I. MINIMUM REQUIREMENTS FOR RANK UPON HIRING PROTOCOLS
   A. This is the official University document which defines
      1. the protocols to be used in searching for and hiring faculty and
      2. the process for making changes to the “Minimum Requirements for Rank Upon Appointment” (see attached).
   B. It shall be included in the Academic Policy Manual, which is retained in the Provost’s Office.

II. PROCESS FOR MAKING CHANGES TO MINIMUM REQUIREMENTS FOR RANK UPON HIRING PROTOCOLS
   A. Changes to the “Minimum Requirements for Rank upon Hiring” shall be made as needed.
      1. Any and all proposed changes shall originate from the Department, receiving the support of
         a majority of all Category I faculty in the Department, through the Department Chair using
         the “Request to Modify Minimum Requirements for Rank upon Hiring” Form.
      2. The form will be processed, in order, by the Department Chair, the Dean, and finally the
         Provost.
      3. Any level prior to the Provost that does not recommend the change must provide their
         rationale on the form.
   B. The Provost has final approval of changes to “The Minimum Requirements for Rank upon
      Hiring.”

III. OBTAINING PERMISSION TO SEARCH FOR CATEGORY I FACULTY
   A. The Dean will work with the Department Chair to determine faculty needs for the Department.
   B. The Dean will prioritize the needs within their unit and provide that list with a rationale for each
      hire to the Provost.
   C. The Provost will determine the overall needs of ASA and allocate lines as supported by the
      budget.
   D. Once the search is approved, all faculty positions shall be entered into People Admin to create a
      new position and/or update and modify a current position (see attachment for People Admin
      faculty position description workflows).

IV. PRE-RECRUITMENT (See “Best Practices Guide for Diversifying Applicant Pools” hereinafter referred
    to as “EO Best Practices Guide”)
   A. Elect/Select a Search Committee
   B. Submit the search committee roster through People Admin.
   C. Prior to screening applicants, the Department Chair and Search Committee shall be charged on
      search and screening requirements by the EO office or their designate.
   D. The Search Committee has primary responsibility for initial recruitment, application screening,
      and identification of a group of finalists for the faculty position.
   E. All members of the Search Committee must maintain confidentiality of the search process.

V. RECRUITMENT
A. Position Announcement
   1. In consultation with departmental faculty, the Department Chair shall write the position announcement which must include the following:
      a. A description of the position, including major responsibilities and proposed rank of the position.
      b. A list of qualifications for the position, including “minimum” and “preferred” qualifications such as required degrees and experience.
         • Required qualifications are the “Minimum Requirements for Rank upon Hiring” which are only used for initial hiring and not for eligibility for tenure and/or promotion.
         • Preferred qualifications are experiences tied to the specific position responsibilities.
      c. Instructions on how applicants apply and what materials must be provided.
   2. The following must be included in all ads for tenure-line faculty:
      a. The date on which review of applications will begin.
      b. This statement: “The University is particularly interested in applicants who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to higher education for under-represented groups. Metropolitan State University of Denver is an equal opportunity employer and encourages women and minorities to apply.”
B. The Department forwards the announcement to the appropriate Dean.
   1. Once the Dean has approved the announcement, it is forwarded to the Deputy Provost.
   2. Once approved at that level, the announcement may be advertised.
C. Positions must be advertised nationally for a minimum of 30 days prior to the first review of applications.

VI. DIVERSITY/EQUAL OPPORTUNITY ISSUES
A. Before announcing a tenure-line faculty position, consider whether the position should be offered as a FRIP to a known ABD underrepresented candidate or TOP to a recognized expert or a known underrepresented candidate.
B. Before the initial screening of the applicants, each search committee will elect one member to be the Diversity Advocate. The person may be a member of the search committee – or a volunteer MSU Denver faculty member.
C. The Diversity Advocate will:
   1. Contact minority/protected group caucuses of professional organizations.
   2. Talk with faculty and staff who are members of minorities/protected populations for help in identifying applicants or additional ways to reach different populations.
   3. Make or assist others in making personal calls across the country to colleagues who can identify potential applicants.
   4. Make certain all rubrics and interview questions include experience or interest in serving a diverse student body.
D. For additional resources and websites to assure diverse applicant pools refer to EO Best Practices Guide.

VII. SCREENING AND SELECTION (See EO Best Practices Guide)
A. Matters pertaining to the evaluation and selection of applicants are confidential. All Search Committee discussions and information about anyone in the pool cannot be shared except with the Department Chair, Dean, or EEO. A candidate’s letters of recommendation and transcripts are to be available only to the Search Committee, Chair or equivalent, Dean, and EEO. The
professional vitae, letter of interest, and statements of research and teaching philosophies of semi-finalists may be shared with other faculty during on-campus interviews.

B. Screening criteria must be based on the stated qualifications in the position announcement and developed PRIOR to the initiation of applicant screening.

C. The Search Committee must develop a rubric to determine, prioritize, and document search criteria to be used for screening application materials including a record keeping mechanism to indicate why an applicant was moved forward or rejected. The screening documents are placed on People Admin.

D. The first screening of the applicants is based on meeting required qualifications.
   1. Screen the applicants on the basis of meeting the required qualifications as listed in the position announcement.
   2. Submit the list of applicants that are “qualified,” and the list of applicants that are “not qualified” through People Admin.

E. If the pool of applicants from the screening using the required qualifications is not sufficiently diverse, then EEO may discuss the pool with the Dean and/or search committee.

F. The second screening is based on the preferred qualifications and uses the rubric constructed prior to the initiation of the screening (see above).
   1. The qualified (remaining) candidates are screened by all of the members of the search committee using the rubric, placing their scores on People Admin. This process results in a ranking of the candidates.
   2. Preferably 3 candidates are chosen for on campus interviews.

G. If the pool of applicants from the screening using the required qualifications is not sufficiently diverse, EEO may discuss the pool with the Dean and/or the Search Committee.

H. The Search Committee has the option to conduct either telephone or video conference interviews with all of the semi-finalists prior to determining the finalists for campus visits. The use of either type of interview has to be consistent with all of the semi-finalist candidates.

I. All semi-finalists must be informed in a courteous and timely manner about the progress of the search.

VIII. CAMPUS VISIT

A. Identify candidate finalists
   1. Typically, three finalists are interviewed on campus per position; however, depending on the pool of applicants and with the Dean’s approval, more or fewer than three may be interviewed.
   2. The forms selecting the interviewees are submitted through People Admin for approval by EEO.
   3. All communication with semi-finalists must be from the Chair of the Search Committee except:
      a. Administrative coordinators may contact semi-finalists on behalf of the Search Committee Chair for issues related to travel, application materials, etc.
      b. Once the successful finalist has been selected and negotiations have begun, only the Dean may communicate with the candidate.
   4. The Search Committee will develop questions which relate to the position and are based upon the position description. See “See EO Best Practices Guidelines for Asking Questions During the Search Process.”
   5. Should a finalist for a position be currently employed by the University, that candidate should refrain from attending any events involving other finalists.
   6. If an applicant has a disability and requests reasonable accommodation, consult with the EEO.
7. Carefully design the interview process and campus visit to eliminate bias toward any specific candidate.

8. Develop as closely as possible a replicated campus visit schedule for each departmental candidate which should include the following:
   a. meeting with the Dean or associate Dean and Department Chair or equivalent,
   b. formal interview with the Search Committee,
   c. faculty presentation
   d. campus tour
   e. schedule and reserve appropriate meeting rooms for interviews
   f. confirm interviews and campus visits with letters, including an information packet about the position, program/center
   g. explain the composition of the interviewing committee to interviewee.

9. Arrange for transportation to and from airport and hotel. Select a search committee member to escort the candidate to and from interviews.

10. All faculty involved in interviewing must review the “See EO Best Practices Guidelines for Asking Questions During the Search Process.”

11. Campus visits normally include other members of the Department in addition to the search committee and Department Chair as well as meetings with appropriate administrators. Broad participation is desirable; however, in soliciting input from colleagues following the interviews, be aware that not everyone will be able to attend all candidate visits. Keep that in mind when taking feedback from colleagues into account. All members of the search committee should be present at formal interview events (interview with committee, formal presentations.) If a committee member misses a candidate’s visit, it may be necessary for the committee member to recuse him/herself from submitting strengths and weaknesses.

IX. CHECKING REFERENCES
   A. Reference checks are optional except for the finalists. Checks may be done before or after the finalists visit campus. At least three references must be contacted for the candidate selected for the position prior to making an offer.
   B. Request finalist’s permission before contacting the finalist’s references, and any additional references as deemed necessary by the hiring authority.
   C. If the Dean and/or Search Committee decide to contact references other than those provided by the applicant, permission to contact other references must first be obtained from the applicant.
   D. Use “Reference Check” form from “EO Best Practices Guide” to ensure consistency of questions and documentation of reference checks.
   E. If references are not available or cannot be reached, the search committee Chair should contact the EEO before proceeding.

X. MAKING A FINAL RECOMMENDATION
   A. Collect and review documentation from interviews, reference checks, and written materials, relating the material to established criteria.
   B. The Search Committee and the Department Chair should prepare an evaluation of all semi-finalists who visited campus, including specific information on each. This should include a narrative comparing each of the semi-finalists strengths and weaknesses on the basis of teaching, research, the university mission, and discipline’s stated criteria.
   C. Submit the unranked candidates with the strengths and weaknesses of each to the Chair who will submit it to the Dean for review along with recommendation on awarding service credit, if applicable.
D. The Dean will consult with both the Search Committee and the Department Chair before the finalist is selected. The Dean will make the final selection based on the consultation with the Search Committee, Department Chair, review of application materials, and the Dean’s interviews of the candidates.

E. EEO Form 7 will be submitted to indicating the selection.

F. Once the successful candidate has been selected, EEO must certify the search before any other steps are undertaken.

XI. MAKING THE OFFER
A. Once the successful candidate has been selected, only the Dean or designee may communicate with the candidate.

B. The Search Committee or Department Chair will work with the Dean to submit a salary assessment.

C. The Dean’s office will draft the written offer letter to be sent to the candidate under the signature of the Dean.

XII. DOCUMENTING THE SEARCH
A. Keep all applications and materials submitted/requested in connection with a search, electronic or hard copy is acceptable. These may be kept in one file.

B. Keep official minutes of Search Committee meetings.

C. Ensure that the documentation on People Admin provides a rationale for Search Committee decisions and recommendations.

D. Documentation that must be retained in the Department for 3 years after the search is completed.

XIII. HIRING of CATEGORY II FACULTY (See Chapters IV and VI of the MSU Denver Handbook for Professional Personnel)
A. The search, screening and interview process for Category II (full time temporary) faculty is the same as for Category I (tenure/tenure track faculty) with the following exception:

B. In the case of Category II faculty being appointed for one year the search is typically local and advertised for a minimum of 20 days.

XIV. HIRING OF CATEGORY III (AFFILIATE/PART-TIME FACULTY) FACULTY PAID ON PER CREDIT HOUR BASIS
A. Faculty paid on a per credit basis shall normally be hired from the Department Appointment pool.

B. The President or his/her designee may approve an appointment of an individual who is not a member of the Pool if the appointing authority provides, in writing, compelling reasons to do so.

C. Department Appointment Pools
1. Each Department Chair shall develop a pool of instructors qualified to teach in the Chair’s Department.

2. Each Department Chair, in consultation with the Equal Opportunity Director and Dean, shall determine those applicants who qualify for inclusion in the pool, considering all applications, both solicited and unsolicited, and shall place qualified candidates in the Department’s pool for a minimum of three years.

3. The Equal Opportunity Director, in consultation with the Department Chair, will announce positions and advertise in appropriate periodicals throughout Colorado, and will contact local and statewide programs, organizations, and agencies, requesting applications by qualified persons in order to add such individuals to the Department’s pool.
4. The Equal Opportunity Director may permit the Department Chair to choose instructors from the pool without first advertising if the pool is sufficiently large and diverse, there is no underutilization of protected classes, and the Department demonstrates a good faith effort to meet University affirmative action goals.

D. The Department Chair or a committee may screen applicants. If a committee is used in the process, the Department Chair should review their recommendations and make separate recommendations.

E. Formal interviews are optional in the part-time faculty hiring process. Refer to the EEO Best Practices Guide for information and procedures for interviews.

F. If formal interviews are to be conducted, submit the applicants interviewed form.

G. Schedule a time to bring the applicant to the Equal Opportunity Office to complete the Exit Interview Form.

H. If formal interviews are not going to be conducted, submit the hired form with a summary giving reasons why the individuals chosen were the best qualified.