

# Searching for Excellence: An Administrators' Checklist

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## Before the search

- Anticipate future position openings and think of recruitment as an ongoing activity.
- Align NDSU hiring goals with department hiring goals to achieve both excellence and diversity.
- Educate yourself and departmental faculty and staff about common - and often unconscious - biases and assumptions.
- Attend search training.
- Consider what factors in your department might discourage women applicants and/or lead to women turning down an offer.
- Keep in mind that diverse interests/experiences contribute positively to candidate qualifications.
- Identify effective strategies for recruiting and hiring women faculty.

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## Forming the search committee

- Appoint members with diverse perspectives and areas of expertise and include women faculty, faculty of color and students.
- Require all committee members to attend search committee training.
- Direct committee members to the on-line NDSU resources that provide EO guidelines describing appropriate protocol for interaction with candidates including acceptable and unacceptable questions.
- In memo appointing search committee members, make expectations about diversity (including gender) of candidates clear.
- Make the committee aware that you are prepared to extend the search if the candidate pool does not reflect appropriate diversity.
- Remind search committee about NDSU Policy 339 - English Language Proficiency.
- Be sure committee members understand the implications of the ND open records law for their work.

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## Developing the position description

- Involve the search committee in developing the position description.
- Use qualifications re: scholarship, experience, and disciplinary background that are as broad as possible.
- Include all qualifications/characteristics to be used in screening candidates in the position description.
- Include "ability to interact & collaborate effectively with a diversity of colleagues and students" as a minimum qualification.
- Make any qualifications that are not absolutely required preferred.
- Make sure that position description and advertisement signal a commitment to inclusion:
  - Include the NDSU EO statement in the advertising. And add:  
NDSU is an NSF ADVANCE institution.
  - Consider using this statement: Women and member of other traditionally underrepresented groups are encouraged to apply.

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## During the search

- Maintain contact with search committee chair and monitor progress without micromanaging.
  - Make yourself available to meet with the search committee IF there are questions or concerns.
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## Conducting the interview

- Be sure that you schedule comparable time for your own interview with each candidate.
  - Develop a series of questions to use consistently with each candidate.
  - Be sure you allow time for each candidate to ask you questions.
  - Make sure your interactions with each candidate are honest and gracious.
  - Be clear and genuine regarding your interest in scholarship and skills of each candidate.
  - Market the position, your department, college, NDSU, and the F-M community.
  - Do not ask personal information of the candidate. You can, however, offer information about such things as the spousal/partner hiring policy but offer it to each candidate - do not pick and choose.
  - Do not assume family responsibilities will have a negative impact on a candidate's career.
  - Consider covering the cost of additional campus/area visits to explore housing and partner/spouse travel.
  - Advise the candidate of any incentives that might be negotiable in the start-up package.
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## Preparing the offer

- Do NOT make a formal offer (nothing in writing) until the Offer Form has been fully approved.
  - Be sure to include the draft of the appointment letter along with the Offer Form.
  - Be sure that the search committee's recommendation and your recommendation for hiring have a clear rationale for the decision based on advertised qualifications.
  - Work closely with your departmental support staff.
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## After the Search

- Honor all start-up conditions in the offer letter.
  - Review tenure and promotion guidelines with the new hire early on.
  - Provide the new hire with clearly stated standards and procedures regarding evaluation and performance.
  - Ensure that the new hire participates in the University wide mentoring program.
  - Encourage the new hire to seek out multiple mentors and various mentoring and professional development opportunities.
  - Do not overload the new hire with excessive teaching, advising, and service demands. Encourage the new hire to be strategic in service selections.
  - Follow-up with the new hire regularly to help with transitions and to address any concerns.
  - Demonstrate genuine interest in the new hire's career success and satisfaction.
  - Seek ways to highlight the research, teaching, and service contributions of the new hire.
  - Evaluate the effectiveness of the search process; gather feedback anonymously from search committee members and the new hire.
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