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INTRODUCTION

Supporting our colleges and academic departments is very important to the Academic Resources staff. We hope this guide will provide useful information that translates into successful faculty recruitment and hiring.

This manual contains guidance and resources for faculty, staff, and search committee members involved in the faculty hiring process to help make faculty recruitment and hiring effective and efficient. We have included the three (3) phases of the recruitment process: initiating the search, screening applicants, and hiring the selected candidate(s). Also, we have included policies, work flow, checklists, forms, step-by-step online instructions, and a search committee guide.

If you find an area in this manual that is unclear, please let us know so that we can provide better instructions for you. If you have any suggestions or questions during this process, please contact the Faculty Recruitment Specialist at 898-5128.

Good luck with your search!
Chapter 1

OFFICE OF INSTITUTIONAL EQUITY AND COMPLIANCE (IE&C)

Executive Director, Barbara Patton
Secretary III, Gwenda Gray
220 Cope Administration Building
Middle Tennessee State University
Murfreesboro, TN 37132
phone: 615.898.2185
The Department of Institutional Equity and Compliance (IE&C) was established in July 2005. Offices within IE&C that serve as vital components of the department include the Office of Equal Opportunity and Affirmative Action (EO/AA), established in 1975, and the Office of Training and Educational Services (OTES), established in July 2005.

The **Institutional Equity and Compliance (IE&C) Department** was established to

- Provide critical, high-level leadership and direction to the campus community to support and enhance the University's commitment to institutional equity and compliance.
- Advance and sustain a positive environment that supports both the letter and the spirit of laws regarding equal opportunity and access in employment and education.
- Support the president in executing the institution's mission as it relates to recruiting, employing, retaining, and developing quality faculty, staff, and students.

The **Office of Equal Opportunity and Affirmative Action (EO/AA)** was established to

- Develop affirmative action plans that achieve equal opportunity in employment and education in compliance with applicable federal, state, and local laws.
- Implement affirmative-action plans in cooperation with administrative and professional personnel.
- Monitor progress on implementation and ensure fair employment practices in all programs and activities of the Universities.

Equal employment opportunity is a part of the Civil Rights Act of 1964, as amended, which prohibits any form of discrimination on the basis of race, color, sex, national origin, or religion. Since the inception of this law, more legislation has been enacted and Executive Orders have been issued in an attempt to eliminate discriminatory practices. Agencies have been established, various rules have been initiated, and numerous court cases have been decided that have assisted in defining, refining, and clarifying the meaning of EEO-related legislation. Other laws designed to monitor equal opportunity include but are not limited to those referenced under the mandate.

Affirmative Action (AA), originally mandated by President Johnson's Executive Order 11246, as amended by 11375, directs federal contractors to seek out women and minorities, two groups that traditionally have been excluded from the work force. The rationale for AA was to ensure that total integration of the work force with specific, result-oriented procedures designed to remedy the effects of past discrimination.

The **Office of Training and Educational Services (OTES)** was established to

- Develop, implement, market, track, and assess an institutional education and training program focusing on equity and compliance issues.
Chapter 2

Policies: Nondiscrimination, Nepotism, Immigration, & Employment Eligibility Verification (I-9)
NONDISCRIMINATION (MTSU Policy No I:01:10)

It is the intent of Middle Tennessee State University (MTSU) fully to comply with Executive Order 11246, as amended; the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; the Vietnam Era Veterans Readjustment Act of 1974, as amended; the Equal Pay Act of 1963, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Age Discrimination Act of 1975; the Pregnancy Discrimination Act; applicable state statutes; and all regulations promulgated pursuant thereto. The University shall promote and insure equal opportunity for all persons without regard to race, sex, sexual orientation or gender identity, age, color, religion, ethnic or national origin, disability status, or status as a covered veteran.

It is the intent of MTSU that its campus be free of harassment on the basis of sex and race as described in MTSU Policy 1:01:22 and that it fully complies with the anti-harassment provisions of Titles VI and VII of the Civil Rights Act of 1964, as amended; Title IX of the Education Amendments of 1972, as amended; the federal and state constitution; and, all other applicable federal and state statutes.

In accordance with the policy statement and letter of commitment from the President, set forth 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 specifically finds that diversity of students, faculty, administrators and staff is a crucial element of the educational process and reaffirms its commitment to enhancing education through affirmative action to increase diversity at all levels.

MTSU will take affirmative action to ensure that applicants for employment and employees are treated in a nondiscriminatory manner. Such action shall include, but not be limited to:

A. Making employment decisions that further the principle of equal opportunity affirmative action;
B. Recruiting, hiring, training, and promoting persons in all job titles without regard to any of the foregoing prohibited factors;
C. Insuring that promotion decisions are in accord with principles of equal opportunity and affirmative action by imposing only valid requirements for job, educational, and other opportunities; and,
D. Insuring that all employment decisions are implemented without prohibited discrimination.

Similarly, in compliance with Title IX of the Educational Amendments of 1972, as amended, MTSU shall not, on the basis of sex, subject any student to discrimination under any educational program. No student shall be discriminatorily excluded from participation in or be denied the benefits of any educational program on the basis of a protected status.

Complaints alleging discrimination on the basis of race, sex, sexual orientation or gender identity, age, religion, ethnic or national origin, color, disability, or veteran status shall be
NEPOTISM (TBR Policy No. 5:01:00:06; MTSU Policy No. IV:07:01)

1. Introduction
   Pursuant to T.C.A. § 8-31-101, et seq. the following shall be the nepotism policy for the
   Tennessee Board of Regents System:

   A. Effective July 1, 1980, no employees of an institution or school who are relatives shall be
   placed within the same direct line of supervision whereby one relative is responsible for
   supervising the job performance or work activities of another relative; provided, however, that to the extent possible, this policy shall not be construed to prohibit two or more such relatives from working for the same institution or school. For the purposes of
   this policy, a "relative" means a parent, parent-in-law, child, spouse, brother, foster
   brother, sister, foster sister, grandparent, grandchild, son-in-law, brother-in-law,
   daughter-in-law, sister-in-law, or other family member who resides in the same
   household.

   B. When employees of an institution or school become in violation of subsection (a) as a
   result of marriage, the violation shall be resolved by means of transfer within the
   institution or school, transfer to another institution or school, or resignation as may be
   necessary to remove the violation. If transfer alternatives are available, the employees
   shall be given the opportunity to select among the available alternatives; provided that if
   the employees are unable to agree upon any such alternative within sixty days, the
   appointing authority shall take appropriate action to remove the violation.

   C. In the case of an employment relationship that would otherwise violate subsection (a) but
   that were in effect prior to July 1, 1980, the employment of the employees shall not be
   affected by this policy, provided that the institution or school takes appropriate action to
   insure that employees neither initiate nor participate in institutional or school decisions
   involving a direct benefit (retention, promotion, salary, leave, etc.) to a relative.

   D. Each institution and school shall apply the foregoing in a non-discriminating manner, and
   shall insure that the implementation of this policy does not adversely affect employees of
   one sex over those of the opposite sex.

   Tennessee Board of Regents Guideline P-090 provides further guidance regarding the
   implementation of the law.

   Source: TBR Meeting June 19, 2009

IMMIGRATION REFORM AND CONTROL ACT OF 1986

Public Law 99-603 (Act of 11/6/86) was passed in order to control and deter illegal immigration
   to the United States. Its major provisions stipulate legalization of undocumented aliens who had
been continuously unlawfully present since 1982, legalization of certain agricultural workers, sanctions for employers who knowingly hire undocumented workers, and increased enforcement at U.S. borders. (Source: www.uscis.gov)

**EMPLOYMENT ELIGIBILITY VERIFICATION (I-9)**

**Purpose of Form**

All U.S. employers must complete and retain a Form I-9 for each individual they hire for employment in the United States. This includes citizens and noncitizens. On the form, the employer must examine the employment eligibility and identity document(s) an employee presents to determine whether the document(s) reasonably appear to be genuine and relate to the individual and record the document information on the Form I-9. The list of acceptable documents can be found on the last page of the form.

**Where to File**

Do not file Form I-9 with U.S. Immigrations and Customs Enforcement (ICE) or USCIS. Form I-9 must be kept by the employer either for three years after the date of hire or for one year after employment is terminated, whichever is later. The form must be available for inspection by authorized U.S. Government officials (e.g., Department of Homeland Security, Department of Labor, Department of Justice).

Source: [http://www.uscis.gov/i-9](http://www.uscis.gov/i-9)

**Note:** Instructions on how to complete the I-9 form can be found on MTSU’s website at [http://www.mtsu.edu/hrs/training/index.shtml](http://www.mtsu.edu/hrs/training/index.shtml).
Chapter 3

Overview: Recruitment and Hiring Workflow & Gaining Online Access
# Full-Time Faculty Recruitment and Hiring Workflow Checklist

<table>
<thead>
<tr>
<th>Name of Candidate:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title:</td>
<td></td>
</tr>
<tr>
<td>Position #:</td>
<td></td>
</tr>
</tbody>
</table>

Submitter creates requisition

Submitter moves requisition to "Submitted to Dept Head for Approval"

Dept Chair moves requisition to "Submitted to Dean for Approval"

Dean moves requisition to "Submitted to Academic Affairs for Approval"

Academic Affairs moves requisition to "Submitted to Equity & Compliance for Approval"

Equity moves requisition to "E & C returns requisition to Academic Affairs for Posting"

Posted for 30 days

**Review Date Passed**

- Search committee receives guest username & password
- Search committee reviews online applications and recommends finalists using Candidate Rating Instrument

Dept Chair moves requisition to “Dept. Head moves finalists to Interview Candidate & Completes Candidate Rating Instrument”

- Dept Chair changes finalists status to “Interview Candidate” and adds them to the Candidate Rating Instrument
- Dept Chair changes all other applicants status to “Not Recommended for Interview”

Dept Chair moves requisition to "Entire & Finalist Pool Submitted to Dean"

- Dept Chair sends salary recommendation form (hard copy) with curriculum vita on finalists to Academic Affairs

Dean moves requisition to "Submitted Interview Candidates to Equity"

Equity moves requisition to “A-1 Submitted to TBR (Academic Position),” if necessary

Equity moves requisition to “Return Pool to Dept Head for Interviews & Selection of Final Candidate”

- Dept Chair receives automated email when interview pool has been approved
- Dept schedules & conducts interviews; requests official transcripts & reference letters; checks references; finalists signs background check form and application while on-campus
- Dept selects finalist to recommend for hire
- Dept Chair makes verbal offer contingent upon University approval & follows up with written letter/email
- Verbal Offer Accepted (If finalist declines verbal offer, please contact Academic Affairs to reset requisition)
- Dept Chair sends completed background check form on finalist to Academic Affairs (only after candidate accepts verbal offer)

Dept Chair changes finalist status to “Applicant Recommended for Employment” and adds them to the Affirmative Action tab

- Dept Chair changes all other candidates status to “Not Hired”

Dept Chair moves requisition to "Selected Candidate Submitted to Dean for Approval"

- Dept prepares and sends hiring paperwork to Dean who submits paperwork to Academic Affairs

Dean moves requisition to "Selected Candidate Submitted to Academic Affairs"

Academic Affairs moves requisition to “Selected Candidate Submitted to Equity”

Equity moves requisition to “A-2 Submitted to TBR (Academic Position),” if necessary

Equity moves requisition to “Academic Affairs Issues Formal Contract”

Academic Affairs changes the status of the finalist to “Made-Offer Accepted” and moves requisition to “Position Filled & Closed”

Automatic email sent to candidates not chosen for hire

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*Ideal to keep with each search to help track progress*
Accessing the Online Hiring System

Live Site

Applicants: https://mtsujobs.mtsu.edu

Users: https://mtsujobs.mtsu.edu/hr

Training site

Applicants: http://training217.peopleadmin.com

Users: http://training217.peopleadmin.com/hr

The training site updates on the first and third Saturday of each month to mirror the live site. This site is always available to practice using the system.

Usernames and Passwords:

Deans, Departmental Chairs, and Key Support Staff:

A constant user name and password will be provided to all Deans, Departmental Chairs, and key support staff.

Please request an account by visiting https://mtsujobs.mtsu.edu/hr and selecting Create User Account. The request will be sent to Human Resources for Approval.

Search Committees:

A unique guest user name and password is created for each search for all people involved in the recruitment process to access the online hiring system. All members of the search committee will receive an email from Academic Affairs with the guest username and password after the Review Date has passed for each search which is listed in the Posting Details. After Academic Affairs closes the search, the guest username and password will become inactive.

A user who forgets his/her username or password (including the guest username and password), should contact Academic Affairs for assistance at 898-5128.
Chapter 4

Phase 1: Initiating the Search
The first phase of the recruitment process involves initiating the search. This phase involves seven steps that include developing and submitting the Posting Details and Recruitment Plan.

**Step 1: Plan Staffing Needs**

Review Division/Department staffing needs and Affirmative Action goals. Discuss these goals with the Office of Institutional Equity & Compliance. This is also a time to consider the future plans of the department. The Dean and Department Chair should have a vision of what the department will look like in the future, and the recruiting should be in harmony with the goals.

**Note:** After positions are identified to fill, the Department Chair should write a justification letter to the Provost. This letter must be aligned with trends in enrollment and approved by the Dean and Provost prior to posting the position.

**Emergency Hires:** If a Department Chair needs to hire a faculty member without following the regular search procedures, the Request for Waiver of Search Procedures (Appendix A) form should be completed and routed to the appropriate levels for signature. Also, the department should gather the appropriate hiring paperwork and send it to Academic Affairs (CAB 117) to be processed. Appendix B is a list of all the required documents that the Faculty Recruitment Specialist needs to draft an employment contract for the new faculty member.

**Responsible Party:** Department Chair, Dean, IE&C

**Step 2: Appoint Search Committee**

The Department Chair should appoint a search committee and a committee chairperson. The search committee must include female and minority representation (now includes all non-white racial groups). If needed, minority search committee members can be recruited from area communities or other departments on campus to fulfill this requirement. The Department Chair should ask if any of the chosen committee members are considering applying for the position.

**Rules of the Search Committee Members**

1. If a committee member is considering applying for the position, he/she should decline the offer to be on the search committee.

2. If a search committee member is interested in applying for the open position, he/she must recuse themselves from the committee before the listed Review Date in the job posting.

3. All search committee members should reveal any relationship they have with any applicant. This may include student/teacher, research collaboration, professional association, or personal relationships.

Conflicts of interest can occur when their professional or personal relationships, financial interests, and the like might influence or appear to influence their ability to make decisions in the best interest of MTSU. Committee members with an actual or potential conflict of interest must either recuse themselves from participation on the committee or
disclose the conflict, along with a detailed description of the facts and circumstances giving rise to it.

Similarly, individuals with knowledge of an actual or potential conflict of interest by a search committee member also are required to disclose the conflict and all facts that support their belief that a conflict might exist.

To the extent possible, all disclosures should be in writing and provided to the Department Head. Disclosures will be reviewed pursuant to the policies of the Tennessee Board of Regents.

**Responsibilities of a Committee Member**

- Assist in the creation of an enticing advertisement that attracts a diverse, qualified applicant pool, identify sources of potential applicants, and identify applicants who best meet the future needs of the department.

- Seek out the best qualified candidate(s) for the department and University.

- Consider all discipline-related journals, professional associations, and list servs where potential applicants could be reached. Contact professional colleagues who may know of individuals seeking a position or exemplary educators who may be an asset to the college.

- Review applications by comparing applicants’ qualifications to the minimum and preferred qualifications listed in the job posting. Do not compare applicants against other applicants, faculty, or staff in the department.

- Develop a short list of candidates. Provide strengths and weaknesses of each recommended finalist to the Department Chair.

- Schedule and participate in on-campus interviews.

**Responsible Party:** Department Chair

**Step 3: Draft Posting Details and Recruitment Plan (Planning Process)**

Using the identified needs and, if time permits, the advice of the search committee, the Posting Details should be completed, which includes the job description, minimum and preferred qualifications as well as advertising sources. These sources should be included in the Recruitment Plan. Appendix C is a sample of the Posting Details.

It is advised that the Recruitment Plan include at least ten sources the department will contact to assist in identifying candidates. Sources can include the following: current faculty or colleagues outside MTSU that “know people” in the discipline, professional journals, professional associations, and list servs read by people in the discipline. These types of “advertising” are
often the most successful and are the most likely to attract experienced applicants who are seeking a new opportunity or change. Appendix D is a sample of the Recruitment Plan.

Academic Affairs will always publish the tenure-track advertisements in the *Chronicle of Higher Education* every fall semester (if deadline is met by the department/college), www.higheredjobs.com, and MTSU Jobs Online. General ads also will be placed in *Diverse Magazine* and *Hispanic Outlook*. These five sources count toward the ten sources; therefore, the department should find five other sources to advertise positions.

**NOTE:** If tenure-track advertisements are out of the regular recruitment cycle, Department Chairs or Deans are responsible for placing and paying for their own advertisements in the *Chronicle of Higher Education*.

**Responsible Party:** Department Chair, Search Committee

**Step 4: Submit Posting Details, Recruitment Plan, & Search Committee Members Online**

After the Posting Details and Recruitment Plan have been finalized, it is time to create a requisition and submit the information online. The Submitter (Executive Aide/Secretary or Key Support Staff) should log on to https://mtsujobs.mtsu.edu/hr using an established username & password. After the Submitter begins the process, he/she can always save their work and come back to it later. Appendix E lists step-by-step instructions to create a job posting (requisition) online. By submitting a requisition to the next level, the user is giving his/her electronic signature to move the requisition to the next level.

When the requisition is ready to send to the next level for approval, the Submitter should submit the online requisition to the Department Chair (Dept. Head) for approval. Chapter 3 contains a chart and checklist of the online hiring system workflow. It is recommended that this checklist be kept with each search to keep track of progress and quickly identify the next step. After the requisition is approved by all parties, an email notification is sent to the Department Chair to inform him/her the requisition is ready for posting. Academic Affairs will activate the requisition to post on MTSU Jobs Online.

If a Department Chair chooses to create a requisition, the Chair should submit the requisition to the Dean for approval. The Department Chair should be logged in as **Department Head** as the User Type. If the Dean creates a requisition, the Dean should submit the requisition to Academic Affairs for approval. The Dean should be logged in as **Dean** as the User Type. Appendix F lists step-by-step instructions to change the User Type.

**Note:** More than one position number may be placed on one job posting (requisition) as long as each position number has the same job description.

**Responsible Party:** Submitter, Department Chair, Dean, Academic Affairs, IE&C
Step 5: Place Ad in Identified Publications from Recruitment Plan

After the requisition is approved for posting, the department should place an approved ad copy in the appropriate publications. This approved ad copy is the information that was added in the “Enter Draft Advertisement” section on the Posting Details. The department must advertise in all sources listed in the Recruitment Plan. Tenure-Track positions are required to be advertised in the *Chronicle of Higher Education*. Review of applications is usually 30 days after advertisements are published in the online version of the *Chronicle of Higher Education*.

Every year the University Provost establishes a list of centralized recruitment activities provided for all positions to attract a diverse pool of applicants. Department-specific advertising on discipline-specific websites and list serves as well as referrals from colleagues at other schools provides the largest portion of strong, well-qualified applicants.

**Note:** Please do not publish your advertisements before the job posting becomes active on MTSU Jobs Online. If you do, potential applicants will visit our job site and will not be able to find the position.

**Reminder:** Academic Affairs will place ads on MTSU Jobs Online, [www.higheredjobs.com](http://www.higheredjobs.com), and in the *Chronicle of Higher Education* (group ad), if advertising deadline is met by the department/college.

**Responsible Party:** Department Chair, Academic Affairs

Step 6: Follow-up to see if applicants are applying

During the 30-day job-posting period, the Department Chair should log in to the online hiring system periodically to see if applicants are applying for the position(s). If there are zero or only a few applicants, additional advertising may need to be considered. Recruitment should be proactive to find the best qualified candidates.

**Note:** Department Chairs are encouraged not to view applications and other materials so a bias will not be formed prior to the Review Date.

**Responsible Party:** Department Chair

Step 7: Search Committee Determines Criteria & Sets Timeline

During the 30 days the job is posted, the search committee should meet to set up criteria for screening applicants and create a preliminary Candidate Rating Instrument (Appendix G). The minimum requirements listed in the Posting Details must be the initial criteria used for eliminating candidates. Also, the search committee should schedule meetings and determine deadlines for completing the screening process and making recommendations to the Department Chair. The Optimal Recruitment Timeline is sent out by Academic Affairs every fall semester to assist in completing the recruitment and hiring process in a timely manner.

**Responsible Party:** Department Chair, Search Committee
Chapter 5

Phase 2: Screening the Applicants
The second phase in the recruitment process is screening the applicants. This phase involves seven steps that include obtaining interview pool approval, conducting interviews, checking references, and selecting the candidate(s).

**Step 1: Screen Applications & Recommend Finalists**

The search committee should individually screen applications (cover letter, curriculum vita, and other documents). As a committee, recommend a list of finalists or short list (usually two or three names; more names are acceptable) to the Department Chair. The Candidate Rating Instrument (Appendix G) can be used to assist committee members in creating a short list. A final candidate rating instrument should be submitted to the Department Chair for input into the online hiring system. Appendix H is a Reference Guide for Search Committees.

If the search committee cannot narrow the pool to two or three candidates: Depending on the size and credentials of the applicants, the interview pool approval process may need to be completed in a multi-tiered format. This format allows the search committee to select an initial interview pool larger than two or three applicants. This larger interview pool of applicants can be submitted to IE&C for approval, and the search committee may conduct phone interviews, check references or contact the entire interview pool for additional information. Keep in mind that all applicants in an interview pool must be treated equally and given the same opportunities.

**Accessing Applications and Other Materials**

All search committee members will receive an e-mail from Academic Affairs on the day after the Review Date of the position (on the 31st day). This email will contain a guest username, password, and the website to access the applicants and their information. Also, a Candidate Rating Instrument will be attached to this email to assist in the screening process. After this email is received, search committee members should visit the online hiring system at https://mtsujobs.mtsu.edu/hr. Please Do Not Create a User Account. Chapter 3 of this manual contains more information on accessing the online hiring system.

**Note:** The Department Chair or search committee may send a Thank You/Regret Letter to applicants eliminated in this initial screening process. Caution is advised in releasing a potential candidate who may fall below the first cut and yet qualify for additional consideration.

**Responsible Party:** Department Chair, Search Committee

**Step 2: Submit Interview Pool for Approval**

After the Department Chair receives the Candidate Rating Instrument from the search committee, the Department Chair should change the online requisition status to “Dept. Head moves finalist to Interview Candidate and Completes the Candidate Rating Instrument” (easily viewed in the ‘View Active’ screen). This action will activate three tabs in the requisition: Affirmative Action, Candidate Rating Instrument, and Salary Recommendation Form. For those applicants who have been recommended for an interview, the Department Chair should change their status to “Interview Candidate,” complete the Candidate Rating Instrument tab using the information provided by the search committee, and submit the requisition to the Dean for
approval. The Dean should submit the interview pool to IE&C for final approval to conduct interviews. After IE&C approves the interview pool, an approval e-mail notification is sent to the Department Chair. The Department Chair should view the Notes History tab in the requisition to find out if IE&C added a candidate for interview or deleted a candidate from the interview pool. Appendix I is step-by-step instructions on how to get the interview pool approved.

**Exception:** TBR approves the interview pool for administrative and faculty hires with a salary above $100,000 or any upper-level hires (president, vice presidents, assistant and associate vice presidents, all deans, all assistant or associate deans, and all academic Department Chairs, and Directors of the Centers of Emphasis and Excellence), including those officers who, with varying titles, have line responsibility for administration of academic faculty or staff.

**Responsible Party:** Department Chair, Dean, IE&C

**Step 3: Schedule Interviews, Request Official Transcripts and Letters of Recommendation**

After IE&C and/or TBR (if necessary) approve the interview pool, the Department Chair should communicate this information to the search committee chair. The search committee should gather additional information (if necessary) and request official transcripts (Not Issued to Student) and three original letters of recommendation from the applicants. Reference letters must meet 5 criteria: 1. Specific to the position 2. On letterhead 3. Signed by the reference 4. From external references (As a last resort, if internal applicants cannot find external references, then we will accept internal reference letters.) 5. Have a current date. This date cannot precede the date the job was posted on MTSU’s job website. After the department receives these documents, then on-campus interviews can be scheduled. If the interview pool cannot be narrowed down to two or three candidates, then a larger interview pool can be approved by IE&C. In this case, telephone interviews can be conducted and used as a screening tool to narrow the interview pool to two or three candidates.

If transcripts are from countries outside the United States, please review the Verification of Education for New Faculty (Appendix J).

University policy must be followed in reimbursing candidates’ travel expenses according to the Comprehensive Travel Regulations (MTSU Policy No. IV:04:09). Please visit [http://mtsu.edu/policies/#iv](http://mtsu.edu/policies/#iv) to view this current regulation. Travel expense claims are completed at the departmental level, sent to the Dean’s office for review and approval, and then sent forward to Accounting Services to be processed. If there are questions regarding travel expenses, please contact Accounting Services at (615) 898-2940 or visit Cope Administration Building, Room 108.

**Note:** Please review MTSU policy No. IV:07:16 for Interviewing at Off-Campus Sites. This policy is included in Appendix H.

**Responsible Party:** Department Chair, Dean, Search Committee
Step 4: Complete and Submit Salary Recommendation Form (Hard Copy)

Before conducting on-campus interviews, the Department Chair (through the Dean’s office for signature) should complete and submit a hard copy Salary Recommendation form (Appendix K) to the Associate Vice President of Academic Resources for each approved finalist selected for an on-campus interview. He/She should submit the Salary Recommendation form with a curriculum vita either by campus mail (Academic Resources, CAB 117) or fax (898-5029). The Associate Vice President of Academic Resources will evaluate the experience, recommend rank, and provide a salary range for the finalists. It is helpful to put the interview time and date at the top of the Salary Recommendation form so that Academic Resources can prioritize their work. Allow enough time so that this form can be returned to the department prior to the on-campus interviews. This will enable the Department Chair to discuss salary during the interview.

Note: Department chairs must include a rank recommendation on the Salary Recommendation form.

Responsible Party: Department Chair, Dean, Academic Affairs

Step 5: Interview Candidates On-Campus & Check References

After the department has received IE&C approval to conduct interviews and received the approved salary range, then on-campus interviews may begin. After on-campus interviews are completed, someone should check references on each candidate, and then a final candidate should be recommended for the position.

Interviews: On-campus interviews should be conducted by the entire search committee. The Department Chair and Dean should be invited to the interview. Also, the Provost will participate in the interview process, when available, for all tenure-track faculty finalists. The Vice Provost for Academic Affairs will participate in the interview process in the absence of the University Provost. Please contact the Provost office at 898-2953 to arrange this separate interview.

The Office of the University Provost maintains a number of resources to assist search committees with the interview process, including question ideas and what is legal vs. illegal questioning. Some of these resources have been included in this manual (See Appendix H).

Reminder: All official transcripts (Not Issued to Student) of college degrees and three letters of recommendation should be submitted to the department by the time of the on-campus interview.

Reference Checks: It is important to check references to limit employer liability, verify information, and reduce the cost of rehiring and retraining. Reference checks will produce authenticity of information as it relates to such areas as work history, credential problems, and criminal backgrounds. The search committee should ask candidates for permission to check listed and unlisted references and note this in the hiring file. This prevents us from contacting an applicant’s supervisor before the applicant has a chance to discuss his/her potential leaving with them.
Please note that many businesses maintain policies that provide only the date of employment and last position held. Do not ask for information that could be considered discriminatory; if the information is offered, ignore it. The information gathered through reference checks is confidential in nature and should only be communicated to those who have a business need to know. The date the references were checked and by whom should be maintained in the candidate’s file. This information will need to be given to the Department Chair on the selected candidate to input in the online hiring system.

Background Check & Application: **During the on-campus interview, the final candidates should sign a printed copy of their application to verify authenticity and complete a Background Check form (including all residences for the past seven years).** They may use the back of the form if needed. If a candidate has lived at one address for the past seven years, please ask the candidate to rewrite the address on the second address line with from/to dates to indicate no other addresses. Candidates must print, sign, and date their name on the front page. The background check will only be processed if the candidate is selected and accepts the conditions of the appointment. Appendix L is a detailed description of Academic Affairs’ background check process including the background check form.

**Responsible Party:** Search Committee, Department Chair, Dean

**Step 6: Retain Application Materials**

The department should maintain all applications and other materials submitted in response to an advertised position (including print and online ads) for **two years** after the date of the selected candidates signed contract (TBR Policy No. 5:01:00:10 – Personnel Records, and TBR Guideline G-070 – Disposal of Records). The application, cover letter and curriculum vita will be maintained online; however, any other information submitted to the department, including committee notes, should be stored in a file.

**Note:** For Department Chair positions, records should be kept in the Dean’s office. For Dean positions, records should be kept in the Provost’s office.

**Responsible Party:** Department Chair

**Step 7: Check Online System for Additional Applicants**

Since MTSU attempts to hire very early, it is typical for additional applicants to filter in after the initial review and recommendation by the search committee. The Search Committee Chair should periodically check the online system for new applicants.

If applicants apply after the interview pool has been approved by IE&C, the search committee should review their information to determine if they meet the same qualifications of those in the interview pool. If an applicant falls below the level of the interview pool, they should be removed from consideration; however, if they meet or exceed the qualifications of the interview pool, they should be added to the interview pool and submitted for approval by IE&C.
Note: If additional applicants need to be added to the interview pool, the Department Chair should contact the Faculty Recruitment Specialist, 898-5128, so that the requisition can be reset to accomplish this task.

**Responsible Party:** Search Committee Chair, Search Committee
Chapter 6

Phase 3:
Hiring the Selected Candidate
The final phase of the recruitment process is hiring the selected candidate. This phase involves four steps that include negotiating terms, seeking online approval at all levels for the selected candidate, contract execution, and notifying unsuccessful candidates of the search status.

**Step 1: Negotiate Terms of Recommended Appointment**

After a final candidate has been selected by the Search Committee, Department Chair and Dean, and all are in agreement, the Department Chair should contact the candidate to notify him/her that he/she is being “recommended for the position, subject to all approvals.” When making a verbal recommendation for employment, the Department Chair should discuss with the candidate that an offer of employment can only be made by the University. During this conversation, the Department Chair should determine if the terms of the appointment (appointment date, salary, moving expenses, credit toward tenure, start-up package, etc.) are acceptable to the candidate. The Department Chair should follow-up the verbal discussion with a written recommendation letter or e-mail requesting a written acknowledgement of the acceptance of terms of agreement.

The Start-Up Request form (Appendix M) can be used as a negotiating tool by the Department Chair to attract the candidate. Equipment, Computer, Supplies & Software, Travel, Moving Expenses (up to $3,000 for in-state moves; up to $5,000 for out-of-state moves), Immigration Expenses (up to $4,500), and other items can be negotiated. Academic Affairs asks that the department and college pay one-third of the total start-up funds requested. This form should originate in the department, sent to the Dean for signature, and routed to the Provost for approval prior to discussion with the candidate.

**Note:** Two ways to reimburse new faculty member for moving expenses: 1) MTSU can pay a moving company directly. This involves securing 3 bids. Contact Purchasing & Procurement Services at 898-2944. 2) New faculty member may pay for own expenses up front and request reimbursement with the proper documentation. Contact Accounting Services at (615) 898-2940.

**Note:** After the selected candidate has accepted the verbal offer contingent upon university approval, the Department Chair may send the Faculty Recruitment Specialist (CAB 117) the completed background check form on the selected candidate. This will help to speed up the hiring process.

**Responsible Party:** Department Chair, Dean

**Step 2: Forward all Recommendations Required for University Approval**

After the Department Chair has confirmed that the candidate will accept the terms of the recommendation, he/she should send the selected candidate through the online hiring system for approval at all levels. This step involves changing the status of the candidate to “Applicant Recommended for Employment” and completing the Affirmative Action tab. Appendix N, How to Get Selected Candidate Approved Online, is useful to complete this step.

If more than one position number is listed on a requisition, it is very helpful to send all selected candidates through the online hiring system at the same time to get final hire approval. Since this is not possible all the time, the Department Chair may send through one selected candidate at
a time for final hire approval. If this is the case, after the first selected candidate has been approved for final hire, the Department Chair should contact the Faculty Recruitment Specialist, 898-5128, and ask that the requisition be reset so that another selected candidate can be sent through the online hiring system for final approval. If this process is chosen, it is helpful for the Department Chair to make note of the selected candidate’s name in the Notes/History tab each time a candidate is sent through for approval. This will prevent confusion for all the people involved in the final hire approval process.

At this step, the Department Chair or Key Support Staff may begin compiling the hiring paperwork to submit to the Dean’s office, and then to the Provost office for processing. Appendix O is a Full-Time Faculty Hiring Checklist of all the documents that must be sent forward to have a faculty employment contract executed.

Note: Please do not submit your hiring paperwork if it is incomplete. The Provost office will send it back to the Department for completion of the file. In addition to drafting the faculty contract, Academic Affairs uses the Request for New Tenure-Track Faculty Start-up Funds form to draft all moving and immigration expense agreements.

**Responsible Party:** Search Committee, Department Chair, Dean, Academic Affairs, IE&C, TBR (if Necessary)

**Step 3: Execute Contract for Employment**

After Academic Affairs has secured all levels of approval for the selected candidate including IE&C (and TBR, if necessary) and has received a complete hiring packet from the department, a faculty employment contract will be prepared and sent forward for the Provost’s signature. The contract represents the official offer of employment by the University. After the Provost signs the contract, the contract will be mailed via FedEx, Standard Overnight (out-of-state candidates only) or First Class Mail (in-state candidates only). After Academic Affairs receives a signed contract back from the selected candidate(s), copies of the fully executed contract (including moving and/or immigration expenses agreement, if appropriate) will be mailed to Human Resource Services, Department Chair, College Dean, and IE&C for record keeping.

**Responsible Party:** Academic Affairs

**Step 4: Notify all Unsuccessful Candidates of Search Status**

After Academic Affairs receives a signed contract back from the selected candidate(s), the Department Chair will be notified to look at the remaining applicants and candidates and change their status (if necessary). New applicants’ status should be changed to ‘Not Recommended for Interview.’ Candidates who were interviewed but not selected for the position should be changed to ‘Not Hired.’ After Academic Affairs closes the position, the online hiring system will generate an automatic regret letter to all applicants and candidates. Appendix P provides this notice email.

**Reminder:** The search committee may send a Thank You/Regret Letter to applicants eliminated in the initial screening process (See Chapter 5: Phase 2, Step 1).
Note: Academic Affairs will close the position on MTSU Jobs Online and www.higheredjobs.com after a signed contract has been received from the selected candidate(s).

**Responsible Party**: Search Committee, Department Chair, Dean, Academic Affairs
Chapter 7

Frequently Asked Questions
Can we interview candidates at our conference?

Conference interviewing/visits should be used as a form of 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://mtsujobs.mtsu.edu. Inform individuals that conference visits are informal, and finalists will be contacted for a formal on-campus interview.

Conference interviewing can be used on the initial finalist pool approved by IE&C as an initial interview similar to telephone interviews to assist in narrowing the applicants to two or three finalists for on-campus interviews, if this is a common discipline practice and specific guidelines are followed. The pool of qualified applicants must first be approved by IE&C. The search committee should be represented during the interview; minority representation from the search committee must be present. If this method is used, all candidates in the pool must be interviewed in some form, all applicants in the pool unable to attend the conference must be given the opportunity to come to campus at their own expense for a face-to-face or telephone interview.

MTSU Policy No. IV:07:16 addresses this question and is included in Appendix H of this manual.

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

Some applicant pools are very large with more than a few applicants that appear to be ideal for the position. If this is the case and the finalist pool cannot be narrowed to only two or three candidates, a multi-tiered interview process should be used. For example, if a search committee can only narrow the interview pool to four or more candidates (ideally no more than six candidates), this large pool can be approved by IE&C and TBR (if necessary). Telephone interviews, reference checks, or other tools can be used as a screening tool to shorten the interview pool to two or three candidates for on-campus interviews.

Why can’t I log into the system?

Verify you are on the employer/user website rather than the applicant site. Please visit the user website at http://mtsujobs.mtsu.ed/hr

Search committee members can only login and review applications in the online hiring system after the Review Date has passed for the position. Search committee members must use the guest username and password provided by the Faculty Recruitment Specialist.

When will applicants know they are not selected for a position?

After Academic Affairs receives a signed contract from the selected candidate(s), then the Faculty Recruitment Specialist will close the position in the online hiring system that will take the position off of MTSU Jobs Online. When the position is closed, the online hiring system will automatically send an e-mail to all applicants and candidates to notify them the position is filled. This email notification may be sent as late as six to eleven months (June or July before the fall
semester begins) after the position was originally posted to MTSU’s job website. Departments are cautiously encouraged to notify applicants as soon as they are removed from consideration as a courtesy to the applicant. By doing this too quickly, departments may notify individuals they are not being considered only later to realize they may want to interview someone they removed too early in the search process. Appendix P is the example of the e-mail that is sent to candidates after the position is filled and closed.

What if I cannot find a finalist for my position?

The Department Chair should send an email to IE&C and ask to fail the position. It is helpful to reference the position title, requisition and position number in this email. Please copy the Associate Vice President of Academic Resources and Faculty Recruitment Specialist on this email so they are informed of the decision. After IE&C approves the failed search, the Faculty Recruitment Specialist will cancel the search in the online hiring system (automatically removes from MTSU Jobs Online) and remove the job posting from higheredjobs.com.

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

The Department Chair should send an email to IE&C and ask to change position numbers. It is helpful to reference the position title, requisition number, and old and new position numbers. Please copy Associate Vice President of Academic Resources and Faculty Recruitment Specialist on this email so they are informed of the decision. After IE&C approves the failed search, the Faculty Recruitment Specialist will change the position number(s) in the online hiring system.

What if I need to conduct an emergency hire?

The Department Chair should complete the Request for Waiver of Search Procedures located at http://www.mtsu.edu/provost/recruit.shtml or Appendix A of this manual. This form must be routed through the Dean, Provost, and IE&C Executive Director for signature.

Can I conduct Skype interviews in place of telephone interviews?

Yes, you may conduct Skype interviews in place of telephone interviews. If the search committee prefers Skype interviews to narrow down the short list, then this should be communicated with each candidate. If a candidate chooses not to Skype, then a telephone interview should be conducted with him/her. To ensure equality, please make sure the format of your telephone and Skype interviews are consistent.

Can a department display application materials for faculty searches?

Yes. The search committee determines if they would like to display the application materials. If search committees would like feedback from the faculty and staff members in the department, it is recommended that the application materials are made available shortly after the Review Date passes on the job posting. However, if the search committee does not want feedback from the departmental faculty and staff in determining the interview pool, it is recommended that the
application materials are not displayed. In this case, application materials could be displayed after the search committee has selected their finalists for the position.

**A candidate has asked for the names of the search committee members, can I give the candidate the names?**

Yes. If a candidate asks for the names of the search committee members, you should provide the list of names. You do not have to provide the names to the other candidates unless you are asked for them. A candidate may want to know the names of the search committee so he/she can send a Thank You note. During the on-campus interview, it is recommended that each candidate be given an agenda that lists all the names of the people serving on the search committee.

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

While it is recommended to send all three selected candidates through the online hiring system at one time to receive final hire approval, it is possible for the Department Chair to send each selected candidate through the system separately. After the Department Chair receives approval by all levels on the first selected candidate, he/she should contact the Faculty Recruitment Specialist at 898-5128 and ask that the requisition be reset so that another selected candidate can be sent through the online system for final approval. After the requisition is reset, the Department Chair will be able to send the second selected candidate through the online hiring system for approval.

**Who handles classified and administrative positions?**

Human Resources handles all classified and administrative positions. Please contact the Employment Specialist at 898-2928.

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

The Department Chair should contact the Faculty Recruitment Specialist at 898-5128 and ask to have the requisition reset to add more candidates to the interview pool. After the requisition is reset, the Department Chair should change the status of the new candidates to “Interview Candidate” and add them to the Candidate Rating Instrument. The Department Chair should submit the new interview pool to the Dean for approval. IE&C must approve all interview pools. The Department Chair should make note in the Notes History tab the new names being added to the interview pool. This prevents confusion by all parties who have to approve the new interview pool.
Do internal applicants need to resubmit 3 reference/recommendation letters and official transcripts even though they have been working at MTSU for a number of years?

This question often occurs when faculty members are reapplying for their position at MTSU or when adjunct faculty members apply for a full-time faculty position.

Faculty members who are reapplying for their position or adjuncts who are applying for a full-time faculty position must submit 3 new reference letters. Reference letters must meet 5 criteria. They must be: 1. Specific to the position 2. On letterhead 3. Signed by the reference 4. From an external reference (As a last resort, if internal applicants cannot find external references, then we will accept internal reference letters.) 5. Have a current date. This date cannot precede the date the job was posted on MTSU’s job website.

Also, any internal applicant who is a current faculty member does not have to submit official transcripts. Academic Affairs already has their official transcripts on file from when they were hired in the past.

If an internal applicant is currently in a classified or administrative position and has applied for a faculty position, Academic Affairs will need official transcripts from all college degrees. Please contact the Faculty Recruitment Specialist, 898-5128, to verify whether or not Human Resource Services or Academic Affairs has official transcripts.
Appendix A

Request for Waiver of Search Procedures
REQUEST FOR WAIVER OF SEARCH PROCEDURES

**POSITION TO BE FILLED**

Position #: _______________________
Previous Employee/Rank/Title: ______________________________________________________________

**RECOMMENDATION**

Name of Recommended Person: ______________________________________________________________

Appointment type:
☐ Fall ___ Only  ☐ Spring ___ Only  ☐ Academic year ______  ☐ Fiscal year ______

Contract type:
☐ Temporary  ☐ Clinical-track  ☐ Coordinator-track  ☐ Research-track  ☐ Post Doc/Temp

**JUSTIFICATION FOR REQUEST TO HIRE WITHOUT A SEARCH**

Please provide a statement to justify filling position for one year or less without a search process (continue on a separate page if additional space is needed).

**SIGNATURES**

DEPARTMENT CHAIR: I request a waiver of regular search procedures as specified above.

__________________  ______________________________________________________________
Date  Department Chair

DEAN: ☐ Approved  ☐ Denied

__________________  ______________________________________________________________
Date  Dean

UNIVERSITY PROVOST: ☐ Approved  ☐ Denied

__________________  ______________________________________________________________
Date  University Provost

EXECUTIVE DIRECTOR, IE&C: ☐ Approved  ☐ Denied

__________________  ______________________________________________________________
Date  Executive Director, IE&C
Appendix B

Full-Time Faculty Hiring Checklist **without** a Search
OFFICE OF THE UNIVERSITY PROVOST

FULL-TIME FACULTYHIRING CHECKLIST W/O Search

FEDERAL LAW REQUIRES SECTION 1 OF AN I-9 BE COMPLETED ON OR BEFORE THE FIRST DAY OF EMPLOYMENT AND SECTION 2 OF THE I-9 BE COMPLETED WITHIN THREE BUSINESS DAYS OF EMPLOYMENT START DATE (THIS WOULD BE THE FIRST DAY OF CLASSES FOR FULL-TIME FACULTY).

☐ PAF Form (full-time faculty DO NOT sign PAF)
☐ Academic Preparation Certification Form (SACS Form) ***
☐ Request for Waiver of Search Procedures form
☐ Curriculum Vita
☐ Three Current Letters of Recommendation (date should not precede job posting date)
☐ Signed Background Check Form (must list 7 years of residency and be an original)
☐ Original Transcripts of ALL College Degrees SENT DIRECTLY to the MTSU DEPARTMENT (cannot be issued to student!)

***If an exception to SACS criteria, please include justification on the SACS form including documentation of a minimum of 3 external sources of experience, honors, awards, etc. that speak directly to the individual’s ability to teach and to exhibit an understanding of learning outcomes.

NOTE: Letters of Recommendation – must be from external sources, specific to the position, addressed to the Department Chair, signed originals, current date, and on letterhead. No general dossier.
Appendix C
Posting Details
POSTING DETAILS

Job Title: (Department) Faculty, (Concentration)
Position Number: Call Academic Affairs if unsure
Index Number: Account that salary will be charged

Job Description:

Middle Tennessee State University
College of ____________________

(Department) Faculty, (Concentration) (Example: Mathematical Sciences Faculty, Algebra)
Tenure-track, Assistant/Associate Professor. (Position #_______)
Position begins ________________ (Example: August 1, 2012)

Specific to the position, be detailed in what you are seeking. A description too broad can lead to
too many unsuited applicants, but an application appearing too complex can rule out most
candidates who would normally be qualified.

Excellence in teaching, research/creative activity and service is expected for all positions. MTSU
seeks candidates committed to using integrative technologies in teaching. (Standard statement
for tenure-track positions.)

Excellence in teaching is expected for all positions. MTSU seeks candidates committed to using
integrative technologies in teaching. (Standard statement for temporary faculty positions.)

Minimum Qualifications: Terminal Degree in appropriate or related field.

Preferred Qualifications: Certifications, licenses, years of experience, etc.

Special Instructions to Applicants:

All faculty positions are advertised as open until filled.

Required documents for a complete application:

1. Cover letter
2. Curriculum Vita
3. Statement of teaching philosophy (Optional)
4. Research interest statement (Optional)

Additional Information: (This is a newly added field. This field will be populated with the
following information. Do not forget to delete these statements out of the Special Instructions
section.)
Official transcripts (not issued to student) of all college degrees and three letters of reference, specific to the position, will be required if selected for an on-campus interview. (Standard statement for all faculty positions.)


MTSU, a culturally-diverse university, is an equal-opportunity, affirmative-action educational institution and employer. Women, ethnic minorities, and persons with disabilities are encouraged to apply. (Standard statement for all faculty positions.)

**College:** Choose your college from the drop down menu  
**Department:** Choose your department from the drop down menu  
**Division:** Choose “Academic Affairs” from drop down menu  
**Salary Range:** Rank and salary commensurate with education and experience. (Standard statement for all faculty positions)  
**New Position:** Yes or No  
**Job Open Date:** Set by Academic Affairs  
**Job Review Date:** Set by Academic Affairs  
**Job Close Date:** No close date for faculty positions  
☒ Open Until Filled  
**Is this position Grant funded?** Yes or No  
**Posting Supervisor:** Click Hiring Manager’s name from drop down menu  
**Search Committee Chair:** Click name from drop down menu (if name is available)  
**Responsible Submitter:** Choose the name of the person who created requisition (job posting)  
**Responsible TBR User:** Move Dr. Kay Clark’s name to right if upper level position or if salary anticipated to be over $100,000  
**Previous Employee Name:** Type in previous employee’s name  
**Job Category:** From drop down menu, choose ‘Faculty’  
**Job Type:** From drop down menu choose contract type: Clinical, Coordinator, Tenure-track etc.  
**EEO Category:** Officials and Managers  
**EEO Code:**

**Documents that MUST be attached by the applicant (Required Documents):**  
(Not: The documents that you require in the Special Instructions to Applicant Section must be check marked in this section. Other Document and Other Document 2 can be used for a teaching philosophy, research interest, or other required material.)

☐ Cover Letter  
☐ Curriculum Vita  
☐ Letter of Intent  
☐ Transcript 1  
☐ Transcript 2
Documents that CAN be attached by the applicant (Optional Documents):

☐ Resume
☐ Cover Letter
☐ Curriculum Vita
☐ Letter of Intent
☐ Transcript 1
☐ Transcript 2
☐ Transcript 3
☐ Other Document
☐ Other Document 2

Skills Testing:
(Note: This section is for classified and administrative positions only. Leave blank for faculty positions.)

☐ Typing
☐ Data Entry
☐ Ten Key
☐ Proofreading
☐ Spelling
☐ Bookkeeping
☐ Word
☐ Excel

Advertising Source Requested (Please mark sources that you want the Provost office to place and pay.)

☐ Daily News Journal (for classified/administrative positions)
☐ The Tennessean (for classified/administrative positions)
☐ Chronicle of Higher Education
Other (specify below)

**Other Advertising Source:** (professional website, personal journals, etc.)
MTSU Jobs Online
www.higheredjobs.com

**Enter Draft Advertisement Information:** Place shortened version of your job description here that you will place in sources listed in your Recruitment Plan. Please include 2 statements in this shortened version advertisement: 1. EO/AA Employer 2. [https://mtsujobs.mtsu.edu](https://mtsujobs.mtsu.edu).

The first statement is to let potential applicants know that MTSU is an Equal Opportunity and Affirmative Action Employer. The second statement allows potential applicants to visit MTSU’s job website and locate any job openings.
Appendix D

Recruitment Plan
RECRUITMENT PLAN

The following 3 sections are completed by IE&C:

Departmental Affirmative Action Objective
University Affirmative Action Objective
Vice President Area Status

The following 6 sections are completed by the Department Chair:

Interviews/selection conducted by: Committee

I plan to advertise in the following publications: Hard copy publications (i.e., Journals)

I plan to advertise online: MTSU Jobs Online, Higheredjobs.com, list servs

I plan to request nominations from the following discipline related groups:

I plan to make the following direct contacts to insure that qualified minorities and females are aware of the position:

State the responsibilities of the committee: Review applications, recommend interview pool, participate in on-campus interviews, and provide candidate strengths and weaknesses to Department Chair. (Standard wording)
Appendix E

How to Create a Job Posting (Requisition) Online
How to Create a Job Posting (Requisition) Online
(Submitter, Department Chair, Dean)

Step 1: Visit https://mtsujobs.mtsu.edu/hr and login using your established username and password.

Step 2: Under Create Requisition, click From Previous (Faculty Only) or From Template (Faculty Only)

If selecting From Previous (Faculty Only):
Click Create under the job title you want to repost

If selecting From Template (Faculty Only):
Under Job Category, click Faculty from the drop down menu, leave Job Title as Any and click Search
Click Create under the job title that is appropriate

Step 4: Fill in all the appropriate fields starting with the Posting Details tab (Appendix C)
Click Continue to Next Page to fill out the Recruitment Plan tab (Appendix D)
Click Continue to Next Page to fill out the Search Committee tab
  • Click Add New Entry, fill out the fields about the committee member and click Add Entry
  • Click Add New Entry for each search committee member
  • Click Save and Stay on this Page after you have entered all committee members’ information
Click Continue to Next Page

Step 5: Click Continue to Next Page four (4) times to skip the next 4 tabs: Template Level Questions, Position Specific Questions, Points, and Guest User tabs. These first three tabs are not typically used for faculty searches. If you would like to use these tabs, please contact the Faculty Recruitment Specialist (5128) for assistance. Do not activate the guest username and password. This is activated by Academic Affairs.

Step 6: Click Submit to Dept. Head for Approval (an email will be sent to the department chair alerting him/her that a new job has been sent to them electronically for their approval)

Note: If the Dean is the hiring manager, he/she will click Submitted to Academic Affairs for Approval.
Appendix F

Changing User Type in Online Hiring System
Changing User Type in Online Hiring System
(Submitter, Department Chair, and Dean)

Visit https://mtsujobs.mtsu.edu/hr

Please login in with your established username and password.

For Department Chairs & Deans:

Step 1: Click Change User Type on left side of web page
Step 2: Click on the user type that matches the status for the job

Example: If you are the Department Chair, you have several different user types: Posting Supervisor, Department Head, Evaluating Supervisor. If you are creating a requisition, submitting the interview pool, or sending through the selected candidate for final hire approval, you should be logged in as Department Head.

Step 3: Click Change Group

For Key Support Staff:

Step 1: Click Change Default View on left side of web page
Step 2: Click on the user type that is appropriate: User or Department. If you are unsure, change the Default View until you can see the information you are looking for on the webpage.
Step 3: Click Change for this Session or Change for Future Sessions. This depends on your preference.
Appendix G

Candidate Rating Instrument
Middle Tennessee State University  
Candidate Rating Instrument  
(used to determine interviewees or finalists)

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Appendix H

Reference Guide for Search Committees
This reference guide for search committee members is intended to provide assistance throughout the faculty recruitment and hiring process. We have included username and password information, a quick overview of the review process, and several tips on screening and conducting interviews along with helpful resources and websites. Also, it is very important that search committee members review this entire Full-Time Faculty Recruitment Guide so that they familiarize themselves with the recruitment and hiring process. In addition, search committee members should review Phase 1: Step 2 of this manual, which contains some rules and responsibilities. Some of the information contained in this reference guide was contributed by the College of Basic and Applied Sciences and other information was adapted from “Search Committees: A Tool Kit for Human Resource Professionals, Administrators.”

Live Site

To review applications, visit https://mtsujobs.mtsu.edu/hr

Applicants must submit an online application at https://mtsujobs.mtsu.edu

Search Committees Guest Username & Password

A unique guest username and password is created for each search for all involved to access the system. After the Review Date passes, all members of the search committee will receive an email from Academic Affairs with a guest username & password (on the 31st day). After Academic Affairs closes a search, the guest username and password will become inactive. Chapter 3 of this manual has more information about accessing the online hiring system.

If a user forgets his/her guest username and password, please contact Academic Affairs at 898-5128 for assistance.

To View Applicants:

1. Log into https://mtsujobs.mtsu.edu/hr
2. Locate the position title on the screen
3. Click View under the Position Title
4. A list of all applicants will appear on the screen
5. View and print applications and other materials

Search Committee Review Process

Step 1: Decide on the criteria for evaluating candidates.

Use the Job Description online to set up criteria for screening applicants, creating a preliminary Candidate Rating Instrument (Appendix G). The minimum requirements that are advertised online must be the criteria used for selecting or eliminating candidates.
Step 2: Determine the best way for the committee to work & meet.

Schedule search committee meetings, deadlines for completion of screenings, recommendations to the Department Chair, etc.

Step 3: Individually screen candidates online.

View applicant’s online application, cover letter, curriculum vita, and any other materials sent in by the applicant without consulting the other committee members. It is helpful to add the applicants to the Candidate Rating Instrument.

Step 4: Compare your top candidates with the committee.

Meet to define a reasonably sized, high-potential candidate pool to pursue. First, focus on which candidates to eliminate immediately and then identify the top candidates.

Step 5: Recommend finalists to department chairperson.

List recommended finalists on the Candidate Rating Instrument that includes their strengths and weaknesses. Give the Candidate Rating Instrument to the Department Chair to enter into the online hiring system.

Step 6: Schedule & conduct phone interviews (optional).

After getting interview pool approval from IE&C, call applicants for further clarification on work experience, education, etc. Phone interviews are usually conducted when an interview pool cannot be narrowed down to 2-3 candidates.

Step 7: Schedule on campus interviews.

Typically, 2-3 candidates are invited for on-campus interviews. Include the Department Chair, Dean, and Provost in the interview. The Vice Provost for Academic Affairs will participate in the interview process in the absence of the University Provost. Please contact the Provost office at 898-2953 to arrange this separate interview. Ask the finalists to send official transcripts and three recommendation letters to the department before the interview.

Step 8: Conduct on-campus interview.

Interview candidates and check references. 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, credential problems and criminal backgrounds. Ask finalists to sign employment application (printed from online) and complete and sign the background check form. Academic Affairs only conducts checks on the candidate of choice and includes only
felony & Misdemeanor Criminal Convictions and Sex Offender registry. Step 9: Recommend hire to Department Chair.

Tips for Screening Applicants

- Applications should be screened by more than one person (at least three).
- Compare applicants’ job qualifications to the minimum qualifications and then to the preferred qualifications.
- During the final stages of the screening process, list strengths/weaknesses of candidates using the Candidate Rating Instrument.

**Note:** Remember this is a confidential process. Search committee members must be careful not to discuss a candidate in an area where they will be overheard. Committee members can listen to what anyone wants to tell them but are not to take a position on a candidate when discussing with a colleague who is not on the search committee.

Tips for Telephone Interviews

1. **Planning and Arranging the Interview**
   - Schedule a call of no more than 30 minutes with interviewee and interviewers.
   - Review interviewee’s application materials.
   - Prepare questions.
   - Determine the order in which the interviewers will ask questions.
   - Test speaker-phone and teleconferencing equipment and procedures.

2. **Conducting the Interview**
   - Introduce the individuals participating in the interview and describe how the interview will be conducted.
   - Ask questions pertaining to the resume (for example, questions about gaps in employment, special training, or a change of professions).
   - Ask why the person is interested in leaving his or her current position.
   - Ask one or two technical questions about the job.
   - Ask one or two questions that will help you determine the interviewee’s “fit” to your campus (for example, “what is your philosophy of ___?”).
   - Ask follow-up questions as appropriate.
   - Ask the interviewee if he or she has any questions.
   - Explain to the interviewee the next step in the selection process.
   - Thank candidate for his or her time.

**Note:** If the search committee decides to complete telephone interviews with candidates on the short list before issuing invitations to visit campus, internal candidates must also complete a telephone interview.
Interview Preparation Checklist

- Send Welcome Package to interviewees.
- Confirm travel and lodging arrangements.
  - Candidates should make their own airline reservations and purchase their airline tickets. Reimbursement will be made after the travel has been completed. MTSU does not pay for airline tickets in advance.
  - 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 absolutely impossible to do so. Lodging expenses should be directly billed to the department (will be paid from the college recruitment account.) Make sure the hotel provides the in-state rate or lower.
- Arrange transportation from airport or other location.
  - Search committee members should be responsible for picking up candidates from the airport, hotel, getting them back to the hotel, airport, etc.
- Arrange tour of local community (if appropriate).
- Arrange campus tour.
  - Search committee members should escort candidates around campus to interview sessions.
- Arrange interview by search committee that should include Department Chair and Dean.
- Arrange meeting with Provost.
- Schedule candidate’s presentation.
- Schedule meals and breaks as appropriate.
  - Search committee members should take candidates for meals.

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

Tips: Before the Interview

- Book an appropriate location.
- Review the job description.
- Draft and agree upon the interview questions to be asked.
- Review the candidate’s resume/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.
Good Interview Questions 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 the use of technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What do you think are the most important 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?
- In what professional development activities have you been involved 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?
- Have you involved your students in your research?
- What are your current research interests?
- What are the most recent book and article that you've read?

Interview Questions to AVOID

- Are you a U.S. citizen?
- 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 child care 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 you have any responsibilities that conflict with the job's attendance or travel requirements?
- Are you able to work in the United States on an unrestricted basis?
- Are you able to perform the duties on the job description with or without reasonable accommodations?
- Have you ever been convicted of a felony crime?
- If hired, can you provide proof that you are at least 18 years of age?
- 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 you have any problem working overtime, if required?
- Would anything prohibit you from making a long-term commitment to the position and the institution?

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 process you employ when developing curriculum?

- **Avoid Leading Questions** – leading questions suggest an answer, the candidate will feel compelled to agree with you. Example: You do like working on teams, don’t you?

- **Ask only questions that are bona fide occupational qualifications** – asking questions directly related to candidate’s ability to do the job. Example: We have a great child care center on campus, do you have children?

- **Stay away from questions that relate to protected classifications** – asking questions related to 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 for that topic to be discussed. Example: My husband is also a professor; do you offer spousal relocation services?
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 he or she demonstrate mastery of his or her subject?
- Did he or she present the subject matter in an effective manner (that is, with sufficient clarity, at the right pace, and so on)?
- Were his or her handouts or other learning aides useful?
- Did he or she use them effectively?
- Did he or she handle questions well?
- Did he or she 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

- Introduce committee members (including Department Chair and Dean)
  - Greet the candidate by name & shake hands, making them feel comfortable. The goal is to establish a rapport and orient the candidate to the interview process.
- Describe the format of the interview
- Ask open-ended informational, situational, and behavioral questions
  - Ask a variety of questions relating to education (graduate & undergraduate), work experience, teaching philosophy, research interests, and specific skills for the position.
- Let the applicant do most of the talking
- Keep the interview on track
- Observe nonverbal behavior
- Take notes
- Leave time for the candidate to ask questions
- Ask if you can check references and pursue references not listed on the curriculum vita
- 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 candidate for his or her time

Note: All candidates must be treated equitably and provided with the same services and information. Internal candidates must be treated the same as external candidates (e.g., same escort service around campus, meetings, guest meals, etc.). Of course, internal candidates are not required to spend the night in a hotel.
**Tips: After the Interview**

- Give the candidate a brief overview or written synopsis of benefits
- Answer any questions related to salary
- Evaluate the candidate
- Document the interview
- Secure signed release for background check (will expedite hiring once the candidate is selected)
- Secure signature on application (will expedite hiring once the candidate is selected)
- Search committee members should not have contact with a candidate after he/she leaves campus unless it is a common process being implemented for ALL interview candidates. If candidates contact search committee members, it is acceptable to answer questions. However, committee members should not contact candidates unless it is common practice.

**Note:** External candidates may have their lodging, transportation, and meals reimbursed. Candidates should complete and sign a standard Claim for Travel Expenses form for these expenses not otherwise paid directly by the University. Reimbursement limitations and original receipts needed are found in the Comprehensive Travel Regulations (MTSU Policy No. IV:04:09).

**Interviewing at Off-Campus Sites (Faculty Recruitment) (MTSU Policy No. IV:07:16)**

The University supports efforts to recruit and employ faculty who are 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 who are 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:

A. Shall reflect diversity of gender and race.
B. Shall consist of no fewer than 3 (three) members, and all members must be present at the time of the interview.
C. Shall consist of at least one member whose area of concentration is the same or similar to the advertised position.

**Note:** All information above must be provided to IE&C prior to conducting the interviews.

In addition to the above:

D. The interview questions must be job related and consistent for all candidates.
E. All candidates shall be invited to the off-site interviews (screenings). If the off-site interview is not possible for some candidates, they shall be given the opportunity to have an additional interview with the search committee.

F. Interviews shall be conducted in neutral, non-threatening areas.

G. Interviews shall not be conducted in hotel rooms of committee members or candidates.

RESOURCES & WEBSITES

There are a number of resources available to gather question ideas and also to assist in determining what is versus what is not appropriate to ask a candidate. The following books are available to borrow in the University Provost office (CAB 111):


Provost Office  
[http://www.mtsu.edu/~pvpaa/](http://www.mtsu.edu/~pvpaa/)

Institutional Equity and Compliance  
[http://www.mtsu.edu/~iec/](http://www.mtsu.edu/~iec/)
Appendix I

How To Get Interview Pool Approved Online
How To Get Interview Pool Approved Online
(For Administrative/Classified positions, please contact the Employment Office at 898-2928)

Visit https://mtsujobs.mtsu.edu/hr (Login with your established user name and password)
(Make sure that your user type is Department Head)

**Step 1: To View Applicants**
Click View Active
You should see all your open positions on this screen
Locate the position; click View under the Position Title
You will see a list of applicants; you can view/print their application, cover letter, curriculum vita, and other attached materials.

**Step 2: For candidates you want to interview**
Click Change Status in the Status column to the right of the applicant's name that you want to interview
Click the drop down menu, select Interview Candidate
Click Continue to Confirm Page and click Save Status Changes
Repeat for all the applicants who you want in the final interview pool

**Step 3: For candidates not chosen for interview**
Click Change Status in the Status column to the right of the applicant’s name that you do not wish to interview
Click the drop down menu, select Not Recommended for Interview
Click the appropriate Not Hired Reason to the right on the screen
Click Continue to Confirm Page and click Save Status Changes
Repeat for all applicants not selected for an interview

**Step 4: To activate online forms (Candidate Rating Instrument, Affirmative Action, Salary Recommendation)**
Click the Notes/History tab (far right of the screen)
Click Continue to Next Page
Click Dept Head moves finalists to Interview Candidate and completes the candidate rating instrument
Click Continue and Confirm

**Step 5: To complete the candidate rating instrument form**
Click View Active and locate the position to re-open it
Click on the Candidate Rating Instrument tab
Click Add New Entry
In the drop down box, click on an interviewee’s name and fill in the required fields
Click Add Entry
Repeat for all those that you changed to Interview Candidate
Click Save and Stay on this Page

**Step 6: To submit to the next level for approval (SUBMITTED BY DEPARTMENT CHAIR ONLY)**
Click the Notes/History tab to the far top right of the screen
Click Continue to Next Page
Click Submit Entire & Finalist Pool to Dean
Click Continue and Confirm
Note: If the Dean is the hiring manager, he/she will click Submitted Interview Candidates to Equity (Faculty positions).
Appendix J

Academic Affairs Process for Verification of Education for New Faculty
Official transcripts (not issued to student) of all degrees are required for each position prior to the on-campus interview. This process is designed to save time so that once the finalist is selected, all required paperwork should already be on file and an offer of employment may be made.

Effective January 1, 2007, all finalists who have one or more of their degrees from foreign institutions will need to provide international transcripts/diplomas that have been translated into English and evaluated by a foreign credential verification company. This translation and evaluation will be at the expense of the candidate. Below is a list of companies that may be used to obtain translations and evaluations of international transcripts. Evaluations performed previously by one of these companies in order to be accepted into a US institution are also acceptable.

Educational Verification Companies:

Foreign Credentials Service of America
World Education Services
Global Education Group
Educational Credential Evaluators
The Degree People
North American Educational Group

New legislation, effective July 1, 2006, requires each institution to publish warnings that misrepresentation of academic credentials constitutes a Class A misdemeanor. The warnings must be in:

1. The institutional catalog;
2. The institution’s web site; and
3. Any contract for employment in a position requiring academic credentials.

The following information is placed on our employment website and will be added to future catalogs.

It is a Class A misdemeanor to misrepresent academic credentials. A person commits the offense of misrepresentation of academic credentials who, knowing that the statement is false and with the intent to secure employment at or admission to an institution of higher education in Tennessee, represents, orally or in writing that such person:

1. Has successfully completed the required course work for and has been awarded one or more degrees or diplomas from an accredited institution of higher education;
2. Has successfully completed the required course work for and has been awarded one or more degrees for diplomas from a particular institution of higher education; or
3. Has successfully completed the required course work for and has been awarded one or more degrees or diplomas in a particular field or specialty from an accredited institution of higher education.

The following language has been added to all new employment contracts:

It is a Class A misdemeanor to misrepresent academic credentials.
T.C.A. Sec. 49-7-133.
Appendix K
Salary Recommendation for Faculty Candidate
SALARY RECOMMENDATION FOR FACULTY CANDIDATE

DEPARTMENT: ____________________________

CANDIDATE: ____________________________

Current MTSU Employee: YES ________ No ________

Highest Degree: ________ (Is this degree considered "terminal" in the field? Yes __ No __)

EXPERIENCE CREDIT EVALUATION

Credit is given as follows:

1) One year credit for each year of higher education experience

2) One year for every two years related experience

3) One year for every three years high school teaching experience (in the Department of Educational Leadership & Elementary & Special Education, the ratio is one year for every two years of K-12 experience.)

TOTALS

SALARY RECOMMENDATION: _________________

RANK RECOMMENDATION: _________________

REMARKS: _________________________________

______________________________

DEPARTMENT CHAIR DATE COLLEGE DEAN DATE

Following review by the Dean please submit this form and a copy of the candidate's vita to the University Provost.

COMPLETED BY ACADEMIC AFFAIRS

Cohort Salary Recommendation: ________________________________

Market Study Salary Recommendation: ________________________________

Rank Recommendation: ________________________________

REMARKS: ________________________________

Approved Salary/Salary Range ________________________________

University Provost or Designee ________________________________ Date ________________________________
Appendix L

Criminal Background Check Process

&

Criminal Background Form
Interviewees are requested to complete the Truescreen background check release form (Notice/Authorization and Release for the Procurement of a Consumer and/or Investigative Consumer Report) and sign the printed employment application at the time of their interview. Although all interviewees complete this release form, the background check is only conducted on the **candidate(s) recommended for hire**. This process is designed to expedite the hiring process once the finalist is determined.

Once the **selected candidate(s)** is identified and has agreed to terms of recommended offer, the department forwards the hiring package to Academic Affairs. The hiring package includes the signed Truescreen release form and signed application from the on-line hiring system which certifies the accuracy of information on the application.

The background check is submitted by the Faculty Recruitment Specialist via the Truescreen online system. State criminal checks and sex offender registry are requested in states where this information is available; otherwise the request is made based upon the county(ies) of residence. Check usually takes 3-5 days. Criminal record information is unavailable for international finalists.

The Faculty Recruitment Specialist receives email notification from Truescreen that the check is complete. The Associate Vice President for Academic Resources reviews the report for any record of felony or misdemeanor conviction. The report is printed and placed in a separate file in the Office of the Associate Vice President for Academic Resources where it is kept for two years in accordance with the MTSU records retention policy. The printed report is destroyed following the two-year retention period. The report is **not** placed in the individual’s personnel file.

Only criminal convictions are considered in determining an applicant’s suitability for employment. Detention and/or arrest without conviction do not constitute valid grounds for employment decisions and cannot play a part in the decision-making process. In determining an applicant’s suitability for employment where the applicant has criminal convictions on his/her record, consideration is given to the specific duties of the position, the number of offenses and circumstances of each, the age of the conviction(s) and the accuracy of the explanation on the application.

If there is a record of a felony or misdemeanor conviction on the selected candidate’s background check, the Associate Vice President for Academic Resources shares the report with the University Provost. The Provost makes the determination if the conviction would pose a problem in the fulfillment of the position responsibilities. In all cases where information is obtained that would disqualify the candidate for hire, the Provost will discuss the information with the Office of General Counsel to ensure the decision not to hire is fair and legal based upon the information. The Fair Credit Reporting Act (FCRA) provides that written notice and the name of the background check agency is given to individuals when employment is denied based upon information received from the reporting agency. To date, no employment has been denied for faculty positions based on this information.
RELEASE AUTHORIZATION AND FAIR CREDIT REPORTING ACT DISCLOSURE
[FOR EMPLOYMENT PURPOSES]

The applicant for employment acknowledges that Middle Tennessee State University may now, or at any time while employed, verify information within the application, resume or contract for employment. In the event that information from the report is utilized in whole or in part in making an adverse decision, before making the adverse decision, we will provide to you a copy of the consumer report and a description in writing of your rights under the Fair Credit Reporting Act, 15 U.S.C. § 1681 et seq.

Please be advised that we may also obtain an investigative consumer report including information as to your character, general reputation, personal characteristics, and mode of living. This information may be obtained by contacting your present and previous employers or references supplied by you. Please be advised that you have the right to request, in writing, within a reasonable time, that we make a complete and accurate disclosure of the nature and scope of the investigation requested.


By signing below, I hereby authorize all entities having information about me, including present and former employers, personal references, criminal justice agencies, departments of motor vehicles, schools, licensing agencies, and credit reporting agencies, to release such information to Middle Tennessee State University or any of its affiliates or carriers. I acknowledge and agree that this Release and Authorization shall remain valid and in effect during the term of my contract.

For Maine Applicants Only

Upon request, you will be informed whether or not an investigative consumer report was requested, and if such a report was requested, the name and address of the consumer reporting agency furnishing the report. You may request and receive from us, within 5 business days of our receipt of your request, the name, address and telephone number of the nearest unit designated to handle inquiries for the consumer reporting agency issuing an investigative consumer report concerning you. You also have the right, under Maine law, to request and promptly receive from all such agencies copies of any reports.

For New York Applicants Only

You have the right, upon written request, to be informed of whether or not a consumer report was requested. If a consumer report is requested, you will be provided with the name and address of the consumer reporting agency furnishing the report.

For Washington Applicants Only

If we request an investigative consumer report, you have the right, upon written request made within a reasonable period of time, to receive from us a complete and accurate disclosure of the nature and scope of the investigation. You have the right to request from the consumer reporting agency a summary of your rights and remedies under state law.

For California*, Minnesota, and Oklahoma Applicants Only: A consumer credit report will be obtained through Truescreen®, Inc., P.O. Box 541, Southampton, PA 18966.

If a consumer credit report is obtained, I understand that I am entitled to receive a copy. I have indicated below whether I would like a copy. Yes ______ No______

Initials       Initials

If an investigative consumer report and/or consumer report is processed, I understand that I am entitled to receive a copy. I have indicated below whether I would like a copy. Yes ______ No______

Initials       Initials

*California Applicants: If you chose to receive a copy of the consumer report, it will be sent within three (3) days of the employer receiving a copy of the consumer report and you will receive a copy of the investigative consumer report within seven (7) days of the employer’s receipt of the report (unless you elected not to get a copy of the report).

Date: __________________________       Signature of Applicant: _________________________________________

Print Full Name: ______________________________________________________________________________

(Continued on Page 2)
INFORMATION FOR PROCESSING OF BACKGROUND SCREEN REPORTS ONLY
(to be used for no other purposes)

Full Name ________________________________________________________________

Social Security #: _______ - _______ - _______ Date of Birth: _____/_____/_______

Current Residence Address:

Number & Street City State Zip

List all Residence Addresses in Past Seven Years (attach additional sheets if necessary)

(Date from – to ) Number & Street City State Zip

(Date from – to ) Number & Street City State Zip

(Date from – to ) Number & Street City State Zip

(Date from – to ) Number & Street City State Zip

Driver’s License Number __________________ State Issue__________________________

PLEASE SUPPLY THE FOLLOWING SCHOOL INFORMATION (HIGHEST DEGREE
EARNED):

SCHOOL: ______________________________ CITY/STATE: _______________________

DEGREE: ______________________________ DEGREE STATUS: ______________

DATES ATTENDED: ____________________________ (Start Month / Year)

.......................................................... (End Month / Year)
Appendix M

Request for New Tenure-Track Faculty Start-up Funds
Request for New Tenure-Track Faculty Start-up Funds

Please complete this form to request start-up funds for the new faculty member named below and send through the dean’s office to the Office of the University Provost, 117 Cope Administration Building.

Faculty Member: __________________________  Date of Request: ________________

Position Number: __________________________  Anticipated Start Date: ____________

Department: __________________________  College: __________________________

* The department and college are encouraged to provide a portion (ideally 1/3) of the total start-up funds requested. F & A funds are appropriate for equipment/lab items and summer research opportunities.

* Start-up funds are tied to the individual recruit and there is no implied commitment that the same funds will be available for another recruit for a particular position.

**Total Start-up Funds Requested**

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<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Comments/Explanations</th>
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<td>Equipment (attach detail)</td>
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<td>Computer</td>
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<td>Supplies, Software, etc.</td>
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<td>Travel</td>
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<td>Moving Expenses</td>
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<td>Immigration Expenses</td>
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<td>Other (list)</td>
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<td><strong>TOTAL</strong></td>
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Requested by: ____________________________________________
(Signature of Department Chair)

Approved by: ____________________________________________
(Signature of Dean)

**Department/College/Unit/University Provost Commitments**

<table>
<thead>
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<th>Department/College/Unit/University Provost</th>
<th>Source Index #</th>
<th>$5 Commitment</th>
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**TOTAL**

ROUTING: Faculty Member's Department; to College Dean; to University Provost at 117 Cope Admin. Bldg.

Revised 07/26/10
Appendix N

How to Get the Selected Candidate Approved Online
How To Get the Selected Candidate Approved Online
(For Administrative/Classified positions, please contact the Employment Office at 898-2928)

Go to the website https://mtsujobs.mtsu.edu/hr
(Make sure that your user group is Department Head)

**Step 1: To view applicants**
Click View Active
You should see all your open positions on this screen
Locate a position; click View under the Position Title

**Step 2: For candidate of choice**
Click Change Status in the Status column by the candidate’s name that you want to recommend for employment
Click Applicant Recommended for Employment from the drop down menu
Click Continue to Confirm Page and Save Status Changes

Note: If you have more than one selected candidate to send through for approval, you may select more than one candidate for this step.

**Step 3: For interviewees not chosen for hire or any other applicants listed**
Click Change Status in the Status column by the candidate’s name that you do not wish to hire
Click Not Hired from the drop down menu
Under the next drop down box to the far right, click the appropriate Not Hired Reason
Click Continue to Confirm Page and Save Status Changes
Repeat for all candidates not selected for hire

Note: For candidates, who were interviewed but were not hired, change their status to Not Hired. For those applicants who did not meet the qualifications of the interview pool, change their status to Not Recommended for Interview.

**Step 5: To complete Affirmative Action form**
Click on the Affirmative Action tab
Click Add New Entry
Fill in all required fields in this form (except the social security number)
Click Add Entry
Click Save and Stay on this Page

**Step 6: To submit to the next level for approval (SUBMITTED BY DEPARTMENT CHAIR ONLY, THIS IS YOUR ELECTRONIC SIGNATURE)**
Click on the Notes/History tab
Click Continue to Next Page
Click Submit Selected Candidate to Dean
Click Continue and Confirm

Note: If the Dean is the hiring manager, he/she will click Selected Candidate Submitted to Academic Affairs.
Appendix O

Full-Time Faculty Hiring Checklist
OFFICE OF THE UNIVERSITY PROVOST

FULL-TIME FACULTY HIRING CHECKLIST

FEDERAL LAW REQUIRES SECTION 1 OF AN I-9 BE COMPLETED ON OR BEFORE THE FIRST DAY OF EMPLOYMENT AND SECTION 2 OF THE I-9 BE COMPLETED WITHIN THREE BUSINESS DAYS OF EMPLOYMENT START DATE (THIS WOULD BE THE FIRST DAY OF CLASSES FOR FULL-TIME FACULTY).

☐ PAF Form (full-time faculty **DO NOT** sign PAF)

☐ Academic Preparation Certification Form (SACS Form) ***

☐ Start-up request form (Optional- send to Provost Office for approval prior to discussing with candidate)

☐ Candidate’s Letter of Application (cover letter)

☐ Final email or written correspondence from Department Chair to finalist (terms of appointment)

☐ Candidate’s curriculum vita and any other attachments from online hiring system

☐ Three Current Letters of Recommendation (date should not precede job posting date)

☐ Signed Background Check Form (must list 7 years of residency and be an original)

☐ Signed Employment Application (printed from online hiring system)

☐ Original Transcripts of ALL College Degrees **SENT DIRECTLY to the MTSU DEPARTMENT** (cannot be issued to student!)

***If an exception to SACS criteria please include justification on the SACS form including documentation of a minimum of 3 external sources of experience, honors, awards, etc., that speak directly to the individual’s ability to teach and to exhibit an understanding of learning outcomes.

NOTE: Letters of Recommendation – should be from external sources, specific to the position, addressed to the Department Chair, signed originals, current date, and on letterhead. No general dossier.
Appendix P

Automatic Regret Email
From: emp@mtsu.edu
Subject: Your Recent Application to Middle Tennessee State University

Thank you for applying for the position of Position Title. All the applications received have been reviewed and evaluated. We took care to review your credentials thoroughly and have come to the difficult decision that your candidacy is no longer under consideration. Determining a small group of finalists was a difficult and lengthy process. Those who have emerged are considered to have the skills, knowledge and experience that more closely meet the needs of the department.

Again, thank you for your interest in employment at MTSU. I hope there may be other employment opportunities of interest to you in the future.

Sincerely,
Human Resources