

AFFIRMATIVE ACTION RECRUITMENT GUIDELINES **FACULTY AND NON-TEACHING PROFESSIONAL POSITIONS**

(Full-Time, Part-Time, Adjuncts, and Graduate Assistants)

The following revised procedures have been developed in order to comply with legal requirements and MSU's institutional objectives to achieve diversity and to correct the underrepresentation of ethnic minorities and females on all levels of employment at MSU.

The President and Vice President for Academic Affairs are responsible for making timely allocation of faculty lines to assure compliance with the posting and advertising time requirements of MSU's Affirmative Action Recruitment Guidelines. When non-teaching professional position vacancies occur, the appropriate Vice President will make timely authorization to fill the position to assure compliance with the posting and advertising time requirements of MSU's Affirmative Action Recruitment Guidelines.

All material and forms (Guidelines, Checklist, Position Announcement Form, Affirmative Action Recruitment Reports, Parts 1, 2, 3, Affirmative Action Recruitment Sources, Colleges and Universities List, Policy and Guidelines on Search Committees) are available in the Equal Opportunity/Affirmative Action Office (EO/AAO) in the Office of Human Resources.

Unless otherwise indicated, the initiating Department/Administrative Unit (or its designee) is responsible for following all procedures.

I. JOB DESCRIPTION

Prepare job description and specify in writing the following which must be job related:

- A. Duties entailed in the position.
- B. Academic credentials required.
- C. Basic qualifications required.
- D. Experience, where required.

II. QUALIFICATIONS

- A. Establish job-related qualification so that they do not have an adverse impact on ethnic minorities, women, and persons with disabilities.

- B. Specify if experience is a qualification. (Do not use general terms such as “extensive, considerable, or experience preferred.”)
- C. Be specific as to the number of years of experience required, i.e., 2 years, 4 years, etc.
- D. If no experience is required, so state.
- E. State what minimum education is required, i.e. bachelors, masters, or doctoral degree.
Note: Terminal degrees should not be required unless they are mandated by state regulation and/or contractual agreement.

III. **SALARY**

Specify the minimum and maximum annual salary in the salary range unless otherwise requested.

IV. **SEARCH COMMITTEE/PERSONNEL ADVISORY COMMITTEE**

- A. Refer to MSU’s Policy and Guidelines on Search Committees.
- B. Establish a representative from the Search Committee (SC); or Personnel Advisory Committee (PAC) to act as chair. Inform the Committee of the department’s present employee profile by gender and ethnicity and it’s affirmative action goals for utilizing ethnic minorities and females as vacancies occur.
- C. Invite the Equal Opportunity/Affirmative Action Officer to attend the first committee meeting to advise on legal and MSU’s requirements for equal opportunity and affirmative action.

V. **POSITION ANNOUNCEMENT FORM**

- A. Prepare Position Announcement using form available from the EO/AAO.
- B. If you have more than one position vacancy which can be consolidated clearly on one Position Announcement form, please do so in order to minimize paperwork. Please be sure that the notice clearly states the number of position vacancies involved.
- C. Final Date for Applying: To provide opportunity for wide internal and external publication of the vacancy to reach potential candidates, allow at least 30 days for the final date for applications. This time period starts to run from the date the Position Announcement form has been signed by the appropriate Vice President, the EO/AA Officer, and the Vice President for Human Resources. Please be sure to allow sufficient time to provide a full 30 days of advertising.

- D. Send Letter and Resume To: Specify a person who represents the SC/PAC, c/o Box C316, Montclair State University, Upper Montclair, New Jersey 07043. Applications are logged in by the initiating department.
- E. Refer to the reverse side of the Position Announcement form. Submit the form, depending on the position, to the appropriate Vice President for authorization to fill the position vacancy. After authorization has been granted, the form is submitted to the EO/AA Officer to assure the job qualifications do not have an adverse impact on minorities, females, and persons with disabilities and then to the Office of Human Resources for:
 - 1. Certification of budget allocation for position.
 - 2. Verification of appropriate job title.
- F. In emergency situations, an interim or acting appointment may be made pending the search. Please refer to MSU's "Search Procedures" for more details on this process.

VI. **ADVERTISING AND PUBLICITY (INTERNAL)**

- A. After the Position Announcement has been approved by appropriate signatories, the Office of Human Resources assigns the vacancy a "V" number and immediately arranges for internal publicity for the vacancy. The internal distribution includes: a copy to the initiating department with the "V" number, the appropriate Vice President, Dean, and EO/AAO; publication in MSU INSIGHT; posting on all Bulletin Boards and other key areas on campus.
 - 1. Please use the "V" number on all reports or correspondence related to the vacancy.
 - 2. If you do not receive a copy of the Position Announcement from the Office of Human Resources with a "V" number, call to determine the status.
- B. Other internal posting should be arranged by the initiating department or the SC/PAC.

VII. **ADVERTISING AND PUBLICITY (EXTERNAL)**

- A. Traditional Sources: Arrange publicity through paper advertisements or the electronic media to reach traditional sources (professional journals and associations, college/university placement offices and appropriate academic departments, ethnic minority and women caucuses of professional associations, etc.).

- B. Newspaper Advertising: Prepare the general text of ads, where they are required, and suggest to the Publications department (through which paid advertising in the public media will be centralized and coordinated) the names and addresses of newspapers and other publications, etc. where ads should appear. All ads and notices of the position vacancy must include: MSU IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION INSTITUTION.
- C. Affirmative Action Recruitment Sources: The EO/AAO maintains lists of affirmative action recruitment sources (to be used for all position vacancies) and colleges and universities with high minority enrollment which can be used by SC/PACs to broaden the pool of candidates. Mailing labels for these lists may be obtained from the Office of Information Technology by requesting Mailing Labels for Affirmative Action Recruitment Sources and/or Colleges and Universities List.
- D. Electronic Media: MSU's Home Page on the Internet will list position vacancies and vacancies will also appear on HigherEdJob.com.

VIII. **AFFIRMATIVE ACTION RECRUITMENT REPORTS**

- A. Race/Ethnic Information: Where the reports request race/ethnic information, please use the following broad categories established by the Equal Employment Opportunity Commission:
 - 1. White, not of Hispanic Origin. A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
 - 2. Black, not of Hispanic Origin. A person having origins in any of the Black racial groups of Africa.
 - 3. Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.
 - 4. Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Sub-Continent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.
 - 5. Native American of Alaskan Native. A person having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
- B. Affirmative Action Recruitment Report, Part 1
 - 1. Include the "V" number on this report to facilitate identification of the vacancy.

2. Distribution of Part 1: Prepare Part 1 and submit to the EO/AAO at the same time that the vacancy form is sent to the Office of Human Resources. Simultaneously, for faculty vacancies, copies of Part 1 are to be sent by SC/PAC to the President, Vice President for Academic Affairs and the Dean; and for non-teaching professional vacancies, copies of Part 1 are to be sent by the SC/PAC to the President and the appropriate Vice President and unit director.
3. Advertising and Publicity: List all names, places, and dates of advertising. When using the complete mailing list of MSU's Affirmative Action Recruitment Sources or Colleges and Universities With High Minority Enrollment, then state only the name of the list and the date of mailing.

C. Affirmative Action Recruitment Report, Part 2

1. Include the "V" number on this report to facilitate identification of the vacancy.
2. Distribution of Part 2: Prepare Part 2 and submit to the EO/AA after all applications are in but prior to interviewing. Simultaneously, for faculty positions, copies of Part 2 are to be sent by the SC/PAC to the President, Vice President for Academic Affairs and the Dean; and for non-teaching professional vacancies, copies of Part 2 are to be sent by the SC/PAC to the President and the appropriate Vice President, Dean and unit director.

D. Affirmative Action Recruitment Report, Part 3

1. Include the "V" number on this report to facilitate identification of the vacancy.
2. Distribution of Part 3: Prepare Part 3 and submit to the EO/AAO after all interviews are completed but prior to final recommendation. Simultaneously, for faculty positions, copies of Part 3 are to be sent by the SC/PAC to the President, Vice President for Academic Affairs, and the Dean; and for non-teaching professional vacancies, copies of Part 3 are to be sent by the SC/PAC to the President and the appropriate Vice President.

- E. After an Affirmative Action Recruitment report has been submitted as indicated in items B, C, and D, it is appropriate to continue the normal recruitment, interviewing and recommending process. There is no need to hold up the next step, unless you are so advised.
- F. Please feel free to make any appropriate comments on the reverse side of Parts 1, 2, or 3, or in a separate memo, to provide additional evidence of your good faith affirmative action recruitment efforts.

G. Affirmative Action Recruitment Report, Part 4.

Upon receipt of Part 3, the EO/AAO recapitulates the whole process from all reports on Affirmative Action Recruitment Report, Part 4 which is sent to the President, the Vice President for Academic Affairs (or other appropriate Vice President), Dean, Initiating Department/Administrative Unit, and SC/PAC. This recapitulation provides the President and others concerned with information on whether MSU's Equal Opportunity/Affirmative Action recruitment procedures have been met prior to the offering of an employment agreement.

COMPLIANCE RECORDS: KEEP ALL RECORDS OF THE RECRUITMENT PROCESS (RESUMES, LETTERS, INTERVIEWS, TELEPHONE CONTACTS, ETC.) FOR THREE YEARS.

EO/AAO
Rev. 09/10



AFFIRMATIVE ACTION GUIDELINES FOR RECRUITMENT OF FULL-TIME AND PART-TIME FACULTY

These guidelines include the procedures developed by Montclair State University to comply with Federal and State civil rights legislation on equal opportunity and affirmative action and to comply with our own institutional policies and goals to correct the underrepresentation in the faculty, where it exists, of Blacks, Hispanics, Women and other target group members.

The President and Vice President for Academic Affairs (VPAA) are responsible for making timely allocation of faculty lines to assure compliance with posting and advertising requirements.

All material and forms referred to in these guidelines are available from the Equal Opportunity/Affirmative Action Office (EO/AAO) in the Office of Human Resources. Unless otherwise indicated, the Department Chairperson and/or the Personnel Advisory Committee (PAC) are responsible for following all procedures.

PLEASE USE THE CHECKLIST TO ASSURE COMPLIANCE WITH ALL PROCEDURES

I. AUTHORIZATION TO RECRUIT

CHECKLIST

A. The Academic Department requests of the School Dean authorization to fill full-time or part-time faculty positions. Justification for recruitment should be based on programmatic needs, enrollments, contribution to affirmative action goals and other relevant factors.

B. The School Dean also provides the VPAA with:

1. A ranked list of faculty positions to be filled.

2. Specific titles, job descriptions, salary, starting date, source of funds, justification based on programmatic needs, enrollments, contribution to affirmative action goals and other relevant factors for each position.

3. A recruitment plan specifying the primary placement media in the discipline, publication and mailing of announcements, and other affirmative action outreach efforts to attract Black and Hispanic applicants.

4. Proposed calendar for each position indicating expected dates of publication in the primary placement media in the discipline, dates of mailings of announcements to reach potential minority applicants (newsletters, caucuses, etc.), dates of convention interviewing, if any, dates of planned interviewing and date by which appointment is expected.

CHECKLIST

II. POSITION ANNOUNCEMENT

A. The PAC Chairperson completes the position announcement form (available from the EO/AAO) being sure to specify the following:

1. Date prepared.

2. Faculty ranks(s).

3. Academic Department.

4. Job Description:

a. Be specific about teaching and related duties.

b. State whether tenure or non-tenure track.

5. Qualifications:

a. Establish job related qualifications that do not have an adverse impact on minorities, women, and persons with disabilities.

b. Specify degrees required and those preferred. Terminal degrees should not be required unless mandated by State regulations and/or contract.

c. Be specific: avoid general terms such as “extensive experience, considerable experience.” Specify the number of years of teach experience required or preferred.

6. Specify the minimum and maximum salary in the range.

7. Specify the starting date.

8. Designate the Department or PAC Chairperson and the name of the academic department as the contact for receipt of cover letter and resume.

9. Final date for applying should be a full 30 days from actual posting on campus to allow wide internal and external publication and the opportunity for the announcement to reach potential candidates.

10. When coordinated advertising for a number of faculty positions is arranged by the Office of the VPAA (see Item IVA), then a uniform final date for applying will be used on all the faculty vacancies being advertised.

B. Obtain validation signatures on reverse side of position announcement form.

III. ADVERTISING AND PUBLICITY (INTERNAL)

A. After validation signatures have been obtained from the Office of the VPAA, the position announcements are delivered to the EO/AA Officer for approval and to the Office of Human Resources for assignment of a “V” number. Use this “V” number on all reports and correspondence related to the vacancy.

B. The Office of Human Resources will distribute the position announcement for posting at various locations on campus, to AFT Local 1904, and for printing in INSIGHT. The position announcement will also appear on MSU’s webpage and HigherEdJob.Com.

C. The EO/AAO will send the contact person listed on the position announcement the final copy with the “V” number, a memorandum recommending external advertising and requesting a meeting with the full PAC to review the recruitment process, institutional affirmative action hiring goals, and internal reporting requirements.

IV. ADVERTISING AND PUBLICITY (EXTERNAL)

A. The Office of the VPAA may arrange for coordinated advertising of all faculty vacancies in The New York Times, Chronicle of Higher Education, select minority publications, MSU Home Page on the Internet, as well as arranging for mass mailing to MSU’s lists of affirmative action recruitment sources and colleges and universities. The PAC Chairperson should check with the Dean or Office of the VPAA to see if this is being done.

B. If no coordinated advertising is being arranged, then the PAC Chairperson should arrange for news media advertising of vacancy by calling the Office of Publications. No news media advertising will be placed automatically.

CHECKLIST

C. If no coordinated mass mailing is being arranged, then the PAC Chairperson should request the mailing labels from the Computer Center. Mailing labels of the colleges and universities list can be amended to be directed to the Department's discipline by calling the Office of Information Technology.

D. The PAC Chairperson should also arrange for special outreach, in any case, to supplement the advertising referred to above by sending the announcement to professional associations, college placement offices, and other sources not included in MSU's mailing lists, as well as to take all other appropriate measures, such as individual and personal contacts, to seek out minority candidates.

V. **AFFIRMATIVE ACTION HIRING GOALS**

The VPAA may set affirmative action hiring goals, by College/School, to correct the underrepresentation of African-American and Hispanic faculty when it exists. All Department and PAC Chairpersons involved in the recruitment process should be apprised of the faculty profile by department and hiring goals to correct the underrepresentation of targeted minorities.

VI. **RECEIPT OF RESUMES**

All resumes are logged in by the initialing department after which they are delivered to the PAC Chairperson for acknowledgement and then evaluation by the full PAC.

VII. **CANDIDATE INFORMATION FORM**

A. In order to assist in monitoring and evaluating the applicant flow to see if we are reaching minority candidates through our advertising and publicity, in compliance with Federal and State civil rights legislation, a Candidate Information Form (CIF) is sent by the PAC Chairperson to each applicant along with acknowledgement letter, The CIF requests information on gender and ethnicity and advertising source. The CIF is to be returned to the Office of Human Resources.

B. Sufficient copies of the CIF are sent to the PAC Chairperson by the Office of Human Resources together with a self-addressed return envelope to the Office of Human Resources.

VIII. IDENTIFYING MINORITY AND FEMALE APPLICANTS FOR REPORTS

A. Where reports request race/ethnic information, please use the following broad categories established by the Equal Employment Opportunity Commission:

1. **Black**, not of Hispanic origin. A person having origins in any of the Black racial groups of Africa.
2. **Hispanic**. A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.
3. **Native American** or **Alaskan Native**. A person having origins in any of the original people of North America and who maintains cultural identification through tribal affiliation or community recognition.
4. **Asian** or **Pacific Islander**. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Sub-Continent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.
5. **White**, not of Hispanic Origin. A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

IX. AUTHORIZATION TO INTERVIEW

A. Requests for authorization to interview should be submitted to the College/School Dean, accompanied by a list of those proposed for interview, identification of ethnic status and a completed Part 2, Affirmative Action Recruitment Report (see Item X) describing outreach activities and dates.

- B. The VPAA will decide whether or not to authorize interviewing after receipt, through the College/School Dean, of the credentials of the top six candidates. If these six do not include Blacks and Hispanics, then the credentials of the top three minority candidates should be submitted to the VPAA for monitoring to improve the minority profile of the faculty.
- C. The VPAA will compare the departmental tabulations of minority applicants of Part 2 with that of the Office of Human Resources which has the CIFs returned by candidates. A re-examination of applicants may be requested of the department if it does not identify comparable numbers of minority applicants.
- D. The VPAA will personally scrutinize and compare credentials of the top candidates (if they are different) and the top minority candidates prior to authorizing interviews and offers in order to insure appropriate standards and fairness in central administration.
- E. In order to avoid delays, departments are encouraged to request transcripts and letters of recommendations (as well as vitae and letters of application) early in the process, at least during the interview stage.
- F. The PAC will prepare a list of basic interview questions to ask each applicant during the interview so that, in fairness, those interviewed will be able to present themselves within the same frame of references. Of course, during the interview, other questions may be asked spontaneously. The list should be sent to the EO/AAO.

X. **AFFIRMATIVE ACTION RECRUITMENT REPORTS**

(Refer to actual forms while reviewing this section. When completing the reports, please provide all information requested.)

PART 1 (Blue Form)

- A. Include "V" number to facilitate identification of vacancy. Send the original to the EO/AAO, and copies to the distribution list at the bottom of the form.
- B. List all names, places and dates of advertising and summary of individual contacts by department members. When using MSU's complete mailing list, you need only name it; or when advertising is part of a coordinated effort by the Office of the VPAA indicate that fact.

CHECKLIST

- C. Submit to the EO/AAO, a copy of the written screening instruments used to evaluate candidates before starting to screen applications. If this material is not available, do not hold up Part I, but submit the form and send this material later.

PART 2 (Pink Form)

- A. Include “V” number to facilitate identification of the vacancy. Send the original to the EO/AAO and copies to the distribution list at the bottom of the form.
- B. Use the Clues For Identifying Minority and Female Applicants to assist in filling out this form. If you need help, call the EO/AAO.
- C. Be sure to indicate source of applicants.
- D. Do not hold up this form because you are not sure of the exact applicants to be brought in for interview; an estimate will suffice.
- E. If you do not plan to interview any of the Blacks or Hispanics meeting basic qualifications, please explain in the place provided.

PART 3 (Green Form)

- A. Include “V” number to facilitate identification of the vacancy. Send the original to the EO/AAO and copies to the distribution list at the bottom of the form.
- B. If you interviewed minority group members but are not recommending any of them, please explain in the space provided.
- C. Do not include in the list of recommended candidates any one who would not be appropriate if the first ranked candidates do not accept the offer.

PART 4

This report is prepared by the staff in the EO/AAO and is a recapitulation of the whole process as reported in Parts 1, 2, and 3. It is sent to the President, with copies to PAC Chairperson and the others who will be involved in recommending appointment, to provide information on whether the process has been in compliance with MSU’s affirmative action recruitment procedures and demonstrates a good faith effort in meeting MSU’s affirmative action hiring goals.

XI. **AUTHORIZATION TO RECOMMEND APPOINTMENT**

CHECKLIST

A. Requests for permission to make an offer should be submitted to the College/School Dean by the Department or PAC Chairperson along with a rank order of interviewed candidates and a brief statement of reason for rejecting those not selected.

B. Approval by the VPAA is required prior to an offer to recommend the employment of a candidate. The approval will specify academic rank, salary, starting date, and the status of the offer as subject to additional approval by higher MSU authorities.

C. Before an offer to recommend appointment will be approved by the VPAA, it is necessary for the VPAA to receive three letters of recommendation and complete official transcripts of higher education work indicating dates of all degrees.

KEEP ALL RECORDS OF THE RECRUITMENT PROCESS FOR THREE YEARS.