptions when they are pressed for time, engaged in multiple tasks, tired, and/or under stress. Focusing on the entire application provides a fuller picture of the individual applicant and the degree to which he or she meets your criteria. Research indicates that the more job-related information we have about an applicant and the more we focus on the applicant as an individual rather than as a representative member of some group, the less likely we are to rely on assumptions and biases (Fine E. and Handelsman, 2012).

During the evaluation process, stop periodically to assess the effectiveness and implementation of your evaluation criteria. Be sure that you are consistently relying on the criteria developed for the position and that you are not inadvertently, but systematically, screening out underrepresented applicants.

- Recognize that candidate qualifications are where most barriers arise with regard to cultural, gender and disability differences. We often judge people based exclusively on our own experience and we tend to look for people with experience like our own. We need to consider the experience and needs of our diverse student population.

- Be careful to place a suitable value on non-traditional career paths. Take into account time spent raising children or getting particular kinds of training, unusual undergraduate degrees, and different job experiences. There is considerable evidence that evaluations of men frequently go up when they have such work experience, while evaluations of women with the same kinds of experience go down.

- Consider the possibility that women and underrepresented minorities who have excelled at their research in institutions less highly ranked than Ohio State may be underplaced and might thrive in The Ohio State University research environment.

Each search committee member should be able to defend cogently every decision to accept or reject an applicant at each stage of the search process. The reasons he/she provides should be
based on evidence in the applicant’s record and performance and on the criteria established for the position.

**Create a “long” list of applicants to consider further.** During this stage of the process, the committee’s goal is to focus on identifying all potentially interesting applicants. The “long” list includes all potential applicants that the committee feels are worthy of further consideration and not just those defined as “top candidates.” In discussing applicants on the “long” list, pay particular attention to applicants on whom the committee members disagree. Consider retaining these applicants on the “long” list so that the entire committee has the opportunity to conduct a thorough review of their application materials. Evaluate your “long” list before finalizing it. Are qualified women and underrepresented applicants included? If not, consider whether evaluation biases or assumptions have influenced your selections or consider intensifying the search before moving on to a short list.

**Select a “short” list of applicants to interview.** The committee should decide on the “short” list of applicants only after the entire committee has had the opportunity to review the “long” list in depth. All committee members should have the opportunity to share their opinions. Be sure that the standards are being applied uniformly. Be able to defend every decision for rejecting or retaining an applicant. At this point in the process, applicants should not be ranked.

- Keep in mind that when more than one woman and/or minority candidate is brought in for an interview, women or minority candidates are more likely to be hired. Research indicates that interviewers evaluate women and underrepresented minorities more fairly when there is more than one woman in the interview pool. When there is only one woman or underrepresented minority, s/he is far less likely to succeed than women or minorities who are compared to a diverse pool of candidates, probably because of the heightened salience of his or her race or gender.

- Telephone or Skype interviews (see step 7) and reference checks (see step 8) may be an effective tool to further refine your short list of candidates. Be prepared to accommodate the needs of applicants who have hearing or other disabilities. This may involve using a phone relay service, TTY device, or other accommodations requested by an applicant. Committee members should be careful about not allowing an applicant’s need for accommodation to bias their evaluation. It is also important that during these interviews you are consistent when questioning all of the candidates and that only job-related questions are asked.

Notify the Office of Human Resources of those candidates who are no longer under consideration. The HR assistant will notify these candidates of their status. If you would like to include specific wording in these letters, please advise the HR assistant of your preferences.
STEP 6: MAKE ARRANGEMENTS FOR CAMPUS VISIT

The search committee chair contacts each of the candidates whom the committee wishes to bring to campus for further consideration, sets the dates for the interviews, and informs the candidate that the HR assistant will be contacting him/her to make travel arrangements.

The search chair may wish to provide shortlisted candidates with information on the community and the university. Material that departments may wish to include, along with the university, campus and departmental website, are:

- General information about the university, e.g. Facts and Figures, arts and sports information;
- Information about Ohio, Columbus and Newark.
- The Office of Human Resources website to the New Employee Orientation site, http://hr.osu.edu/neo/. This site provides a gateway to information about the university.
- Benefits Overview, available at http://hr.osu.edu/public/documents/hrpubs/ben/overviewbook.pdf. The HR generalist is available upon request to answer any specific benefits questions a candidate may have.

All necessary flight, overnight accommodations, meals, and other travel arrangements must be made in compliance with the following university policies:

- Recruitment Expenses (http://www.busfin.ohio-state.edu/FileStore/PDFs/411_Expenditures.pdf)
- Travel Policies (https://osutravel.osu.edu/policy/)
- PCard Business Rules/Policies (http://controller.osu.edu/pcard/pcard-home.shtm)

To make necessary travel arrangements, the search committee chair should contact the Human Resources (HR) assistant at Extension 6-9367 (preferably no less than two (2) weeks prior to the interview date) and indicate the name of the candidate, requested dates of travel, and if a rental car is needed.

The HR assistant will contact the candidate to determine his/her preferred departure location and other preferences, make the necessary travel arrangements with the travel agency, and forward (via email) the quote received from the travel agency to the candidate for final confirmation. Once the candidate accepts the itinerary, the HR assistant provides final authorization to the travel agency. The HR assistant contacts the hotel to reserve a room and forwards the confirmation number to the candidate and the search chair. The HR assistant forwards an Accounts Payable (AP) Compliance form to the candidate for reimbursement purposes. The HR Assistant then prepares the necessary online eRequests for approval.

RECRUITMENT MEALS. Some portion of the interview usually involves a meal. These expenses are paid for using an Ohio State Procurement Card (PCard) and the Office of Human
Resources maintains a department PCard for recruitment purposes. It is expected that individuals using the department PCard will conduct purchasing activities with professional judgment and the highest ethical behavior.

All purchases using a university procurement card must be pre-approved. In order to reserve the card and obtain pre-approval, please contact the HR assistant at Extension 6-9367 and provide date and nature of the planned meal (i.e., breakfast, lunch, dinner), the candidate’s name and title of the position for which he/she is interviewing, and the number of individuals that will be attending the meal. Alcohol purchases are not encouraged, but in certain circumstances such as business-related events, may be justified with further pre-approval by the Ohio State Newark Dean and Director. It is recommended that the request for the PCard authorization be made at least 48 hours in advance of the expected use. The HR assistant will complete an online eRequest for processing payment. The search chair/member may pick up the P-card in the Office of Human Resources after signing the P-card transaction log form.

The committee chair must inform the restaurant that the university is exempt from paying State of Ohio sales tax (the exemption number is on the Pcard). All signed, itemized receipts must accompany the procurement card when returned to the Office of Human Resources no later than two business days after purchase or return to campus. A listing of attendees must accompany receipts. The HR assistant will generate an eRequest to reconcile the expenses.

Mileage Reimbursement Request forms for search-related travel are to be completed by search committee member(s) and submitted to the Office of Human Resources with mileage documentation for approval/signature of the Director of HR, Campus Relations, & Planning Support.

Remember that conversations during recruitment meals are part of the interview/assessment process and only job-related questions may be asked of the candidate.
STEP 7: DEVELOP AND IMPLEMENT AN EFFECTIVE INTERVIEW PROCESS

In accordance with the Office of Academic Affairs, Policies and Procedures Handbook, Chapter II: FACULTY APPOINTMENTS, Recruitment of Regular Tenure Track, Clinical Track, and Research Track Faculty, candidates should be interviewed by, at a minimum, the Ohio State Newark Dean and Director, the chair of the TIU, and either the search committee or broader representation of both faculties.

Usually the agenda for the invited candidates includes a two-day process. One day is scheduled on the Newark campus and one day on the Columbus campus. At the Newark campus, the candidate will deliver a teaching demonstration, submit to questions from the search committee, and receive personal interviews with the dean and director, the associate dean, and appropriate faculty. The interview process at the Newark campus may also include a group meeting with students. The TIU is responsible for determining what the candidate will do during the visit to the Columbus campus.

Be sure you understand your obligations for accommodation. The university has a legal responsibility to provide accommodation on grounds covered by the Americans with Disabilities Act. Applicants with a disability must be assessed solely in terms of the qualifications required for the job and their ability to perform the job (with or without accommodation). The fact that a qualified person requires some form of accommodation to perform the job cannot be used in the assessment. Contact the University’s ADA Coordinator (http://ada.osu.edu/) or the Office of Human Resources for more information.

The chair of the search committee is responsible for setting the agenda, scheduling meeting rooms and sending meeting invitations to invited participants.

SITE VISIT:
- Assign someone responsibility for coordinating the site visit(s).
- Ensure that equivalent care is taken of each candidate - meet at airport, arrangements made, introductions, etc.
- For equity group candidates in departments with significant underrepresentation, consider creating an opportunity to meet other equity group members at the university, i.e., women in other departments, faculties.
- Make sure that timetables, locations, instructions are clear to candidates.

INTERVIEW:
- Interview questions designed to provide fair and objective evaluation of each candidate should be developed in advance of committee interviews with candidates. A set of core questions should be asked of all candidates. Only job related questions may be asked.
- All search committee members should be present for the interviews of all candidates.
- Provide sufficient time for the candidate to deal with all the questions.
- Be aware of cultural differences that may influence judging quality and content.
• Acknowledge any personal biases that may interfere with a fair assessment.

DRAFTING INTERVIEW QUESTIONS

• The purpose of interview questions is to recognize the extent to which candidates meet the criteria. Develop questions to “test” each candidate on criteria.
• The questions that are most predictive of success are behavioral-based questions which ask the candidates to demonstrate that they have the knowledge and skills required and how they have demonstrated them.
• **Ask only job-related questions.** Questions that relate to a person’s race, marital status, age, sex, etc. are prohibited by the Human Rights Code and shall not be asked. In addition, the Americans with Disabilities Act prohibits disability-related questions.
• For each question, know the range of answers expected. *This expectation assists in evaluating answers and is important for the documentation process.*
• The number of questions is dependent on the criteria to be evaluated. If criteria have been identified as being necessary for successful performance, each candidate must be evaluated on them. Criteria that are more heavily weighted should be given a greater number of questions designated to that area.
• All interview candidates should be asked, “Are you able to perform the essential functions of this position with or without accommodation?”
• Include questions that assess whether an individual is committed to our institutional values. The Ohio State University values are available at [http://oaa.osu.edu/vision-mission-values-goals.html](http://oaa.osu.edu/vision-mission-values-goals.html).
• The search committee chair is required to ask the candidate if there are any criminal convictions to disclose and inquire about the nature and circumstances of criminal convictions during the interview process (see questions below). If a candidate indicates that a criminal record was expunged, no further questions should be asked about it. Expungements cannot be taken into account regarding the candidate’s suitability for employment.

1. Have you ever been convicted of or been found guilty, entered a guilty plea, or entered a plea of no contest to any felony or misdemeanor? (Misdemeanors include DUI)
2. If you answered “yes” to the question above, please describe the details including nature, circumstances, and the date of the offense.

Questions regarding criminal convictions should focus on the relevancy to the job duties as well as the time frame, nature, gravity, circumstances surrounding the conviction, and the candidate’s history since the conviction. The questions must not indicate assumptions about the candidate’s moral character or be irrelevant in determining the nature of the conviction(s). Questions must focus solely on convictions and not arrests. For additional guidance, refer to Guide for Conducting Background Checks ([http://hr.osu.edu/public/documents/policy/resources/415standards.pdf](http://hr.osu.edu/public/documents/policy/resources/415standards.pdf)).
Examples of questions that can or cannot be asked include:

<table>
<thead>
<tr>
<th>Appropriate Questions</th>
<th>Inappropriate Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can you tell me about the circumstances surrounding the conviction?</td>
<td>Have you ever been arrested?</td>
</tr>
<tr>
<td>When and where were you convicted of this offense?</td>
<td>Was this the first/only time you were arrested?</td>
</tr>
<tr>
<td>What was the official offense of which you were convicted?</td>
<td>How drunk were you? Do you have a problem with alcohol/drugs?</td>
</tr>
<tr>
<td>Are there other convictions not listed on your application?</td>
<td>How old were you when you were arrested?</td>
</tr>
</tbody>
</table>

When in doubt, please contact the Office of Human Resources for guidance.

The search committee chair must communicate to the HR generalist in the Newark campus Office of Human Resources any negative information provided by a final candidate.

Internal and external candidates who fail to disclose all criminal convictions or fail to provide truthful, accurate, and complete information regarding criminal convictions will be ineligible for hire for the current position and may be prohibited from future employment consideration.

OTHER FORMS OF EVALUATION - If open forums are conducted and other faculty members are invited to participate in the interviews/presentations, be sure to solicit their feedback. A sample form for this purpose is provided in Appendix C.

PRESENTATION/LECTURE:
- All search committee members should attend the presentation/lecture given by applicants.
- Schedule presentations as consistently as possible to be fair to all candidates (for example, don’t schedule one late Friday afternoon and another Wednesday at 12:30).
- Determine what criteria are being evaluated as part of a presentation.
- Plan a criteria checklist to hand out to those attending. Use of a checklist helps any evaluator focus specifically on the criteria the selection committee has identified as important.

MEETING COLLEAGUES AND CONSITUENCY GROUPS:
- Ensure that anyone offering opinions on candidates speaks to the criteria being sought. Provide others with a checklist of criteria to assess candidates.
- Maintain these lists as part of the selection documentation.

The committee should meet and review the strengths and weaknesses of each candidate at the conclusion of each interview. Avoid making comparisons between candidates until all interviews are complete.
STEP 8: CHECK REFERENCES

Checking references is required for the final candidate that the committee wishes to move forward. However, references can serve as another form of assessment, and the committee may elect to conduct references on multiple applicants in order to further evaluate each candidate.

The chairperson and/or search committee members must conduct three reference checks. References are typically conducted via telephone. These telephone reference checks may include the candidate’s recent supervisors, major professors from graduate study, department chairs, and others who can best comment on the candidate’s teaching, research and/or service activities.

The committee may also consider reference letters provided by the candidate; however, these should not replace the reference calls outlined above. Additionally, be aware of the possibility of stereotyping in reference letters. When evaluating letters of references, be aware that words and phrases may be used differently by men and women, or applied differently to them. Cultural factors may lead to differences in approach to letters of reference - some may understate, others overstate qualifications.

Before contacting any references, notify the candidate that you plan to call them. In addition, referees should be made aware when they are asked for a reference that applicants have a right to access references about themselves. A suggested reference check form is available in the Advertising & Hiring Information section on the HR website.

Steps to Follow When Making the Reference Call:

- Identify yourself, your position, and then give the reason for your call and the name of the candidate.
- Ask the contact if this is a convenient time for the call, and/or suggest a new date/time.
- Make sure the contact knows approximately how long the reference check will take.
- Briefly describe the position, our campus, and the competencies you are seeking.
- Start with general basic questions and transition into more specific questions.
- Ask if you can call back if you have additional questions.
- Thank the reference for his/her time and assistance.
STEP 9: PREPARE RECOMMENDATION

After all of the interviews are complete, the search committee should meet to discuss and compare candidates. Candidates should be evaluated on the specific job-related evaluative criteria defined at the beginning of the search process. The committee must gather the various feedback/evaluation forms and should take into account all methods of evaluation (e.g. interview, presentation, meetings) when deciding on the final ranking of candidates.

The following documents should be prepared and submitted to the Ohio State Newark Dean and Director at the conclusion of the search process:

- The search committee chair prepares the formal written recommendation (See samples in Appendix C) to the Ohio State Newark Dean and Director. The written recommendation provides details about the following:
  - An overview of the recruitment process including a listing of the search committee members and overview of applicant pool.
  - An overview of the shortlisting process and the nature of the review of shortlisted candidates (i.e. meetings, interview, lecture, etc.)
  - An assessment of each of the shortlisted candidates in the areas of research, teaching and service drawing upon their presentations, lectures, submitted materials, teaching assessments, research and teaching statements, and referee assessments.
  - Rationale for selection of recommended candidate.
  - Details of the search committee’s vote on the recommended candidate.


- Application materials (curriculum vitae of all candidates, cover letters, letters of reference)


- References of the recommended candidate

All other search materials, including all application materials, must be returned to the Office of Human Resources at the conclusion of the search for appropriate disposition including applicant files, evaluations, and any other documents generated during the search. This includes collecting all notes (i.e. interview questions and answers) made by search committee members during the search process. These records form part of the official record and may be subject to review by the EEOC in an employment charge.
**STEP 10: CONDUCT BACKGROUND CHECKS**

Standard background checks are conducted following the employment offer but prior to employment for all internal and external candidates for all faculty positions. In addition, State law requires criminal background checks/drug screenings in certain situations. Accordingly, faculty hired in the Education program require both the standard background check and an FBI check. (While not a university requirement, many school districts now require the FBI check making it essential for those who visit K-12 schools).

The search committee chair is required to communicate to the Office of Human Resources when a final candidate has been identified.

After the prospective employee accepts the offer, the HR generalist sends an email to the Columbus campus Office of Human Resources requesting a First Advantage email request be sent to the prospective faculty member. Once the prospective faculty member completes the online authorization, the university conducts the pre-employment screening. Failure to complete the online authorization and/or the Background Check, Disclosure, Authorization and Release form (required for BCI/FBI background checks) will preclude a final candidate from consideration for a position. The search committee chair should notify the candidate that background check results are subject to Ohio Public Records Act.

For positions requiring a BCI check or a BCI check and a FBI check, after the prospective faculty member accepts the offer, **the HR generalist will direct the prospective faculty member to the Office of Public Safety to complete the Background Check, Disclosure, Authorization, and Release form** ([http://hr.osu.edu/policy/resources/415consent.pdf](http://hr.osu.edu/policy/resources/415consent.pdf) and be fingerprinted). Once the background check has been completed, Public Safety will provide the official copy of the background check and the completed Disclosure, Authorization, and Release form to the Office of Human Resources.

The Columbus campus Background Check Coordinator (BCC) is responsible for assessing the information contained within the background check. If the Office of Human Resources determines that an applicant is ineligible, they will tell the search committee chair and the dean and director that the final candidate is disqualified because of the background check. **The Office of Human Resources will not reveal the details of the background check at any time.**

For applicants who are deemed ineligible, the Columbus campus Office of Human Resources will provide a copy of the report and the “summary of your rights under the Fair Credit Reporting Act” to the applicant and inform the applicant that he/she has five business days absent extenuating circumstances within which to provide documentation to refute this finding. The BCC will notify candidates who are barred from future consideration for employment at the university in writing.
The search committee is appointed by the dean and director of The Ohio State University at Newark who consults with the chair in the Tenure Initiating Unit (TIU) on the Columbus campus in determining the composition of the committee. The dean and director will appoint the committee chair and the affirmative action (AA) advocate. All members of a search committee are advocates for affirmative action; however, one member of the committee is designated as the AA advocate. Specific attention should be given to understand the roles and responsibilities of the Affirmative Action advocate (see pages 3 and 10 in the Guide to Effective Searches available at http://hr.osu.edu/hrpubs/guidesearches.pdf) since this person will take the lead in developing a diverse pool of candidates.

The Office of Human Resources acknowledges the receipt of each application via email and includes a link to Equal Employment Identification (EEI) disclosure form. Upon completion of the voluntary EEI form, data is collected and recorded on the Human Resources database. The HR assistant provides EEI statistics to the AA advocate, as requested. Those candidates self-identifying as a veteran are designated on the Applicant Listing included with the applicant material packet.

The following guidelines are considered in determining the composition of a faculty search committee:

- Ensure representation from both the regional campus and the prospective TIU. The committee will include at least one Columbus campus member of the TIU unless the TIU head declines to recommend such an appointment.
- Search committees should include members with different perspectives and expertise, and with a demonstrated commitment to diversity.
- Strive for diverse representation on the selection committee. It may be advisable to seek designated group members from outside the campus or TIU in order to meet this goal. Diversity provides different perspectives for the assessment of candidates' qualifications. In selection processes, individuals tend to select people like themselves so having a range of experience on the search committee provides a balanced assessment.
- The views of staff and students may be represented on the search committee.
- Individuals who may have a conflict of interest or potential bias should not serve on the search committee.
- Both genders shall be represented on all search committees. In many departments, where representation of women has increased, it is fitting to have representative numbers of men and women on the committee.
- Representation from diverse groups (e.g. members of visible minorities, persons with disabilities) is desirable, on all search committees.
APPENDIX B
SAMPLE WRITTEN RECOMMENDATIONS

Bill MacDonald
Dean and Director, Ohio State Newark
Executive Dean of the Regional Campuses of The Ohio State
University
1179 University Drive
Newark, Ohio 43055

DATE

Dear Bill,

The members of the Search Committee for the Art
Education Tenure-track position, composed of Professor
Jane Smith, Professor Sally Jones and myself, unanimously
recommend Dr. John Doe for the mentioned appointment.
Among the reasons connected with our recommendation
are John’s academic experience and pedagogical
effectiveness, his record and promise as a successful scholar
in his field, and his potential to become an active member
of The Ohio State University at Newark and Central Ohio
of The Ohio State University at Newark and Central Ohio
of the community. The committee carefully reviewed the
committee carefully reviewed the
community. The committee carefully reviewed the
candidacy of all applicants and fully complied with all OAA
candidacy of all applicants and fully complied with all OAA
and affirmative action guidelines, and took appropriate
and affirmative action guidelines, and took appropriate
steps to develop a diverse pool of candidates.

Sincerely,

Dr. Tom Brown, Search Committee Chair
Department of Spanish

Bill MacDonald
Dean and Director, Ohio State Newark
Executive Dean of the Regional Campuses of The Ohio State
University
1179 University Drive
Newark, Ohio 43055

DATE

Dear Bill,

This letter summarizes the recruitment process for the assistant
professor of history position and the committee’s
recommendation of Dr. Jane Smith.

I chaired the search committee which included Professor Pam
Jones from the Columbus campus, Sam Steel, Susie Cox, and
Don Hall.

The Search Committee read through the dissertations of
the candidates and invited Tom Foster, Sally Brown, Jane Smith,
and Carole Gates for interviews. Each of those who accepted
our invitation delivered a teaching demonstration on the
Newark campus and a research talk on the Columbus campus.

The Committee recommends Jane Smith for the position and, if
Jane declines the offer, then the committee recommends Sally
Brown who ranked second. Both candidates had Ph.D.’s in
hand, but Jane was narrowly the more qualified candidate, both
with respect to scholarly potential and teaching ability. Sally
Brown, however, would be acceptable. Tom Foster was very
weak with respect to his teaching ability, as he had difficulty
effectively communicating his ideas. Carole Gates withdrew her
application.

Sincerely,

Dr. Tom Brown, Search Committee Chair
Department of History
APPENDIX C
OPEN FORUM CANDIDATE EVALUATION FORM

Full-Time, Tenure Track Faculty Position
Candidate Evaluation Form – Open Forum

Candidate’s Name ________________________________________________

Person Completing Form
______________________________________________________________

The ideal candidate will have effective, positive interpersonal skills and who is strongly committed to the following:

✓ The role of the Newark campus within the broader context of the university
✓ Student access and success
✓ Discovery and the advancement of fundamental knowledge
✓ Community engagement and outreach
✓ University values (http://oaa.osu.edu/vision-mission-values-goals.html)

Candidate’s Strengths:
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Candidate’s Weaknesses:
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

Do you recommend this person for the full-time faculty position?
Yes______  No______  Undecided______

Please return this form to the SEARCH COMMITTEE CHAIR no later than DATE