



TT & FTNTT Recruitment & Hiring Checklist — Dean of the College —

As Dean of the College, you hold a position of influence and responsibility as well as one of compromise and complication. You serve as the leader of your college and your faculty as well as a catalyst for excellence in the recruiting, evaluating, and hiring of new faculty. With oversight from the Provost, the buck begins and ends with you and your fellow deans to create and sustain a diverse and inclusive faculty to serve our students. The following check list is intended to give you pause to consider various aspects of the process where you can truly have an impact.

<i>Approve Position</i>		<i>Partner with:</i>
<input type="checkbox"/>	<p>Approve funding for faculty position: Include, as you evaluate requests to fill and fund faculty positions, criteria that will optimally enhance the chances for a diverse applicant pool: conduct research into the diversity of PhD/ABD candidates in a specific discipline and/or specialty; examine student demographics in relation to faculty in your department;</p>	<p>Human Resources (Ensure Admin Specialist submits MSS action in MyCWU to begin process.)</p>
<i>Search Committee and Support</i>		<i>Partner with:</i>
<input type="checkbox"/>	<p>Establish search committee:</p> <ul style="list-style-type: none"> • Invite committee members that understand and will implement strategies toward achieving a diverse applicant pool. • Additional search committee factors to consider: faculty who are particularly engaged in emerging research, who you know are proactive in recruiting and who understand the importance of a diverse faculty for our students. • Consider including a faculty member from a different but related department or a staff member who would serve as advocates for diversity. 	<p>Department Chair</p>
<input type="checkbox"/>	<p>Choose search secretary: Assign/choose a search secretary that will keep the process moving and contribute in meaningful ways to a positive search experience. This is not always the secretary employed by the searching department. The secretary is probably the most important person in keeping the search on a timeline. Searches with an ineffective secretary often languish without an effective rudder to keep the process moving.</p>	<p>Department Chair (Ensure search secretary enters information about the search committee, etc. in Recruiting Solutions.)</p>
<i>Position and Search Specifics</i>		<i>Partner with:</i>

<input type="checkbox"/>	<p>Meet with the search committee:</p> <ul style="list-style-type: none"> • Ensure the committee and search secretary understand your charge and their responsibilities. Share with them how the final position fits into the larger department and college. Talk with them about your expectations for a diverse group of applicants at each stage of the process. Encourage them to ask questions. • Ensure HR/Talent Acquisition Team (TAT) meets with the committee to give them information about the process, equal opportunity, etc. 	<p>Department Chair, Search Committee, Search Secretary</p>
<input type="checkbox"/>	<p>Establish search timeline: Ensure search is conducted in the most optimum time of the year in order to ensure a diverse applicant pool. If timing is not optimal, consider a plan where a NTT faculty member fills in until a better time.</p>	<p>Department Chair, Search Committee, Search Secretary</p>
<input type="checkbox"/>	<p>Approve position description: Ensure specialty, qualifications (both required and preferred), and position posting are constructed in the best way possible to attract a diverse applicant pool.</p>	<p>Department Chair, Search Committee, Search Secretary (Ensure search secretary works with HR to finalize PD/posting in Recruiting Solutions.)</p>
<input type="checkbox"/>	<p>Approve advertising sources and timeline: Ensure chair and/or search committee has been intentional in determining best possible recruitment sources. Explore unconventional venues. Ensure networking possibilities both inside and outside the department are utilized. Consider providing additional funding, if necessary.</p>	<p>Department Chair and Search Committee (Ensure search secretary actually places advertising in selected venues.)</p>
<p>Actions During Recruitment Period NOTE: The recruitment period is an ideal time to develop screening tools, interview questions, on-site interview particulars, etc.</p>		<p>Partner with:</p>
<input type="checkbox"/>	<p>Develop screening tools/process:</p> <ul style="list-style-type: none"> • It is important that you continue to work with the committee throughout the process. Ensure that you see and give input into the screening documents. Consider how the tools and interview questions are constructed. • Try the tool on your own resume to see if it is successful. Work with the department chair/committee to ensure the on-site interview puts our best foot forward. • What do we want candidates to know? To experience? Will students have input? Will there be an open forum? Will you provide flowers, an information packet at their hotel? Who should each candidate meet with when on-site? 	<p>Department Chair, Search Committee, Search Secretary</p>

<input type="checkbox"/>	<p>Diversity of the applicant pool:</p> <ul style="list-style-type: none"> • Check in frequently with HR/TAT to ensure the quantity and diversity of applicants. Determine as the recruitment period progresses if additional recruitment strategies are needed. If you wait until the screening date, you have waited too long to establish additional recruitment venues or make more network contact. • Consider, before the end of the recruitment period, if additional time is needed. However, do not extend the screening date and then do nothing, hoping the extra time will bring you additional candidates. You must take action! 	<p>HR/TAT</p>
Evaluate Applicants		Partner with:
<input type="checkbox"/>	<p>Day after screening date, determine sufficiency of the applicant pool:</p> <ul style="list-style-type: none"> • HR/TAT will e-mail and the Department Chair and Search Secretary a demographics summary the success of the recruitment effort. The decision about the next step is yours. Do you feel you have an adequate number of applicants? Do you have a diverse pool? Are you absolutely confident that you and the search committee have done everything possible to generate applicants? Involve the Department Chair and search committee in the decision making. <p>NOTE: It defeats the purpose of this demographic “pause” (in fact, makes it meaningless) to move forward with the screening process (including scheduling phone/Skype interviews) before this conversation has taken place.</p>	<p>Department Chair, Search Committee</p>
<input type="checkbox"/>	<p>After sufficiency of applicant pool has been deemed acceptable, give permission to the search committee to begin screening. It is important for you to keep in touch with the process. For example:</p> <ul style="list-style-type: none"> • Questions about whether or not an applicant meets the minimum qualifications should be discussed by the entire committee. • Perhaps you discover the screening tool is eliminating most of the diversity of the pool. Take another look at the screening tool. Examine what is happening. Encourage the committee to make changes as necessary. 	<p>Search Committee</p>
<input type="checkbox"/>	<p>Ensure applicant status is updated at each step of the process. It is important to provide a status update email to the applicants, keeping them informed of the search process. It's also good PR for CWU (or bad if it is not done)!</p>	<p>Search Secretary</p>
<input type="checkbox"/>	<p>Minimum Qualifications Diversity Check: As soon as the search secretary updates the candidate list in Recruiting Solutions (noting who did not meet minimum qualifications), HR/TAT will provide a demographics summary to the you, the department chair and search committee. The same assessment that was done at the initial screening should be done here. Has the diversity of the pool been maintained? If not, why not? Is it the tool? Check for implicit bias. If you need assistance, contact HR.</p>	<p>Search Secretary/TAT</p>
<input type="checkbox"/>	<p>Initial Interview Diversity Check: As soon as the search secretary updates the candidate list in Recruiting Solutions (noting who the committee intends to invite for phone/Skype interview), HR/TAT will provide a demographics summary to you, the department chair, and search committee. Has the diversity of the pool been maintained? If not, why not? Is it the tool? Check for implicit bias. If you need assistance, contact HR.</p>	<p>Search Secretary/TAT</p>

Interviews		Partner with:
<input type="checkbox"/>	<p>On Site Diversity Check: As soon as the search secretary updates the candidate list in Recruiting Solutions (noting who the committee intends to invite for on-site interviews), HR/TAT will provide a demographics summary to you, the department chair, and search committee. Does the interview group reflect diversity? If not, why not? Make an intentional decision to move forward.</p>	Search Secretary/TAT
<input type="checkbox"/>	<p>On-Site Interview Approval: You, as Dean of the College are responsible for approving on-site interviews. Evaluate the application materials. Are you proud of the interviewees? Is there diversity in the group? It is better to have an honest conversation with the department chair and search committee at this juncture than to let questionable interviews take place. Consider making the invitations yourself as it begins to build rapport between the dean and the faculty member.</p>	Ensure Admin Specialist finalized on-site interviews in Recruiting Solutions and initiates interview details.
<input type="checkbox"/>	<p>Conduct on-site interviews:</p> <ul style="list-style-type: none"> • Ensure the college/department/search committee understands their role and puts their best foot forward. Ensure the candidates meet with people/roles they are interested in meeting (benefits, advocacy group, faith community, K-12 schools, etc.) • Ensure a diverse group of people participates in the on-site interviews (students, faculty, staff, people of color, student success, academic advisors, etc.) • Collect feedback from constituencies. 	
Make an Offer		Partner with:
<input type="checkbox"/>	<p>Collect feedback and consider pros and cons: Depending on your expectations, receive the recommendations from the department chair and search committee. Carefully consider the entire breadth of what each candidate brings to the department and to the university. Ask yourself in which ways each candidate contributes diversity to our community.</p>	Search Committee/ Department Chair
<input type="checkbox"/>	<p>Make your selection for the position. Ensure you have a conversation with TAT. Ensure the admin specialist updates Recruiting Solutions.</p>	TAT/Admin Specialist
<input type="checkbox"/>	<p>Make an offer to the finalist contingent upon a successful background check and discuss any other hiring details.</p>	
<input type="checkbox"/>	<p>Candidate accepts offer! Congratulations.</p> <p>Consider contacting other candidates who were interviewed on-site. This ensures they have the best possible impression of CWU, you and the search process.</p>	<p>Administrative Specialist (Ensure <i>Prepare Job Offer</i> is done in Recruiting Solutions. This will route the offer for approvals and prompt HR to process a background check and prepare the appointment letter.)</p> <p>Search Secretary (Ensure updates in <i>Recruiting Solutions</i>. Ensure other candidates are contacted.)</p>

<input type="checkbox"/>	<p>If candidate declines offer, refer back to the search committee to bring forth another pool of finalists; extend the search to find additional candidates, or declare a failed search and work with HR to determine next steps.</p>	<p>Administrative Specialist (Update online status to <i>Reject</i> and include appropriate rationale.)</p>
<input type="checkbox"/>	<p>Repeat last steps until a successful candidate is hired.</p>	
<input type="checkbox"/>	<p>Ensure you inform the search committee of the final outcome. Consider sending the committee a thank you letter.</p>	