


## MEMORANDUM

**DATE:** May 2, 2022  
**TO:** CALS Unit Heads, County Extension Directors, and Business Officers  
**FROM:** Shane C. Burgess   
**SUBJECT:** ALVSCE Required Processes to Ensure Diverse Pools in Faculty Searches

Effective immediately, and including all current searches, in addition to the Faculty Search Committee Guidelines 2022 (attached), Provost Folks provided me with the following practices to be followed to ensure that all faculty searches achieve diverse pools. I concur with Provost Folks completely and thank her for her strong and clear expectations and directives to effect real positive change in our faculty searches.

1. *At the Committee Review Stage* (page 6, 2022 guidelines), the search committee chair will provide the hiring manager (i.e., county Extension director or CALS academic unit head) with a written report of all the candidates to be invited for the first round of Zoom interviews. This report will include a description of all the processes taken by the committee to *ensure* a broadly inclusive candidate pool was selected from the total applicants and substantiation that the pool is broadly inclusive. The report will be reviewed by the hiring manager who will decide if there is a broadly inclusive candidate pool or not.

If the hiring manager decides there is not a broadly inclusive candidate pool, the hiring manager will inform the search chair that this is the case and the search will continue, and new reports will be submitted.

When the hiring manager decides there is a broadly inclusive candidate pool, the hiring manager will forward the document with their signed decision and rationale to the CALS Assistant Dean for Faculty Advancement for concurrence. If the CALS Assistant Dean for Faculty Advancement concurs, the hiring manager will provide formal written approval to the search chair for the process to continue to the first round of Zoom interviews.

If the CALS Assistant Dean for Faculty Advancement does not concur, the hiring manager will inform the search chair that the search will continue, and new reports will be submitted until the hiring manager decides there is a broadly inclusive candidate

pool, and the CALS Assistant Dean for Faculty Advancement concurs.

UNDER NO CIRCUMSTANCES will invitations for the first round of Zoom interviews be extended until the hiring manager has provided formal written approval to the search chair for the process to continue.

2. *Prior to On-Campus Visits* (page 8, 2022 guidelines), the committee chair will provide the hiring manager with a report of the finalists. The hiring manager will review the report to ensure that finalists are both excellent and broadly inclusive as compared with the discipline and the initial pool. The hiring manager will then provide a document with their signed decision and rationale to the CALS Assistant Dean for Faculty Advancement for concurrence. If the CALS Assistant Dean for Faculty Advancement concurs, the hiring manager will provide formal written approval to the search chair for the process to continue. If the list is not deemed to be inclusive, the committee will be asked to continue and resubmit an updated report of the finalists. This process will continue until the CALS Assistant Dean for Faculty Advancement concurs.
3. *Prior to Final Decision and Announcement* (page 10, 2022 guidelines), the committee chair will provide the hiring manager a review of the applications of unranked finalists. These will be used by the hiring manager as a comparator to the application of the selected finalist, as one mechanism to ensure that fairness and equity were used in decision-making. The CALS Assistant Dean for Faculty Advancement should concur with the hiring manager. If the hiring manager or CALS Assistant Dean for Faculty Advancement do not believe that the process was fair and equitable based on this review the search will go back to a stage when this can be remedied or be cancelled, and the hiring manager will need to request the position again.
4. Failure to follow the above requirements will result in the CALS Assistant Dean for Faculty Advancement recommending to the vice president that the search be cancelled, and the hiring manager will need to request the position again. There is no guarantee that the position will be chosen again as one of the highest CALS or CES priorities.

I understand some of you may have concerns that these requirements will increase search committee workload. However, if the search processes and practices our search committees are using have been fair and equitable, as well as consistent with UA training and expectations for recordkeeping, these requirements will add very little additional work or documentation.

Att.

cc: All CALS and CES faculty  
ALVSCE Executive Council  
Jeannie McLain  
Amanda Stevens, Staff Council chair



Faculty Affairs

## Faculty Search Committee Guidelines 2022

These guidelines are designed to serve as an organizing tool for faculty search committees as they move through the process of faculty recruitment and hiring. This document is organized into sections for each stage of recruitment and hiring. Specific actions and responsibilities are identified for the following individuals: dean or department head, the search chair, and/or entire search committee. The guidelines have been constructed with resources from the Offices of Faculty Affairs and policy guidance from Human Resources. This tool has been created with a **specific focus on improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring**. This document, along with additional resources can be found at: <https://facultyaffairs.arizona.edu/content/about-recruitment>.

A key feature of these guidelines are tips and guidance for proactive recruitment of the candidate pool. Using proactive recruitment, search committees can seek out and hire world class faculty to contribute to our advancement as a premier Research 1 institution. Proactive recruitment takes time, but it works. A new faculty hire is one of the most important investments departments make for their future, so it worth investing the time to recruit a high quality and diverse candidate pool. Proactive recruitment can generate a highly inclusive and excellent group of talented people from which to select a colleague. Proactive recruitment signals to applicants that the UA is a highly engaged creative community, and once an offer is made, candidates are more likely to want to join our institution.

For more information and/or additional resources, please contact:

Andrea Romero, Vice Provost for Faculty Affairs, [romero@arizona.edu](mailto:romero@arizona.edu)

Judy Marquez Kiyama, Associate Vice Provost for Faculty Development, [jkiyama@email.arizona.edu](mailto:jkiyama@email.arizona.edu)

Asya Roberts, Executive Associate to the Vice Provost for Faculty Affairs, [asya@arizona.edu](mailto:asya@arizona.edu).

<https://facultyaffairs.arizona.edu/>



## Preliminary Stage: **Before** the Search Committee's First Meeting

	Before the Search Committee's First Meeting	Responsible Party	Target Date	Completion Date
1	Review " <a href="#">A Guide to Successful Searches.</a> ", the University of Arizona's <a href="#">Recruitment Policy</a> , and Human Resources (HR) <a href="#">Recruitment Resources</a> . <b>Be prepared to share with search committee and have available as references during the search process.</b>	Hiring Authority & Search Chair		
2	Develop a hiring budget that includes advertising, email, conference attendance, candidate travel, and campus visit costs.	Hiring Authority		
3	Be attentive to the role of shared governance in this process:  The faculty search committee operates as the shared governance process to vet candidates and provide recommendations to the hiring authority. The Department Head, or hiring authority, makes the final decision, engages in negotiations, and oversees the hiring. Given the Department Head's role as final decision maker, they are typically separate from the search process in order to ensure balance and give voice to the faculty in hiring decisions..  More information about guidelines for shared governance can be found <a href="#">HERE</a> .	Hiring Authority		
4	Appoint search chair(s) who is committed to improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring.	Hiring Authority		
5	Appoint a search committee including faculty that represent diverse perspectives and experiences that are relevant to reviewing the candidates and include faculty that are attentive to scholarship, teaching, and service that represent high quality inclusive practices, perspectives and experiences that are relevant to the position. Search committees must include at least one person from outside the department or college (preferred).	Hiring Authority		
6	All search committee members <u>must</u> attend the <a href="#">Faculty Search Committee Training</a> offered through EDGE. The four short training modules have been created with a specific focus on providing research-based strategies and best practices for identifying candidates who will help us advance our strategic priorities. The training focuses on improving inclusion, rigor, fairness and reducing unconscious bias in recruitment and hiring.	Hiring Authority & Search Committee		



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	Upon completion of the training, Search Committee members will have access to the following resources in EDGE: “A Guide to Successful Searches”, Criteria Matrix, Matrix Rating Sheet, and Sample Criteria Matrix. These materials should be discussed at the first meeting.			
7	<p>Create position description with assistance and approval of HR: Include minimum and preferred qualifications.</p> <p>Ensure that <a href="#">inclusive language, as approved by HR</a> is embedded throughout, including intentional word choices that signal inclusion. Include language in job description that signals asset-minded perspectives and avoided language from a deficit frame.</p> <p>Include UArizona’s commitment to equity in hiring and creating an inclusive workplace. See <a href="#">A Guide to Successful Searches</a> “Diversity Commitments” for additional language.</p>	Search Chair with Hiring Authority		
8	<p>Decide on application materials: CV, cover letter, equity statement, writing samples, etc. It is very strongly recommended to include inclusive excellence or equity statements as a requirement for all candidates’ applications. Potential language for a statement might include:</p> <p><i>“The application should include a separate one-page statement on how the applicant’s scholarship, teaching and service specifically address issues of equity and inclusive excellence in [field].”</i></p> <p>Example resource: <a href="https://facultydiversity.ucsd.edu/recruitment/contributions-to-diversity.html">https://facultydiversity.ucsd.edu/recruitment/contributions-to-diversity.html</a></p>	Search Chair with Hiring Authority		
9	Secure position description and position announcement approval from hiring authority.	Search Chair with Hiring Authority		
10	<p>Post job opening in UArizona <a href="#">Talent Portal</a> - online applicant tracking system. <a href="#">Consult Talent Requisition Process and UA Hiring Process Overview</a>. Hiring authorities will need to complete and attach this short form. Consider consulting with HR and/or Faculty Affairs to discuss proposed strategies for recruiting candidate pools with a focus on inclusion.</p> <p>Once uploaded to Talent, the requisition and short form must be routed to the Office of the Provost and then to HR for approval.</p>	Hiring Authoring & Search Chair		



## Initial Stage: First Search Committee Meeting

	<b>First Search Committee Meeting</b>	<b>Responsible Party</b>	<b>Target Date</b>	<b>Completion Date</b>
1	<p>The hiring authority meets with the committee and issues their charge.</p> <ul style="list-style-type: none"> <li>Define expectations for process &amp; outcomes for committee, such as final recommendations format, and confidentiality expectations. The hiring process is subject to a consistent expectation of confidentiality. You can access the University’s <a href="#">confidentiality agreement here</a> should the committee choose to use one as committee expectations are defined.</li> <li>Be clear with committee about the importance of actively and intentionally generating a wide and inclusive candidate pool using the training outlined on EDGE as a guide.</li> <li>Confirm recruitment plan budget with committee.</li> </ul>	Hiring Authority		
2	Search Committee members co-create list of <a href="#">Meeting Agreements</a> . Agreements help to clarify committee expectations, group participation, and create processes for engaging in challenging or confidential conversations.	Search Committee		
3	Develop the Criteria Matrix for the search which will guide evaluation strategies to align with required and preferred qualifications. Commit to using it as a tool in search process for defining specific criteria and mitigating structural and unconscious bias.	Search Committee		
4	Develop search timeline including targeted dates for advertising, initial screening, zoom interviews, campus visits, etc.	Search Chair		
5	As noted in #10 above, discuss recruitment strategy for an inclusive applicant pool. Each committee member should plan to reach out to their professional listservs and collegial networks. Tips regarding sharing with special interest and affinity groups via social media are listed below.	Search Committee		



## Recruitment Stage

Recruitment Stage	Responsible Party	Target Date	Completion Date
1 Provide email template for faculty to share with colleagues to announce and invite candidates. Request nominations from the search committee, department, and campus community, professional networks and mentors, affinity groups and individuals well positioned to suggest viable candidates.	Search Chair & Committee		
2 Write and place advertisements in online sites, journals, magazines, and social media devoted to the discipline and those that specifically serve diverse communities. Human Resources helps with some ads by automatically posting all requisitions open to the public to the following websites at no cost to the hiring department: HigherEdJobs.com, HigherEdMilitary, Linkages, ArizonaDiversity.com, and AZ Job Connection.	Search Chair		
3 Invite nominees to apply. In addition to the standard recruitment avenues, plan for <a href="#">proactive</a> and targeted recruitment with professional associations and national affinity groups that are organized for BIPOC individuals and other typically underrepresented applicants. If posting via social media utilize popular hashtags like #BlackInSTEM #BLM, #BadHombreScholars, #WomeninSTEM, #NativeSTEM (among others) when sharing via social media.  For more on the use of hashtags and social media: <a href="#">Bhalla (2019) Strategies to Improve Equity in Faculty Hiring</a>	Search Chair & Committee		



### Committee Review Stage

	Committee Review Stage	Responsible Party	Target Date	Completion Date
1	Search committee members separately review application materials using predetermined criteria and screening process (Criteria Matrix).	Search Committee		
2	Be cautious of unconscious bias when reviewing external recommendation letters. External recommendation letters included in application materials have been shown to fall trap to unconscious gender bias. This <a href="#">handout</a> aids search committees in identifying where unconscious bias and stereotypes might show up in letters of recommendation.	Search Committee		
3	Committee meets to discuss applicants. It is recommended to send scores to Chair and to use this as a tool to narrow applicant pool and then to focus discussion on top 50% of applicants. Use selection/voting method agreed upon in Initial Stages of Search.	Search Committee		
4	Generate a shortlist of 8-10 candidates for video conferencing interviews, based on predetermined criteria.	Search Committee		
5	Review the shortlist with search committee and discuss efforts used to generate an inclusive candidate pool.	Hiring Authority		
6	Create a list of standard questions to ask in all video conference interviews. Questions should be developed after consulting of the library of interview questions and questions to avoid (include links from below). Set organizational protocols for interview. In general, preparing 5-6 questions are recommended for 30 minute video conferencing interviews. This also allows time for the candidate to pose questions to the search committee.  Consult these <a href="#">Example Interview Questions</a> and <a href="#">Questions to Avoid</a> .	Search Committee		





## Interviews

	Interviews	Responsible Party	Target Date	Completion Date
1	Conduct video conferencing interviews with all candidates and document responses. Encourage the consistent <a href="#">use of pronouns</a> when committee members and/or stakeholders are sharing introductions. Additional resources: <a href="https://www.mypronouns.org/">https://www.mypronouns.org/</a>	Search Committee		
2	Do not rely on only one equity or inclusive excellence question during the interview to assess a candidate’s commitment to social justice, equity, and inclusive excellence. Weave in opportunities for the candidate to share their commitment to inclusive excellence during the interview questions, presentation, teaching demonstration, etc.	Search Committee		
3	Generate the finalist list for on-campus interviews using previously agreed upon criteria and selection process after evaluation of the interviews.	Search Committee		
4	Review the finalist list and discuss efforts used to generate an inclusive candidate pool.	Hiring Authority		
5	Generate a list of <a href="#">reference questions</a> that is used consistently across each referee who is contacted. Complete all reference checks for each finalist before candidates visit campus. <a href="#">Utilize HR’s Reference Check Guiding Principles</a> . The department head should also follow up with referees and ask the “required reference check questions” regarding sexual misconduct and/or investigations <a href="#">noted on this form</a> .	Search Chair & Hiring Authority		



## Curating a Successful Campus Visit

	Curating a Successful Campus Visit	Responsible Party	Target Date	Completion Date
1	Notify finalists and invite them for an <a href="#">on-campus interview</a>	Search Chair		
2	Design itinerary to include visits with Hiring Authority, Dean, potential colleagues, a Faculty Affairs representative from the college, and others as requested by the finalists. Presentations and/or teaching demonstrations should be included as appropriate to the position. Include at least one interview with the Search Committee.	Search Committee		
3	Identify staff support to develop standard materials + information packet (including agenda, campus & unit brochures, maps etc. to candidates ahead of visit), make equitable travel arrangements (including booking, all airport and hotel transport) accommodations and reimbursements. Don't forget to meet any special needs of the finalists (physical, dietary, etc.).	Search Chair		
4	Offer to arrange informal meetings for the finalists with campus partners, HR, <a href="#">affinity groups</a> , and/or community partners with whom they would like to meet. Assure finalists these meetings are not part of the formal evaluation or interview process. Please reach out to Judy Marquez Kiyama ( <a href="mailto:jkiyama@email.arizona.edu">jkiyama@email.arizona.edu</a> ) in Faculty Affairs to help arrange meetings with individual campus partners and/or affinity groups.	Search Chair		
5	Make sure to be aware of resources offered through the <a href="#">Disability Resource Center</a> should finalists request accommodations. Please visit the Faculty Affairs <a href="#">equity resources page</a> to learn more about the accommodations available for faculty finalists.	Search Chair		
6	Contact finalists in advance of visit to answer questions and express excitement about upcoming visit. Provide contact information and maintain contact with finalists throughout the campus visit process. Ensure all finalists feel equally valued and welcomed. Our goal is to create an environment where people from different backgrounds and academic traditions feel comfortable, supported, and excited to join the University.	Search Chair		



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7	Provide final itinerary to the finalists. Include information on the Tucson community, the University, the hiring college/division and department, information on the value of UA employment, dual career resources, and the University's commitment to diversity.	Search Chair		
8	Schedule search committee members (minimum of 2 w/candidate) to accompany finalists during the campus visit.	Search Chair		
9	Important Reminders: When meeting with the finalists, do not rely on only one equity or inclusive excellence question during the interview to assess a candidate's commitment to social justice, equity, and inclusive excellence.  Remind all stakeholders who meet with the finalists of the importance of maintaining confidentiality during the process and revisit the <a href="#">Example Interview Questions</a> and <a href="#">Questions to Avoid</a> .	Search Committee		
10	Encourage the use of pronouns when committee members and/or stakeholders are sharing introductions. Ensure gender inclusive restrooms are readily accessible. Resources: <a href="https://www.mypronouns.org/">https://www.mypronouns.org/</a>	Search Committee		
11	Use the provided template survey for feedback from stakeholders who either met with the finalists or attended finalists' presentations. The standard feedback form ensures confidentiality (e.g. do not ask people to identify by student, faculty, staff) and should align with required and preferred job qualifications. See the <a href="#">Applicant Evaluation Tool</a> as a template. Any feedback or scoring is confidential and is kept only within the search committee and hiring authority.  Avoid personal comments in notes and evaluation forms. Focus on the candidate's professional attributes, experiences, and potential.	Search Committee		



## Final Decisions & Announcements

	Final Decisions & Announcements	Responsible Party	Target Date	Completion Date
1	Search Committee evaluates finalists using Criteria Matrix and considers feedback of stakeholders.	Search Committee		
2	Provide the Hiring Authority with the Search Committee's written analysis of the finalists, including strengths and areas of growth for each finalist.	Search Committee		
3	Select the faculty hire or direct Search Committee to invite additional finalists.  Important reminder: Hiring decisions cannot not be based on a person's sex, gender, gender identity, transgender status, sexual orientation, race, color, national origin, disability, religion, genetic information, or veteran status.	Hiring Authority		
4	When preparing the offer, start from a fair and equitable place rather than obliging the finalist to negotiate. Do not tie a salary offer to the person's prior salary. When needed, consulting with HR to determine current market rates.  Resources: <a href="#">Applicants Urged to Speak up at Negotiations Table</a> (Watson, 2015); <a href="#">You Deserve Better</a> (Falcón, 2016)	Hiring Authority		
5	Design the offer, which may include start-up package, effort requirements, lab support, travel funds, and employment for partner. Ensure that proposed offer maintains departmental/college/division salary equity.	Hiring Authority		
6	Once finalist has been approved by Department Head and/or Dean, documents related to the offer must be submitted to Marilyn Taylor ( <a href="mailto:taylor@arizona.edu">taylor@arizona.edu</a> ) in the Office of the Provost. Once approved the offer letter can then be routed in Talent.	Hiring Authoring		
7	Letter of offer extended once approved by the Office of the Provost. Letter of offer must include the name and contact information for a mentor for the hire if they are at the assistant or associate level. The letter of offer must also include the date for the annual <a href="#">New Faculty Orientation</a> . It must also include the standard language approved by HR that outlines the nature of the employment relationship and the importance of the Notice of Appointment.			



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8	Make offer by phone and invite selected finalist (and family) to visit Tucson. Share letter of offer via email.	Hiring Authority, Search Chair		
9	Enthusiastically recruit the offeree. Connect selected finalist to a range of faculty and to broader parts of University or Tucson that are of interest. Arrange for meeting with <a href="#">Above &amp; Beyond Relocation Service</a> for community orientation and housing. Consider scheduling meeting with HR to discuss benefit options or the Provost's Office to discuss dual career services as needed. Schedule meetings with individuals as requested by finalist.	Hiring Authority, Search Chair		
10	Officially close the search in Talent Portal once offer is finalized and finalist has accepted the offer.	Hiring Authority & Search Chair		
11	Notify applicants about status of search. See Sample Letters to Applicants. See <a href="#">Sample Letters to Applicants</a> .	Search Chair		
12	Announce hire to search committee, department, the University community, and the Tucson community. Also announce through local and community press and social media.	Hiring Authority & Search Chair		
13	Thank Search Committee and the Search Chair for their efforts. Request feedback on how future efforts might be improved.	Hiring Authority		
14	Search-related documents such as copies of hiring forms, interview questions, screening tools and committee notes must be retained in department files or with college HR or Faculty Affairs for a period of 3 years from the date of candidate hire. Electronic records created or stored in Talent will be maintained by HR.	Search Chair		