

ACADEMIC RECRUITMENT

The basic policies that are essential to the effective functioning of an affirmative action recruitment program are followed by all members of the University involved in the academic recruitment process.

Although academic recruitment activities are decentralized, they must operate in close cooperation with the Faculty Equal Employment Opportunity (EEO) Coordinator. The Recruitment Plan is submitted and approved prior to initiation of the search phase. Failure to do so diverts from the University's affirmative action procedures and could conceivably result in invalidation of the academic unit's subsequent proposal for appointment. When the Recruitment Plan is reviewed and judged as satisfactory, the unit may proceed with its search. The recruitment procedures outlined in the plan are followed as closely as possible with significant deviations to be made only after consultation with and approval by the Faculty EEO Coordinator or the Provost.

Special attention is given to change(s) in the existing appointment of individuals if such change(s) will result in making the position one to which the procedures do apply. In each case, prior consultation with the Faculty EEO Coordinator is required. (For example, enlargement of FTE or extension of an appointment.) Normally a temporary or specified term appointment cannot be converted to a permanent appointment without a full affirmative action search. (Exceptions might be where such a search has been concluded with respect to the individual in the position.)

To this end, vacant positions are filled according to the procedure outlined in this document.

Position Approval and Advertising for Position

A. Initiation of Recruitment Process. The request for filling a vacant position originates in the academic unit (college/department/program) requesting the position. The "Authorization to Recruit Academic Personnel" (Form A) and the "Academic Recruitment Plan" (Form B) are used to initiate the recruitment process. A log number is assigned for each recruitment activity to link all inquiries and documents together.

B. Faculty EEO Coordinator Review. All position descriptions, announcements, and advertising materials are reviewed and approved by the Faculty EEO Coordinator before being submitted through channels for approval. The Faculty EEO Coordinator provides assistance in developing position descriptions and advertisements, selecting recruitment sources, and identifying appropriate professional registries. Final approval of the Provost must be received before any position can be announced.

C. Position Advertisement. After official approval has been received, the academic unit head prepares an affirmative action oriented position advertisement/announcement that contains the following information:

1. A description of the position including minimum educational and experiential requirements, and any special license or membership requirements.
2. A deadline for receipt of applications or a statement regarding duration of the call for applications.
3. If the position is temporary or term, a statement that it is temporary and the term thereof.
4. A statement, by academic term and year, of the effective date of the appointment.
5. The phrase, "The University of Alabama in Huntsville is an Equal Opportunity/Affirmative Action Institution."
6. Care should be taken to insure that the advertisement does not contain language, statements, or conditions that, explicitly or implicitly, might be prejudicial in regard to such factors as sex, race, ethnic origin, religion, etc.

D. University Reference. All references to the University should include its complete identifying name, "The University of Alabama in Huntsville."

E. Recruitment Options. Recruitment options for the position are listed below; however, the list should not be considered exhaustive.

1. Advertise nationally on web sites and in newspapers or journals and both statewide and locally, if appropriate to the position.

2. Advertise in predominantly women's and minority professional journals, and place in job listings of special interest groups representing women and minorities, when available.
3. Communicate to appropriate female and minority organizations and agencies and directories of graduating or recently graduated females and minorities, if such exist for the particular discipline.
4. Communicate to appropriate departments in predominantly female and minority colleges.
5. Communicate to department heads at academic institutions and to appropriate officers at other relevant institutions where minorities and females are most likely to be pursuing educational and professional opportunities.
6. Circulate the position advertisement internally via campus newspapers, etc. as a means of soliciting nominations or suggestions of qualified minorities and females.
7. Solicit names of potential female and minority candidates from UAH's minority and female faculty and staff.
8. List the position advertisement with placement services at professional meetings.
9. Solicit names of potential women and minority candidates through personal contacts with professional colleagues.
10. Make the position advertisement available to those individuals in the female or minority categories who make informal inquiries by phone, personal contact, or other means of showing interest.

11. Communicate through any appropriate media directly aimed toward affirmatively carrying out a policy of nondiscrimination.

12. Access electronic resources (i.e., Southern Regional Educational Board Black Scholar Directory, Minority & Women Doctoral Directory, and Committee on Institutional Cooperation Directory of Minority Ph.D. and M.F.A. Candidate and Recipients, and etc.) to identify female or minority persons who have qualifications appropriate for the advertised position.

F. Affirmative Action Survey Card. An Affirmative Action Survey Card (Form C) is sent by the recruiting unit to each applicant immediately upon receipt and acknowledgment of the application. The card is pre-addressed for return to the Faculty EEO Coordinator. The log number assigned at the time of authorization to recruit will be posted on the card by the recruiting unit to provide the necessary linkage in the recruiting process. These cards are available through the UAH Copy Center.

G. Applicant Worksheet. Upon receipt of the approved Authorization to Recruit and Academic Recruitment Plan, the search committee or the individual responsible for receiving the screening applications will prepare the Applicant Worksheet (Form D). The data accumulated on this worksheet is used to evaluate applicants and successful candidates from particular recruiting actions/sources and to assess these actions for future recruitments. Information collected over a period of time will provide a statistical base for analysis of hiring patterns.

Screening

A. Search Committee. An appropriate search committee screens applications and/or nominations for the approved faculty position. The search committee includes, whenever possible, qualified female and minority members of the faculty.

B. Permanent File. The academic unit head maintains, for every vacancy filled through recruitment process, a permanent file containing:

1. Copies of all advertisements/announcements used and all correspondence.
2. A record of all sources contacted or utilized in the recruitment process.
3. Copies of all applications received.
4. Approved copies of the Authorization to Recruit, Academic Recruitment Plan, Applicant Worksheet, and the Selection and Justification Report.
5. Letters of reference and notes on telephone calls or conferences concerning the applicants.
6. All other relevant materials of support that good-faith efforts were made to recruit a broadly representative applicant pool, that all candidates were treated fairly and equitably, and that the candidate selected was better qualified than those not selected.

C. Applicant Worksheet. The Applicant Worksheet (Form D) is prepared as follows:

1. An Applicant Worksheet is prepared by the search committee or the individual responsible for receiving and screening applications. The names of all candidates applying for the position are to be listed on the worksheet. Names of applicants are recorded chronologically by date of application received. It is advisable to enter name and application date information daily as receipt of applications are acknowledged and the Affirmative Action Survey Cards are sent out.

2. Because return of the Affirmative Action Survey Card is voluntary, it cannot be relied upon exclusively for information to complete the worksheet. As much of the necessary information as possible should be recorded on the worksheet during the recruitment and screening processes. The unit or search committee should not request racial, ethnic, sex, etc. information of applicants, but if this information becomes available to the unit or search committee without a specific request, i.e., through personal contact, interviews at placement services during professional meetings, specific referrals of women and minority person, etc., it should be entered on the Applicant Worksheet.

3. After all applications have been received and screened, but before interviews are scheduled, the completed Applicant Worksheet is forwarded to the Faculty EEO Coordinator whereupon additional information that is available from the returned Affirmative Action Survey Cards will be posted.

4. After the Faculty EEO Coordinator has filled in any additional

information collected from the survey cards, the Coordinator sends the original approved Applicant Worksheet to the recruiting unit and retains one copy for filing. This action will signify the completion of the screening process and the beginning of the interview process.

5. Before scheduling interviews, the unit or search committee shall insure that qualified female and black candidates, if available, have been included among these candidates given final consideration for interview. The Chair of the search committee should confer with the Faculty EEO Coordinator to review the candidate list prior to the on-campus interviews.

D. Dossier. A dossier will be established by the recruiting unit for each candidate for a position. It will include a résumé, the names, addresses and telephone numbers of at least three references or at least three letters of recommendation, and any other pertinent information deemed appropriate, e.g., reprints of publications or academic transcripts. All applicants will be considered who have completed dossiers and who meet the basic qualifications specified in the position announcement. Applicant files will be evaluated in relation to the criteria contained in the position announcement. Care will be utilized in the screening process to assure that the principles of equal opportunity and affirmative action are adhered to in the process.

E. Non-U.S. Citizen Applicants. The employment of non-U.S. citizens involves the application of immigration and naturalization laws, and discrimination against both resident and non-resident aliens may subject the institution to liability claims. It is imperative that the UAH

Security Officer be informed at the outset of recruitment for possible employment of any alien to a faculty position. Non-U.S. citizens are not eligible for tenured or tenure-track appointments. Questions concerning the application of civil rights laws to alien applicants should be referred to the Office of Counsel.

F. Approval for On-Campus Interview. The leading candidates for a position may be invited to the campus for an interview. Normally, no more than two or three applicants per position will be invited for a campus visit and interview. When the finalists have been selected and reviewed by the Faculty EEO Coordinator, the academic unit head will prepare the Request for On-Campus Interview of Candidates (Form E) which will include the names of the candidates and the estimated costs of the on-campus visit. The form must be accompanied by the résumé of the persons to be invited to the campus. The request must be approved by the appropriate dean and the Provost before the candidate(s) are invited to the campus.

G. Recruitment Expenses. The Provost, after consultation with the dean, may assist with recruiting expenses for minority candidates.

Interview Procedures

All persons invited to the campus will meet with the search committee, interested faculty members, and appropriate administrators. Where appropriate, a seminar or class lecture will be scheduled for the candidate. Senior associate professor and full professor candidates as well as

candidates for appointment with immediate tenure are expected to interview with the Provost and, where appropriate, the Vice President for Research. All candidates invited to the campus for administrative positions (normally department chairs and above) or for associate professor and full professor positions of appointment with tenure will be scheduled for an interview with the Provost and the President. Candidates who are not U.S. Citizens must be scheduled for a meeting with the Immigration Officer.

Tendering an Offer

A. Candidate Assessment. At the completion of the interview process, appropriate discussions are conducted involving the administrator who requested the position, the search committee, and those persons who participated in the interview process. In selecting the final candidate, particular regard is given to the University's affirmative action goals and objectives. Where candidates are assessed to be substantially equally qualified, a particular candidate's status as a female or member of a minority group should be viewed as a favorable consideration in the final determination.

B. Selection. When the candidate for appointment has been determined, the academic unit head will prepare the Selection and Justification Report (Form F) and obtain the appropriate signatures. Distribution of the approved form will include a copy to the security officer when the selected candidate is a non-U.S. citizen.

C. Letter of Offer. The academic unit head will consult with the dean regarding the particulars of the proposed appointment. A draft letter of offer will be prepared by the dean. A faculty offer letter must be reviewed by the Faculty EEO Coordinator and approved by the Provost before it is sent to the candidate. After approval has been received, the dean will issue the letter of offer. Copies of the offer letter will be distributed to the Provost, the Vice President for Finance and Administration, the academic unit head, and the security officer, when appropriate.

D. Declined Offer. If the offer of the appointment is declined, steps B, C, and D above will be repeated until an offer is accepted or until the list of qualified and acceptable candidates has been exhausted.

E. Affirmative Action Checklist. A checklist summarizing the affirmative action procedures set forth in this policy is attached as Form G.

Temporary, Term and Visiting Appointments

Temporary appointments are generally the result of last-minute resignations, death, illness, budgetary problems, or an inability to fill an approved permanent position. Temporary one-term or one-year appointments are typically the solution; on occasion specified longer term appointments will be offered. In such instances, the hiring unit may send a letter to the Faculty EEO Coordinator requesting a waiver of the normal search procedures. When the request for a

waiver of the search procedures is approved by the Faculty EEO Coordinator, the hiring unit will send a position announcement to the Faculty EEO Coordinator for endorsement prior to advertising the vacancy. Temporary appointments may provide opportunities for women and minorities to gain experience or complete terminal-degree requirements and subsequently be better prepared for later consideration. However, temporary appointments cannot be converted to permanent status unless a full affirmative action search has been conducted.

From time to time grant-funded appointments are offered to facilitate projects or programs under development. Advertisements and announcements for this type of appointment will stipulate that the position is available "contingent upon receipt of contract or grant funds."

Also, a distinguished or retired faculty member from a prestigious university may be offered a visiting appointment to enhance a particular department or discipline. Appointments of this kind normally will be one year in duration.

Advertisements and announcements for short-term appointments include the minimum qualifications and expertise required for the position and any specific information about the term and type of appointment. Care must be taken to insure that the principles of affirmative action are carried out.

Part-Time Appointments

The guidelines for recruitment of part-time faculty will conform to the affirmative action plan outlined for recruitment of full-time faculty. The procedure for part-time recruitment is as follows:

A. Anticipated Vacancy. During the Spring term, each academic unit that anticipates the use of part-time faculty members during the next academic year shall make an effort to create a diverse pool of qualified individuals who are available to fill these anticipated positions.

B. Unanticipated Vacancy. If the unit has an unanticipated vacancy or if the pool becomes depleted prior to the end of the academic year, efforts will be made to identify a pool of persons at the time that the additional needs of the unit become known.

C. Position Advertisement. Advertising for the position shall proceed as follows:

1. Each college will determine whether these recruitment efforts will be conducted at the school-wide or departmental level. The responsible administrator (dean or department chair) will prepare an appropriate advertisement describing the anticipated position(s) available. These advertisements shall conform to existing affirmative action guidelines and shall be approved by the Faculty EEO Coordinator.

2. The advertisement shall clearly indicate the name, address, and title of the person who is authorized to receive applications. The application process shall require an application form or résumé, an official copy of the most recent transcript, and names and addresses of three references.

3. A copy of the advertisement and purchase requisition is approved by the appropriate dean and transmitted to the Purchasing Department.

4. Advertisements are placed in the local newspapers and on the UAH website.

Position announcements are sent to local colleges and universities and the Office of Human Resources.

5. Advertisements are sent to minority and female organizations and agencies in the community whenever applicable.

6. Advertisements shall run for a period of not less than four consecutive days or two consecutive Sundays with a cut-off date for receipt of applications at least two weeks after the last publication date.

D. Additional Conditions. This procedure does not restrict the ability of the unit to add qualified persons to the pool at any time during the academic year as new persons are justified.

E. Approval for Offer. Before an offer is made, the administrator filling the vacancy will submit the name(s) of the individual(s) to be hired to the Faculty EEO Coordinator for approval. The listing of the names of the persons in the pool who are qualified for the position also will be submitted. If the pool of acceptable candidates includes female or minority candidates and the individual selected for the position is not from one of these groups, written justification must be provided for not selecting one of those individuals. The approval of the Faculty EEO Coordinator is required prior to making an offer.

F. Retention of Applications. All applications will be kept current for a minimum of one year. Each Spring the appropriate administrator will contact each person in the pool to determine whether that person wishes to remain in the pool for the next year and to determine any changes in the status of the applicant.

General Responsibilities in Academic Recruitment

The foregoing policies and procedures shall become a part of every recruitment effort for academic positions (including temporary positions) at the University. In those instances where unsuccessful recruitment or other factors have altered a position description, policies and procedures regarding affirmative action will be re-implemented for further recruitment.

The academic unit head is expected to maintain an up-to-date list of potential women and minority candidates for appointment at each level of instruction, including those locally available for part-time instruction.

Deans of the colleges should seek to identify, on a continuing basis, departments or categories within the school where proportions of women or minority persons fall substantially below the estimates of women and minority Ph.D. holders in the United States for the category of scholars in question. Specific inquiries should be made in such cases to determine the reasons for such disparities and to bring such facts to the attention of the department or unit involved.

Retention of Applications

Applications for faculty positions will be retained in the appropriate department/academic unit office for that period of time stated in the University's Record Management Policy.

Recruitment Expenses

All authorized expenditures of the interview will be paid from the appropriate dean's recruitment account. These include but are not necessarily limited to:

- The candidate's personal expenses (transportation not exceeding economy air fare, meals, lodging for a maximum of two nights) incurred during the visits.
- The chairperson's and faculty members' expenses incurred during the interview process for meals and miscellaneous items.
- Reasonable advertising costs.
- The cost of trips for recruitment at conventions and/or conferences when prior approval has been obtained from the dean.
- Other expenses, as appropriate. In general, expenses relative to candidates' spouses cannot be approved.