

**MIDDLE
TENNESSEE**

STATE UNIVERSITY

OFFICE OF THE UNIVERSITY PROVOST

ACADEMIC RESOURCES

GUIDE TO FULL-TIME FACULTY RECRUITMENT

June 26, 2025



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Finding Faculty in a Competitive Market

I want to share this recruitment guide produced in our office on behalf of Academic Resources.

We continue to see Nashville and its surrounding areas grow amazingly, garnering national recognition. Likewise, *Money* magazine in its 2018 Best Places to Live in America issue recognized Murfreesboro as #19. As a result, we have the unique advantage of being in one of the most highly desired areas of the country. More specific to our campus, The *Princeton Review* has named MTSU in its “Best 385 Colleges” each year since 2020.

Supporting our colleges and academic departments is crucial to the Academic Resources staff. We hope this guide will provide helpful information for HR liaisons, search committee participants, and hiring officials, translating into successful faculty recruitment and hiring.

Please review this guide and use it to strengthen your skills and efforts toward recruitment, resulting in the selection of colleagues who will enjoy longevity and success at MTSU while bringing significant value to the success of our students and your departments.

Good luck with your search!

Becky Cole
Vice Provost for Academic Administration and Resources
Middle Tennessee State University

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Selecting the newest in our community of scholars!

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COMMITMENT AND VISION

We seek candidates committed to innovative teaching, robust research/creative activity, and meaningful service. We also seek to attract culturally and academically diverse faculty who value working with diverse students.

The Office of Institutional Equity and Compliance (IEC) at Middle Tennessee State University (MTSU) is committed to a diverse, inclusive work and learning environment. We fully embrace, value, and respect the backgrounds, cultures, identities, and experiences of our students, faculty, staff, visitors, and all who partner or do business with MTSU. Our vision is to foster a culture of inclusive excellence through our diverse people, philosophies, and perspectives to advance MTSU as a national leader, leveraging diversity to achieve its goals.

By the policy statement and letter of commitment from the President, outlined in Section I of the Affirmative Action Plan, MTSU shall not engage in practices that would discriminate against any individual or group for reasons of race, sex, sexual orientation or gender identity, age, color, religion, ethnic or national origin, disability status, or status as a covered veteran. MTSU finds explicitly that the diversity of students, faculty, administrators, and staff is crucial to the educational process. It reaffirms its commitment to enhancing education through affirmative action to increase diversity at all levels.

- **EQUAL OPPORTUNITY POLICY (Policy 21)**
<https://www.mtsu.edu/policies/governance-and-compliance/021.php>
- **NONDISCRIMINATION POLICY (Policies 25, 26, and 27)**
<https://www.mtsu.edu/policies/governance-and-compliance/025.php>
<https://www.mtsu.edu/policies/governance-and-compliance/026.php>
<https://www.mtsu.edu/policies/governance-and-compliance/027.php>
- **NEPOTISM POLICY (Policy 816)** <https://www.mtsu.edu/policies/personnel/816.php>
- **ENGLISH PROFICIENCY POLICY – FACULTY (Policy 207)** <https://www.mtsu.edu/policies/2p07/>
- **IMMIGRATION REFORM AND CONTROL ACT OF 1986**
- **EMPLOYMENT ELIGIBILITY VERIFICATION (USCIS, Form I-9)**



The University will achieve greater academic distinction through innovation, a celebration of diversity, and a heightened sense of active engagement.

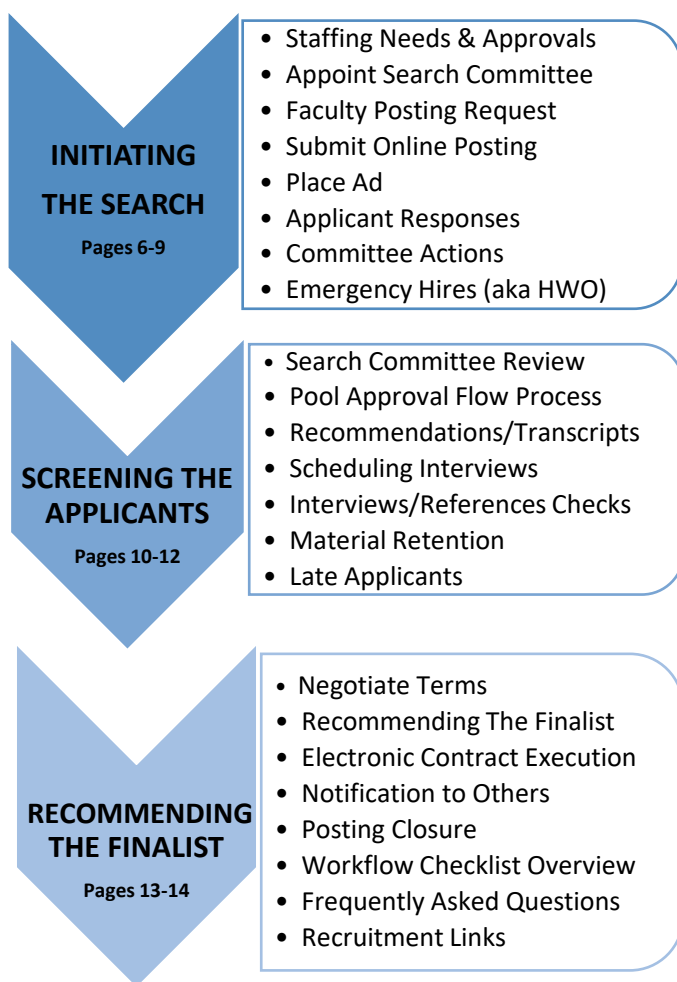
CONTACTS AND CONTENT

The Faculty Recruitment Specialist can respond to your suggestions or questions during this process.

Phone: (615) 898-5128

Email: Mitzi.Dunkley@mtsu.edu

If you find an unclear area in this guide, please let us know so we can provide better directions.



INITIATING THE SEARCH

STAFFING NEEDS AND APPROVALS are determined by reviewing the division and department staffing needs. This is also a time to consider the department's plans. The dean and the department chair should have a vision of the department's needs for the future, and recruitment should be in harmony with those goals.

Departments and colleges wishing to hire a full-time faculty member must obtain the provost's approval to fill the position.

Academic Affairs is now using the Academic Performance Solutions software platform and an associated [Faculty Line Request Template](https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/Faculty_Line_Request_Form-AY2020-21.xlsx) to consider requests to advertise replacement or new faculty positions: https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/Faculty_Line_Request_Form-AY2020-21.xlsx

Academic Affairs follows a fall recruitment initiative schedule for tenure-track faculty positions and most open-ended clinical/research track appointments. We provide the Provost Optimal Recruitment Timeline each year, detailing the expected schedule for the fall recruitment cycle. Full-time lecturer recruitment initiatives occur in the spring. We then provide each department's "color chart" detailing reappointment year status and the provost's approval of filling positions.

By March 15 of each year, requests to fill existing or new faculty lines during the fall initiative originate at the department level, with the chair completing the Faculty Line Request form in consultation with the dean. The dean evaluates the submissions and provides a college ranking for all requests in the college. The provost, in collaboration with department chairs and deans, determines which positions to search for the next academic year. Emergency hires (expected to be the exception, not the rule) will require provost approval as well as approval from the Office of Institutional Equity and Compliance. The provost will decide on requests falling outside the approval time period on a case-by-case basis.

PROVIDE POSTING DETAILS using identified needs and, if time permits, consider the advice of the search committee. Be sure to include the job description, required education, required experience (if any), licensure and certifications (if any), and other desirables (if any), as well as advertising source(s).

Initiating the Search (Continued)

CURRENTLY, departments **WILL NOT** create a Job Card (aka “faculty posting”) within the PageUp hiring system to prevent confusion with the administrative/classified process. Instead, once you have obtained the required approvals referenced above to search for a faculty position, please navigate to and complete the [Academic Resources Faculty Posting Request](https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngweb solutions.com%2fSubmit%2fStart%2fa55a4ceb-90c4-4135-acb2-0d2020e6b6c7) dynamic form found at

<https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngweb solutions.com%2fSubmit%2fStart%2fa55a4ceb-90c4-4135-acb2-0d2020e6b6c7>

Completing and submitting this form provides all the information and approvals needed by the faculty recruitment specialist to create your faculty posting within PageUp. You must provide all information specific to your posting within the form. We have denoted all required fields with an asterisk (*). You may leave blank sections not required for your posting (e.g., required experience, licensure, certification, or registration).

The posting may contain more than one position approved to post, as long as each position has the same job description and requirements to apply. Follow user directions for the online hiring system to submit and obtain all necessary approvals.

PLACE AN AD in at least one discipline-specific ad source identified by the hiring department for tenure-track postings. Departments are responsible for placing discipline-specific ads and covering costs (if any). Academic Affairs will post ads in other required advertising sources, including sources contracted for our efforts toward diversity outreach.

If tenure-track postings are out of the recruitment cycle, department chairs or deans are responsible for placing and paying for ALL required outside ad sources.

Be sure to provide the faculty recruitment specialist with all outside ad sources so the recruitment plan for the posting can be updated. Ad requirements and copy to all external sources **must be** consistent with the online posting. Academic Affairs will place ads in the established centralized recruitment list of sources during the recruitment initiatives.

Initiating the Search (Continued)

****NOTE:** Do not publish your outside advertisement before the job posting becomes active on our hiring site.

If you do, potential applicants who may visit our site will not be able to find the posting.

Tenure-Track postings are nationally searched and require a 30-day posting period.

All other full-time temporary (non-tenurable) faculty postings require a two-week posting period.

APPOINT A SEARCH COMMITTEE consisting of at least three tenured or tenure-track faculty members, with one serving as the search committee chair.

Faculty serving as a Search Committee Member....

should decline serving if considering applying to the posting.

must recuse themselves before the review date if interested in applying.

should reveal any relationship with an applicant.

may not provide letters of recommendation for candidates in the search (Includes department chairs and deans).

must recuse themselves if conflicts of interest exist (i.e., professional, personal, or financial).

should be tenured or tenure-track faculty. Temporary faculty, adjunct faculty, students, and staff may not serve.

may assist in creation of advertising; however, outside ad source copy may not differ from the posting on our career page.

consider discipline-related journal, professional associations, or colleagues for outside ad sources.

participate in a recruitment roundtable session to ensure being up-to-date with processes and regulations.

Search Committee Member Actions should include....



APPLICANT RESPONSES: Department chairs may follow up to see if applicants are applying by logging into the online posting periodically during the posting period to view the number of applicants. If there is little or no applicant response, please get in touch with our office to discuss additional advertising. Department chairs **should not** review applicants' materials before the faculty recruitment specialist releases applicants to the search committee.

EMERGENCY HIRES without a search (**HWO**) require approval from the provost and Institutional Equity and Compliance. Obtain approval by completing a [Request for Waiver of Search Procedures](https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f76207ec4-ff0f-4758-bd60-b5ff3b29bc1d)
<https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f76207ec4-ff0f-4758-bd60-b5ff3b29bc1d>

Please also provide all items listed on the [Full-Time Faculty Checklist Without a Search](https://acadadmin.mtsu.edu/recruit/hiring_paper/) https://acadadmin.mtsu.edu/recruit/hiring_paper/

Be sure to submit a request to initiate a background report using <https://mtsu.edu/provost/forms/BackgroundADJandHWOonly012523.pdf>

SEARCH COMMITTEE REVIEW: Search committee members cannot review applicants until they receive an email notification that the faculty recruitment specialist has released the applicants on the assigned review date. The email will provide a link to access the applicants' materials and the [Selection Criteria Form](#) each committee member (including guest members outside the university's employment) will use to perform their reviews.

Individually review applicants, confirming if applicant meets requirements and supplied all required documents.

Review to confirm that all required documents have been successfully provided.

Failure to include all required attachments will result in an "Initial Screen Unsuccessful" status for the applicant.

If the applicant response is high in volume, the search committee chair **may** decide to allow dividing the review of applicants among committee members.

No applicant may be dismissed from consideration by a single member review; a consensus of at least two is required.

Produce a strong pool who meet or exceed required qualifications

Selection criteria is **ONLY** required for applicants submitted in the pool.
The search committee chair will enter information into the hiring system.

New qualifications (not included in the posting or required for the position) **MAY NOT** be introduced during the review.

Develop the pool by listing the strengths and limitations on the Selection Criteria Form and provide it to the committee chair.

Provide the department chair with a list of names to be submitted for pool approval.
DO NOT RANK applicants within the pool.

After reviewing the recommended applicants, the department chair will take steps to submit the pool to the dean for approval. After review, the dean will submit the pool to Institutional and Compliance (IE&C) for approval.

Once IE&C has provided **POOL APPROVAL**, check for any applicants who were removed from your pool because they did not meet the posting's requirements.

Search committee members and departments **may not** contact applicants until **after** IE&C approves them for interview. IE&C will notify the department once they have approved the candidates. You must provide approved candidates with the same interview opportunity.

Screening the Applicants (Continued)

LETTERS OF RECOMMENDATION will be automatically solicited by the online hiring system as soon as IE&C approves the applicant as a candidate in the pool. Recommenders must return the letters using the unique link assigned to each recommender and included in their emailed solicitation. Recommendations must be based on the candidate's professional (not personal) knowledge and **should be** current, specific to the posting, and external to MTSU whenever possible. We do not accept general dossier letters. Recommended candidates **cannot provide** the letters themselves.

SALARY RECOMMENDATIONS should be initiated by the department chair for the candidates selected as finalists. Use the prefilled form the faculty recruitment specialist sent you for your search. You should send the fully signed form and a hard copy of the CV through campus mail or deliver it to Cope 111 for each finalist **before** the final interview. Please indicate the date/time of the scheduled interview (top left-hand corner) on the form to help prioritize salary recommendation response times. If hiring without a search, you can use this form: <https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/facsalrec.pdf>.

TRANSCRIPTS for ALL conferred degrees should be requested and must be “official” (**not** issued to students). Finalists with one or more non-US conferred degrees must have the transcripts translated into English (if needed) and evaluated by an approved foreign credential verification organization. The list of approved organizations can be found at this link **AND** is at the candidate's expense: <http://www.naces.org/members.html>.

Copies of evaluations performed previously for the finalist to have been accepted into a US institution or program are also acceptable if one of the approved credential verification companies performs them, and the former program agrees to share the evaluation.

Legislation from July 1, 2016 (T.C.A. § 49-7-49-7-133) requires each institution to publish warnings that misrepresenting academic credentials constitutes a Class A misdemeanor. The warning is required in the institution catalog, website, AND any contract for employment in a position requiring academic credentials.

SCHEDULE INTERVIEWS once you have received the approved pool of candidates from IE&C. If the qualified applicant response to the posting is such that the search committee cannot narrow the pool to two or three candidates (aka “short-list”) for final interviews, they **should use** a tiered approach (phone, video interview).

IMPORTANT: Once you have identified your “short-list” of approved candidates, it is imperative that the department chair change their workflow status within the PageUp hiring system to “Finalist Interview Scheduled.” This action prompts the system to automatically generate an email to those candidates requesting their provision of official transcripts and credential evaluations (if needed).

Screening the Applicants (Continued)

With the initial tier, however, candidates may decline a video interview, and the committee chair must provide an option for a phone interview. All candidates should receive this option, and you should not hold it against a candidate who declines the video option. You must record all phone or video sessions. This allows for the unforeseen times when a committee member may not be able to participate in the “live” interview and can be used to ensure an equitable search was conducted. Be sure to notify the candidate that you will record the interview when scheduling and remind them again before beginning the interview.

You must treat all candidates equally and provide the same interview opportunities **without exception** throughout the interview process, including internal candidates (e.g., phone interviews, same questions posed [follow-up questions may differ], required lectures/presentations, meals, meetings).

Remember: Searches must remain confidential!!
You should limit discussions of candidates to committee members or those directly involved in the recruitment process. Internal candidates **may not** be included in the department’s review of other candidates, nor attend their lectures/presentations.

INTERVIEWS The entire committee **MUST** conduct on-campus interviews for tenure-track finalists and include the department chair and dean. You should also include the vice provost for research in on-campus interviews to discuss possible research support with the candidate. The Office of Academic Affairs maintains several resources to assist search committees with the interview process. Please also reference Appendix A for resources (e.g., appropriate questions to ask or not to ask, legal versus illegal actions to avoid during the recruitment process).

Annual faculty recruitment roundtable sessions will be available throughout the academic year. Department chairs and committee members are the front line in our recruitment process, and we highly encourage attendance to remain current with the process.

REFERENCES are different from letters of recommendation. (The system automatically solicits recommendations through the hiring system using contact information provided when the applicant applied.) It is vital to check references to limit employer liability, reduce the cost of rehiring/retraining, and ensure the authenticity of the candidate's information. You should inform the candidate that we will check both listed **AND** unlisted references. You may honor a candidate’s request to delay a reference check from their current employer, but it **must occur before the final recommendation for appointment.**

RECORDS RETENTION requires the department to maintain all applications and other materials submitted by applicants, as well as all documents (written/emailed) generated during the search/interview (e.g., committee member notes, presentation evaluations) for five (5) years. Note Policy 129: Records Retention and Disposal of Records (<https://www.mtsu.edu/policies/general/129.php>). The dean’s office should retain materials generated for department chair searches.

RECOMMENDING THE FINALIST

NEW/ LATE APPLICANTS to the posting will occur beyond the initial review date because all faculty positions are “Open until filled.” Committee members will periodically receive released applicants for review and can consider adding applicants to the interview pool after receiving approval from IE&C. To add late applicants to the pool, committee members must use the same selection criteria for the original pool before submitting to IE&C for approval.

NEGOTIATE TERMS after the department chair and dean have recommended a finalist.

Recommendation	<ul style="list-style-type: none">•The department chair should contact the finalist to notify him/her of the recommendation, subject to all approvals.•Finalist offers can only be made by the university provost on behalf of the president via the contract.
Start-Up & Negotiations (Tenure-Track ONLY)	<ul style="list-style-type: none">•Start-up support can be used as a negotiating tool and may include equipment, computers, supplies, software, and professional travel. Credit toward tenure may also be considered.•The provost will provide a moving allowance for finalists who qualify (up to \$3,000 max, \$5,000 for upper level administrators) and immigration sponsorship expenses when needed (up to \$4,500 max).
Start-Up Request Form	<ul style="list-style-type: none">• Start-Up Request Form https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2fbbc0086a-a3f7-46ce-9d1e-0491666ceb86 Please follow the directions carefully and complete tables as directed. This form is for internal use ONLY and should not be provided to the candidate.
Immigration	<ul style="list-style-type: none">• MTSU will provide immigration support for H1B and permanent resident status for tenured and tenure-track faculty ONLY. The candidate must provide all requested documents and supporting materials to Academic Administration and Resources who will coordinate the petition processes.
Summary of Terms	<ul style="list-style-type: none">• Once an agreement on terms has been reached, and start-up support has been obtained and approved, follow up with an email of written recommendation to your finalist, noting negotiated terms and requesting acceptance of terms in writing.

RECOMMENDING FINALIST is initiated within the electronic hiring system by the department chair once the finalist accepts the terms of the recommendation. Please be cautious when obtaining the dean’s approval when performing this step in the hiring system. Submitting this correctly will prompt Academic Affairs to initiate the online background check for the finalist to complete. Meanwhile, as the recommendation is routed through the hiring system, the department should gather the [hiring packet](#) items to submit to the faculty recruitment specialist. **ONLY the provost**, on behalf of the president, may extend an offer through a contract.

CAUTION: Please use caution when recommending your finalist in the online hiring system, being sure to use the correct workflow state titled “Recommend for Hire – Enter Details.”

Hiring Recommended Finalist (Continued)

Please reference https://acadadmin.mtsu.edu/recruit/hiring_online/ for the most current checklist and items required within the packet.

The Provost's Office will return incomplete packets to the department, delaying hiring.

ELECTRONIC CONTRACT EXECUTION will be initiated within the Provost's Office once all levels of approval are secured and a complete hiring packet has been received. The contract represents the official offer of appointment. After the provost's review and approval, contract documents (including moving allowance and immigration support when appropriate) will be forwarded electronically for the finalist's consideration. Once the Provost's Office has received the finalist's electronic acceptance of the offer, Academic Affairs will provide a copy of the accepted appointment documents to the department, college, and the Office of Human Resources Services.

NOTIFICATION TO OTHERS not selected for the position will only occur AFTER the finalist accepts the electronic offer and the faculty recruitment specialist closes the posting. If the hiring department wants to reach out to the finalists interviewed, they may do so. Still, Academic Affairs will review applicants and candidates not selected and change their status as appropriate when closing the position in the hiring system. The system will automatically send notification emails to those not selected at the time of the posting's closing.

Since the faculty recruitment specialist will only notify applicants while closing the search, committees are encouraged to move forward with selection in a timely manner to allow notifications as soon as possible.

WORKFLOW CHECKLIST OVERVIEW

NOTE: The PageUp hiring system identifies department chairs as “hiring managers.”

Post	Obtain permission from the provost to post the position.
	The submitter or department chair determines the details for the position posting draft. DO NOT add the posting directly to PageUp .
	Submit posting details on the Academic Resources Faculty Posting Request dynamic form.
	The faculty recruitment specialist reviews, edits, and posts requisitions after receiving department chair approval of the posting copy.
	- Posting periods required: 30 days for tenure-track positions; two (2) weeks for all other full-time temporary faculty
Committee Review	Review date passed
	- The faculty recruitment specialist emails the search committee that applicants are ready for review.
	- Individual committee members conduct reviews of applicants who successfully applied using the Faculty Applicant Selection Criteria Form .
	- The search committee convenes to determine the pool to be submitted for approval by IE&C.
	The search committee chair enters collective selection criteria in the system ONLY for applicants recommended to be in the pool.
	- The committee chair provides the department chair with a list of names of those being recommended in the pool.
Pool Approval & Identifying Finalist	The department chair confirms that the selection criteria have been entered for applicants recommended to be in the pool.
	The department chair moves the selected applicant pool to “Dean Pool Review.”
	The dean reviews the pool and moves them to “Equity & Compliance Review.”
	IE&C reviews the pool and will delete applicants who do not meet the posting’s requirements
	The department is alerted once the pool is returned after IE&C’s review.
	- The department reviews the approved candidate pool, begins scheduling and conducting interviews, and checks references. The hiring system automatically solicits recommendation letters when IE&C approves an applicant. Department chairs can retrieve letters of recommendation once the recommender uploads them to the system.
	- Once approved, short-listed finalists are identified, the department chair must move each to “Finalist Interview Scheduled,” which prompts an automatic email via the hiring system to candidates requesting official transcripts.
	- The department chair sends a pre-filled salary recommendation form provided by the faculty recruitment specialist, with the curriculum vitae attached (hard copy), to Academic Affairs for the finalists they are considering.
	- The search committee DOES NOT RANK finalists; the department chair and dean select a finalist to recommend for hire.
	- The department chair or search committee chair confirms that the reference checks are completed. This is DIFFERENT from recommendations.
	- The department chair communicates with the finalist the negotiated terms of the recommendation contingent upon the provost's approval, then follows up with an email containing the terms of the recommendation, which will be made to the provost.
	- The verbal (emailed) recommendation is accepted. If the finalist declines the recommendation, please email the faculty recruitment specialist.
Recommending Your Finalist	The department chair moves the finalist in the hiring system to status "Recommend for Hire (Enter Recommendation Details)" IMPORTANT - Please select the correct workflow.
	The department chair generates an electronic “Offer Card” in the hiring system for the recommended finalist.
	- All negotiated terms, reference check date, and the person checking the reference must be entered into the PageUp system.
	- The department chair forwards the “Offer Card” through the online hiring system for the dean’s review and approval.
	- The hiring department prepares and sends a hiring packet to the dean for approval. The dean approves and submits it to the faculty recruitment specialist.
	The dean reviews and moves the electronic “Offer Card” through the system to the faculty recruitment specialist.
	- The faculty recruitment specialist initiates the background check. (The candidate responds directly to TrueScreen with the information.)
	The faculty recruitment specialist moves the “Offer Card” to IE&C.
	IE&C returns the offer review response to Academic Affairs, allowing a formal contract to be initiated (or forwards for further approval when needed).
	Academic Affairs initiates an electronic offer to the recommended finalist after the provost's review and approval.
	- Once the finalist accepts the offer and their response is received, the faculty recruitment specialist closes the posting
	An automatic email is sent to applicants and candidates not chosen for hire.

FREQUENTLY ASKED QUESTIONS

Why can't I log into the hiring system?

If you are a faculty administrator, verify you are on the employer website rather than the applicant site: <https://mtsuemployees.pageuppeople.com/>. You may need to perform the "Single Sign-On" required by MTSU. Use the same standard FSA username and password to access your computer. Search committee members should use the link provided in their email notification so that the review of applicants may begin. Access to applications will not be available for committee members until the faculty recruitment specialist releases them on the review date.

What if I need to conduct an emergency hire?

The department chair should complete the [Request for Waiver of Search Procedures Form](https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f76207ec4-ff0f-4758-bd60-b5ff3b29bc1d) at <https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f76207ec4-ff0f-4758-bd60-b5ff3b29bc1d>. This form will route to the dean, provost, and IE&C assistant to the president for approval to hire. If an email exchange relating to the hire without a search (HWO) has occurred, the department chair should attach it to the waiver form, **BUT** it cannot replace it. (See page 8.)

What if I need to change a position number on a requisition?

The department chair should contact the faculty recruitment specialist to help change position numbers. It is helpful to reference the position title, requisition number, and old and new position numbers.

Can we interview candidates at our conference?

Interviews and visits at conferences are informal and should be used as advertising. If individuals request interviews at the conference, use this opportunity to promote the university and encourage them to apply through the online hiring site at <https://careers.mtsu.edu/en-us/listing/>.

Departments can only interview at conferences when they have met **ALL** of the following criteria:

- IE&C approval of the finalists' pool for an initial interview (similar to telephone interviews to assist in narrowing the applicants to two or three finalists for on-campus interviews).
- This is a common discipline practice.
- The entire search committee should be present during the interview.
- If this method is used, all candidates in the pool **must** be interviewed in some form. All candidates in the pool who cannot attend the conference must receive a virtual or telephone interview.

What if we cannot narrow our applicant pool to only two or three candidates based on the submitted information?

Some applicant pools are enormous, with more than a few applicants who appear ideal for the position. If this is the case and the search committee cannot narrow the finalist pool to only two or three candidates, they may use a multi-tiered interview process. Suppose a search committee can only narrow the interview pool to four or more candidates (ideally no more than six) once IE&C approves the larger pool. In this case, search committees can conduct telephone or video interviews to identify the short-listed finalists. They can also use reference checks as a screening tool to limit the approved interview pool to two or three candidates for final interviews.

Frequently Asked Questions (Continued)

May I conduct video interviews instead of telephone interviews?

The search committee may prefer video interviews when identifying the “short-list” from a larger approved candidate pool. The search committee chair must communicate this to all approved candidates. If a candidate chooses not to interview by video, the committee should conduct a telephone interview. To ensure equality, please ensure that your telephone and video interview format is consistent. (Reference page 9 and page 11 of this guide.)

What if I want to add more candidates to the interview pool after I have received my initial interview pool approved?

The department chair should submit the additions (along with their selection criteria information provided by the search committee) through the hiring system to the dean for approval. The dean will review and submit the additions to IE&C for approval through the hiring system.

What if I cannot find a finalist for my position?

The department chair should submit a [Request to Fail a Faculty Search Form](https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f5d64f4d3-0865-4f27-acd2-c970fcf91094) (<https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f5d64f4d3-0865-4f27-acd2-c970fcf91094>) to request permission to fail the search. After IE&C approves the failed search, the faculty recruitment specialist will cancel the search in the online hiring system, automatically removing the posting from the MTSU career page and other outside ad sources contracted through the Provost’s Office. The faculty recruitment specialist will email applicants about the canceled search utilizing the hiring system.

A candidate has asked for the names of the search committee members. May I give the candidate the names?

Yes. If a candidate asks for the names of the search committee members, you should provide the list. Candidates may want to know the names of the search committee so they can send thank-you notes. During the on-campus interview, we recommended that the search committee provide each candidate with an agenda listing the names of the people on the search committee.

May a department display application materials for faculty searches?

Yes, but remember, searches should remain confidential. Suppose the search committee determines they would like to display the application materials to receive feedback from the faculty and staff members in the department. In that case, it should only occur briefly after the review date for the job posting is passed. Internal candidates or those considering applying **MAY NOT** have access to other candidates’ materials. Application materials could be displayed after the search committee has selected its finalists for the position.

You **should not** provide Internal candidates other applicants information and they **should not** participate in the other candidates’ presentations and meetings during the search.

Frequently Asked Questions (Continued)

Do internal applicants need to resubmit three recommendation letters and official transcripts even though they have worked at MTSU for several years?

To successfully apply, all applicants for posted faculty positions must provide names and contact information for three PROFESSIONAL recommenders when they apply.

Letters of recommendation must be submitted through the hiring system and should:

- be specific to the posting.
- be current (date cannot precede job posting date).
- be on letterhead.
- be signed.
- be external to MTSU (As a last resort, we may accept internal letters if applicants cannot provide external.).

Internal applicants who are current faculty members do not have to submit official transcripts unless they have had a new degree conferred that is not already on file in our office. Academic Affairs will need official transcripts for all college degrees if an internal applicant is currently in a classified or administrative position and has applied for a faculty position. If in doubt, you may contact the faculty recruitment specialist at 898-5128 to verify if official transcripts are on file.

I have three positions listed on a requisition, but I am only ready to offer the job to one person. May I get approval for one finalist and then seek approval for the other two finalists?

The department chair can send each selected candidate through the system separately.

When will you notify applicants that they were not selected for a position?

After Academic Affairs accepts the electronic contract from the recommended finalist(s), the faculty recruitment specialist will close the posting in the online hiring system. While closing the position, the online hiring system will automatically send a letter of regret via e-mail to all applicants and candidates to notify them that we have filled the position. We may send email notifications months after initially posting the position to MTSU's job website. However, we caution departments not to inform applicants too quickly when the search committee did not select them for the initial pool. Doing so could hinder reconsidering them later in the search process if needed.

Who handles classified and administrative positions?

Human Resources Services handles all classified and administrative positions. Please get in touch with the employment specialist at 898-2928.

What onboarding occurs after the contract is signed?

- Academic Resources will send contract and payroll documents to Human Resources Services.
 - Employee data is checked and entered into Banner.
 - Once data is confirmed, the employee is activated for faculty roles (this generates a report to ITD).
 - ITD will email the new hire to their email account with their MTSU email and pipeline setup information. This email refers them to their department for their M#. The new hire email is also sent to the department administrative assistant so they will be aware the faculty member is now an active employee in Banner and will be contacting them for the M#.
- (Due to security violations, please DO NOT forward the email you received from ITD to the new employee.)***
- When the new faculty member completes their part of the email and Pipeline setup, they will have full access to the Pipeline Faculty Services tab.

RECRUITMENT LINKS to HELPFUL TOOLS

FORMS:

Faculty Line-Request Template

https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/Faculty_Line_Request_Form-AY2020-21.xlsx

Academic Resources Faculty Posting Request

<https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2fa55a4ceb-90c4-4135-acb2-0d2020e6b6c7>

Faculty Applicant Selection Criteria Form (Downloads as a fillable Excel form)

<https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/ApplicantSelectionCriteriaForm.xlsx>

Full-Time Faculty Hiring Checklist

https://acadadmin.mtsu.edu/recruit/hiring_online/

Salary Recommendation for Faculty Candidate for Hired Without a Search

<https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/facsalrec.pdf>

Start-Up Request (For Tenure-Track ONLY)

<https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2fbbc0086a-a3f7-46ce-9d1e-0491666ceb86>

Academic Preparation Certification

<https://acadadmin.mtsu.edu/apc-form-07-31-24/>

Request to Fail a Faculty Search

<https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f5d64f4d3-0865-4f27-acd2-c970fc91094>

FORMS: For Hires Without a Search – HWO (Reference Page 8)

Request for Waiver of Search Procedures

<https://itdwebapps.mtsu.edu/DFPassThrough/DFCasAuth?TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f76207ec4-ff0f-4758-bd60-b5ff3b29bc1d>

Full-Time Faculty Hiring Checklist Without a Search

https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/hiring_paper.pdf

Electronic Background Check for Adjunct/HWO FTT

<https://acadadmin.mtsu.edu/wp-content/uploads/sites/50/2024/08/BackgroundADJandHWOonly.pdf>

Periodic updates to the above links may occur. Because of this, **please do not save the documents** on your computer.

APPENDIX A

REFERENCE GUIDE FOR SEARCH COMMITTEE

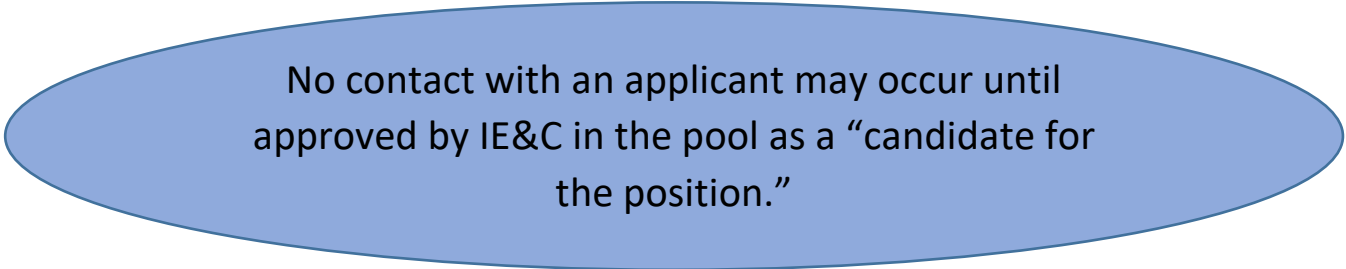


This Reference Guide for Search Committee Members will provide additional assistance throughout the faculty screening and hiring process. We have included a quick review process overview, tips on screening and conducting interviews, and helpful resources.

Search committee members need to review the [Full-Time Faculty Recruitment Guide](#) (particularly the SCREENING APPLICANTS section) to familiarize themselves with the recruitment and hiring process. Committee members should attend the faculty recruitment discussions to learn about changes and share experiences with new committee members.

The College of Basic and Applied Sciences contributed some of the information contained in this reference guide, and other information was adapted from "Search Committees: A Tool Kit for Human Resource Professionals, Administrators."

Committee members cannot review applicants before the posting's established review date. The email provides a link to access the applicants and a link to the [Faculty Applicant Selection Criteria Form](#) that each committee member will use to perform their reviews. PLEASE REFER TO THE [Step-by-Step and Using PageUp Guide](#) for step-by-step instructions for reviewing applicants. The search committee chair will be the only committee member who should enter information into the PageUp hiring system.



No contact with an applicant may occur until approved by IE&C in the pool as a “candidate for the position.”

If a search committee member has questions about using the hiring system, please reference the committee member's step-by-step instructions for performing your review as provided by the faculty recruitment specialist and made available to committee members. If you have questions, call (615) 898-5128.

Search Committee Process in Review

1. Decide on the criteria to be used during the review of applicants, which must adhere to the posting.
2. Determine the best timeline for completion, noting the Provost's Optional Recruitment Timeline.
3. Individually review applicants, eliminating any who failed to apply successfully, and use the [Faculty Applicant Selection Criteria Form](#) to document your review. DO NOT enter your critique into the online hiring system, but limit your comments to the selection form; search committee members may access application documents throughout the interview process.
4. Convene as a committee and compare top candidates to define a reasonably sized, high-potential candidate pool.
5. Search committee chair will enter selection criteria (e.g., strengths/limitations) for ONLY those applicants being recommended in the pool – DO NOT RANK.
6. Provide the department chair with the list of applicants recommended for inclusion in the pool.
7. After the pool review by IE&C, confirm approved candidates, noting any changes that IE&C may have made.
8. Letters of recommendation (automatically solicited through the system) must be returned via the unique link assigned and provided to each recommender within the individual email they receive.
9. Large pool – when using a tiered approach, initiate contact to schedule phone or video interviews, “Short-List” pool (typically 2-3 candidates) – initiate contact to schedule a final interview; On-campus interviews **are not** required for other faculty position types but should occur for all tenure-track positions.
10. The department chair changes the status of short-listed finalists in the hiring system to “Finalist Interview Scheduled.” (*This is **a crucial step** to help initiate system prompts!*).
11. On-campus interviews are required for tenure-track finalists but **not** needed for other faculty position types, which can be conducted via telephone or video.
12. Department chair submits printed salary recommendations with CVs attached to Academic Administration and Resources.
13. Check references (**letters of recommendation are not the same as reference checks**). A finalist's current employer reference check MUST occur before formalizing your recommendation of that finalist.
14. The committee should not rank finalists; the department chair and dean will determine which finalist to recommend.

Search committee members, hiring department chair, and hiring college dean **may not** provide letters of recommendation for a candidate within the search. Letters from general dossiers (e.g., Interfolio) are not accepted.

It is important to check references to limit employer liability, verify information, and reduce cost of rehiring and retraining. Checks will produce authenticity of information as it relates to such areas as work history or credential problems.

TIPS – Before the Interviews:

- Book an appropriate location.
- Review the job description.
- Draft and agree upon the interview questions to be asked. (MUST be the same for ALL interviewees.)
- Review the candidate's résumé/application.
- Agree on the format of the interview.
- Ensure that you know and can identify the indicators of the candidate's ability to perform the job.

TIPS - Telephone Interviews:

Planning and Arranging the Interview

- Schedule a call of no more than 30 minutes with the interviewee and interviewers.
- Review the interviewee's application materials.
- Determine the order in which the interviewers will ask the prepared questions.
- Test speakerphone and teleconferencing equipment and procedures. (Recordings of interviews are required.)

Conducting the Interview

- Introduce the individuals participating in the interview and describe how the interview will be conducted.
- Make the interviewee aware that you are recording the session.
- Ask questions about the vitae (e.g., gaps in employment, special training, or a change of profession).
- Ask why the person is interested in leaving their current position.
- Ask one or two technical questions about the job.
- Ask one or two questions to help determine how those you interview may complement your department and the campus community (e.g., "What is your philosophy of ____?").
- Ask follow-up questions as appropriate.
- Ask the interviewee if they have any questions.
- Explain to the interviewee the next step in the selection process.
- Thank the candidate for their time.

TIPS - On-Campus Interviews (required for tenurable positions ONLY);

Interview Preparation Checklist

- The hiring department or college sends a welcome package to interviewees.
- Confirm travel and lodging arrangements.
 - **Candidates must make their airline reservations** and purchase their airline tickets. MTSU will reimburse the candidate after travel is completed. MTSU does not pay for airline tickets in advance. If a cancellation or reimbursement is required, the airlines will only make those to the person named on the ticket.
- The department chair or designee should make hotel reservations for each candidate. It is ideal to limit lodging for faculty candidate interviews to one night unless it is impossible to do so. Hotels should bill the lodging expenses directly to the department (will be paid from the college recruitment account). Ensure the hotel provides the in-state rate or lower.
- Arrange transportation from the airport or another location.

- Search committee members should be responsible for picking up candidates from the airport and hotel, returning them to the hotel and airport, etc.
- Use **Caution** during the travel time to and from the airport, being sure not to venture into areas of conversation considered inappropriate for an interview.
- Arrange a tour of the local community (if appropriate).
- Arrange a campus tour.
 - Search committee members should escort candidates around campus to interview sessions.
- Interviews will be arranged by the search committee, including the department chair and dean.
- Arrange a meeting with the vice provost for research services.
- Include the provost in on-campus interviews for upper-level administrative faculty positions (dean, chair).
- Schedule the candidate's presentation. (Internal candidates **may not attend** presentations by other candidates.)
- Schedule meals and breaks as appropriate.
 - The search committee members should provide meals for candidates.

Note: By completing a Travel Expenses Claim form, search committee members may be reimbursed for travel expenses to transport a candidate to and from the airport. The faculty member who pays for a candidate's meal and any other faculty member in attendance (limited to 2 additional) may be reimbursed for those meals by completing a Food Purchase Authorization form. Receipts are required for guest meal reimbursements. Alcohol is not reimbursable.

TIPS - Good Interview Questions to Consider for Faculty:

- Describe your teaching style.
- Describe your teaching philosophy.
- What technology applications have you utilized in the classroom?
- How do you engage students, particularly in a course for non-majors?
- Share your ideas about professional development.
- What changes have you brought to the teaching of-?
- How would you go about being an advocate and resource for using technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What are the most essential attributes of a good instructor?
- Where would this position fit into your career development goals?
- How do you define good teaching?
- What do you think are your greatest strengths as an instructor? In which areas do you think you can use some further development?
- How do you think your teaching style can serve our student population?
- What professional development activities have you been involved in over the past few years?
- What pedagogical changes do you see on the horizon in your discipline?
- How would your background and experiences strengthen this academic department?
- How do you adjust your style to the less motivated or under-prepared student?
- What are your current research interests? Have you involved your students in your research?
- What is the most recent book and article that you've read?

TIPS - Interview Questions to AVOID

- Where were you born?
- What is your birth date?
- How old are you?
- Do you have a disability?
- Are you married?
- What is your spouse's name?
- What is your maiden name?
- Do you have any children?
- Do you have childcare arrangements?
- What is your race or ethnic origin?
- Which church do you attend?
- What is your religion?

Acceptable Alternative Questions *(only if there is a bona fide, job-specific reason. If you ask one candidate, you must ask all candidates.)*

- Do any responsibilities conflict with the job's attendance or travel requirements?
- Are you able to work in the United States on an unrestricted basis?
- Can you perform the duties on the job description with or without reasonable accommodations?
- Do you have any conflicts that would prevent you from working the schedule discussed?
- What languages do you speak or write fluently?
- Have you worked under any other professional name or nickname?
- Do you have any relatives currently working for this institution?
- Would anything prohibit you from making a long-term commitment to the position and the institution?

TIPS – DO's & DON'Ts

- **Limit closed questions** – they elicit a one-word, yes or no answer. Example: Did you do curriculum development?
- **Ask open questions** – they elicit expanded responses, allowing you to gauge their thought processes, values, etc. Example: Would you explain the method you employ when developing curriculum?
- **Avoid Leading Questions** – leading questions suggest an answer; the candidate will feel compelled to agree with you. Example: You like working in teams, don't you?
- **Ask questions about bona fide occupational qualifications** – they should only relate to the candidate's job ability.
- **Avoid questions about protected classifications**- do not ask questions about gender, race, nationality, age, disability, religion, etc. Example: You don't look old enough to have a PhD; how old are you?
- **If a candidate brings up classification, then it is okay** – if the candidate opens the door by asking about a particular area, then it is permissible to discuss that topic. Example: My husband is also a professor; do you offer spousal relocation services?

TIPS - Questions for Evaluating Presentations

- Was the presenter professional?
- Was the presenter well prepared?
- Was the learning objective clear?
- Did the presenter attempt to establish rapport with the audience?
- Did the presenter demonstrate mastery of their subject?
- Did they effectively present the subject matter (that is, with sufficient clarity, at the right pace, and so on)?
- Were their handouts or other learning aids helpful?
- Did they use the learning aids effectively?
- Did they handle questions well?
- Did they engage the audience and hold its attention?
- Did the presentation start and end on time?
- Did you learn something worthwhile from the presentation?
- Did the presenter display oral proficiency in the English language?

TIPS - During the Interview

- Let the applicant do most of the talking.
- Keep the interview on track.
- Observe nonverbal behavior.
- Take notes – remember, they **will** become a part of the search file. Use caution; notes you find helpful to identify a candidate could unintentionally indicate a bias for/against a candidate.
- Leave time for the candidate to ask questions.
- Notify the candidate that we **must** check listed and unlisted references.
- Describe the remainder of the search process and the time it will take.
 - Express appreciation for the candidate's interest in the position. Ask if the candidate has any questions for the committee.
- Thank the candidate for their time.

TIPS - After the Interview

- Give the candidate a brief overview or written synopsis of benefits.
- Answer any questions related to salary. (The department chair should submit the Salary Recommendation Form to Academic Affairs before the interview so they can discuss it with the candidate.)
- Evaluate the candidate.
- Document the interview.
- Search committee members should not have contact with a candidate after they leave campus unless it is a standard process implemented for ALL interviewed candidates. If candidates contact search committee members, it is acceptable to answer questions. However, committee members **shall not** provide early notification of the recommended finalist to other candidates or applicants.

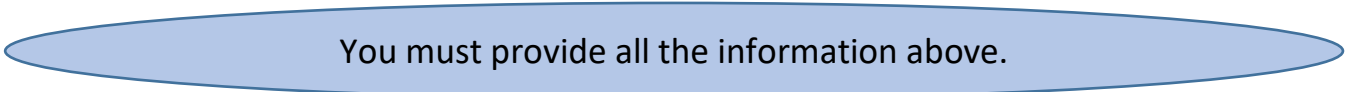
TIPS - Interviewing at Off-Campus Sites (Tenurable Faculty Recruitment)

The university supports efforts to recruit and employ faculty essential to the mission of academic quality. To be competitive, academic departments must continue to identify effective procedures that allow for timely interviews of applicants for faculty positions.

The following guidance applies to interviewing applicants at off-campus sites. The guidance applies only to candidates in a pool **already approved by IE&C** AND who have participated in a previous telephone interview.

Search committee members participating in interviews at off-campus sites should consist of

- at least 3 (three) members, and all members must be present at the time of each interview.
- at least one member whose area of concentration is similar to the advertised position.



You must provide all the information above.

In addition to the above:

- The interview questions must be job-related and consistent for all candidates.
- All candidates should be invited to the off-site interviews (screenings). If the off-site interview is not possible for some candidates, they should be allowed to have an additional interview with the search committee.
- Interviews should be conducted in neutral, non-threatening areas.
- Interviews **should not** be conducted in hotel rooms of committee members or candidates.