



GUIDELINES FOR FACULTY AND ADMINISTRATOR SEARCHES

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I. INTRODUCTION

Attracting, hiring, and retaining diverse and qualified faculty members and administrators enhances our educational mission and promotes an inclusive environment for students, faculty, and staff.

Faculty and administrator position searches will focus on recruiting candidates who exemplify excellence in research, teaching, service, and/or administration; enhance the intellectual and cultural diversity of the University; embrace University of Detroit Mercy as a Catholic university in the Jesuit and Mercy traditions; and positively contribute to the University's mission and core values.

The guidelines promote best practice for an equitable search and should be reviewed by all Search Committee members. A Checklist is appended for usage by the Search Committee Chair.

1) Equal Employment Opportunity (EEO)

It is the policy of the University of Detroit Mercy to provide equal opportunity to all employees and applicants for employment. The University will not discriminate in employment on the grounds of race, color, religion, ancestry, national origin, age, sex, height, weight, marital status, sexual orientation, veteran status, medical condition or disability. The EEO policy applies to all terms, conditions and privileges of employment including recruitment, hiring, placement, employee development, promotion, transfer, compensation, benefits, discipline and termination. Additionally, all other University programs such as training, social and recreational programs will be conducted in a nondiscriminatory manner. An employee or applicant who feels that they have been subjected to any type of employment discrimination or feels that they witnessed employment discrimination should report the incident(s) to the Director of Human Resources.

2) Detroit Mercy Mission and Core Values

Throughout the recruitment and hiring process, Search Committees should be guided by the university's mission and core values. Best practices for recruitment and hiring seek to serve the needs of a diverse student body and create and maintain inclusive learning and working environments.

Mission Statement:

University of Detroit Mercy, a Catholic university in the Jesuit and Mercy traditions, exists to provide excellent student-centered undergraduate and graduate education in an urban context. A Detroit Mercy education seeks to integrate the intellectual, spiritual, ethical and social development of our students.

Core Values:

Grounded in our Mercy, Jesuit, and Catholic traditions, the university's core values guide our work and learning and are the foundation of the university's institutional priorities and decision-making.

1. Educating the Whole Person

We integrate intellectual, spiritual, ethical, and social development by promoting academic excellence, transformative learning, and holistic well-being for everyone in our community.

Underpinning values: Cura Personalis, Intellectual Curiosity, Lifelong Learning

2. Cultivating a Diverse Community

We cultivate a diverse and inclusive community by nurturing a welcoming environment where each individual belongs and thrives.

Underpinning values: Belonging; Dialogue; Mutual Respect

3. Embodying Mercy and Compassion

We embody mercy and compassion by acting on our commitments to radical hospitality, respect for the dignity of each person, and care of all creation.

Underpinning values: Welcoming the Stranger; Active Listening; Integral Ecology

4. Fostering Faith and Justice

We provide opportunities for all to discern transcendent truths through reflection, academic inquiry, and religious and spiritual practices, which compel us to build a more just world.

Underpinning values: Spirituality; Equity; Advocacy

5. Serving and Leading in Detroit

We serve and lead in our surrounding communities, collaborating with diverse partners in pursuit of mutuality, the common good, and full flourishing for all.

Underpinning values: Solidarity; Commitment to this Time and Place; Meaning and Purpose

II. Search and Hiring Process

1) Obtain an Authorization to Hire**a. Faculty**

All requests for faculty positions are reviewed by the Provost and Vice President for Academic Affairs (VPAA) in consultation with the Dean/Supervisor of the applicable college/school/unit. Position requests may also be reviewed by the Provost/VPAA in consultation with the Vice President for Finance. In requesting an authorization to hire, the Dean/Supervisor or appropriate designee will provide the Provost/VPAA with:

- a completed Authorization to Hire form
- a written justification for the initiation of a search

After the authorization to hire has been granted and details of the position and membership of the search committee have been finalized, the Dean/Supervisor or appropriate designee will convene and charge the Search Committee.

b. Administrator

Requests for administrative positions are reviewed by the appropriate Vice President, Provost and Vice President for Academic Affairs or President depending on the reporting line. After the authorization to hire has been granted and details of the position and membership of the search committee have been finalized, the relevant supervisor or appropriate designee will convene and charge the Search Committee.

2) Convene and Charge the Search Committee

Upon receiving approval for hiring a new faculty member or administrator, a Search Committee and Search Committee Chair are identified by the Dean/Supervisor and Department Chair, where applicable. Careful selection of the search committee membership is integral to a successful process. Members of the search committee should include those willing to be open-minded, patient with the process, and self-reflective. In addition, search committee members are required to engage in Search Committee Training.

a. Composition of the Search Committee

- i. Faculty and Administrator Search Committees must include individuals who represent broad perspectives and experiences.
- ii. The Committee should include at least one trained Search Advocate. Search advocates will rotate on search committees to avoid overcommitment.
- iii. Search Committee membership from search to search should rotate, so that multiple individuals serve in this capacity. Committee membership can include faculty, staff, or administrators.
- iv. The Dean/Supervisor may choose to recruit Search Committee members from outside of the department/college/unit. Expanding membership on the committee provides an opportunity for broader perspectives and may assist in broadening the candidate pool.
- v. In searches for key upper-level administrative positions, the search committee must include a representative of the Sisters of Mercy or Society of Jesus.
- vi. The list of the Search Committee members will be sent to Human Resources with a request to grant members access to online applicant materials.

b. Charging the Search Committee

Before the search commences, the Dean/Supervisor initiating the search must meet with the Search Committee to:

- i. Review the goals of the search and any special criteria or expectations about the search process.
- ii. Establish alignment between criteria matrix and position announcement.
- iii. Discuss the importance of conducting a fair, legal, and inclusive search and opportunities to create a strong and diverse pool of qualified applicants.
- iv. Instruct all members of the Search Committee to read this “Guidelines for Faculty and Administrator Searches” document and inform them that they must complete a Search Committee training before reviewing applicants.
- v. Instruct the committee to read the mission statement and core values and familiarize themselves with the Mission web pages and their implications.
- vi. Review prohibited interview topics/questions, as listed in applicable sections of this document.

3) **Position Announcement**

The position announcement is the first tool in attracting a broad competitive pool of candidates. Consider eliminating unnecessary qualifications and/or broadening teaching and research areas (for faculty positions) to attract a larger pool of applicants. The Dean/Supervisor or designee will create the position announcement, with consideration to the criteria matrix (see 2.b.ii). The Search Committee will review the position announcement to ensure that it contains all required content.

a. Required Position Announcement Content

- i. Minimum requirements, including terminal degree, years of experience, etc.
- ii. Primary duties
- iii. For faculty searches, the status of the position: tenured, tenure-track, clinical track or non-tenure track
- iv. Start date
- v. Instructions for application process, including materials required
- vi. Deadline for receipt of materials or language indicating that the search will be open until position is filled
- vii. Required University Statement: “Michigan’s largest, most comprehensive private University, the University of Detroit Mercy is an independent Catholic institution of higher education sponsored by the Sisters of Mercy and Society of Jesus. The University seeks qualified candidates who will contribute to the University’s mission, diversity, and excellence of its academic community. University of Detroit Mercy is an Equal Opportunity Affirmative Action Employer with a diverse student body and welcomes persons of all backgrounds.”

b. Optional Position Announcement Content

- i. It is also recommended that Units/Departments include a statement that highlights the university's commitment to cultivating a diverse community. For example:
 - "The college is especially interested in qualified candidates who can contribute, through their research, teaching, and service, to the diversity and excellence of the academic community."
 - "We welcome nominations of and applications from anyone who would bring additional dimensions to the university's mission of providing excellent, student-centered education, including women, members of minority groups, veterans and individuals with disabilities."
 - "The department seeks to recruit and retain faculty who share our commitment to providing excellent, student-centered education for our diverse student body."
- ii. It is strongly recommended that the position announcement solicits a statement from candidates that responds to the university's mission and core values. Faculty applicants should be asked to reflect upon past experiences and potential future contributions to teaching and mentoring students with a wide range of academic and social backgrounds. Strong applicants will have a record of commitment to research, teaching, service, administration, and/or community engagement that reflects the priorities emphasized in the university's mission and values.

4) **Active Recruitment through Position Advertising**

Once the position announcement is finalized, the Search Committee Chair or Dean/Supervisor will forward the information to Human Resources for posting to the University's online recruitment system.

a. General Recruiting Information

- i. National searches for tenure-track faculty will be the norm rather than the exception. National searches are preferred, but not required, for administrators.
- ii. Individual units are responsible for the expenses related to external advertising or posting.
- iii. Position announcements must be open for 30 days or longer, if possible, to ensure adequate exposure.
- iv. Departments/Units are encouraged to use electronic job-posting services that have a broad reach. Some departments/units choose to post ads in *Chronicle of Higher Education*, *HigherEdJobs*, *Journal of Hispanic Higher Education*, *Diverse – Issues in Higher Education*, and/or major journals in their field.
- v. Human Resources will post all job ads with the Association of Jesuit Colleges and Universities (AJCU) and the Conference for Mercy Higher Education (CMHE). Qualified candidates from the Sisters of Mercy and the Society of Jesus are encouraged to apply.

- vi. All searches for full-time faculty and administrators should publicize the openings in at least one publication focused on minority/women academic professionals. Other publications which do not focus exclusively on academic professionals may also be used.
- b. Active Recruitment: Role of Dean/Supervisor and/or Search Committee Chair
 - i. Identify, in consultation with Human Resources, appropriate publications and/or electronic sources in which to advertise the position, including discipline-specific publications or listservs and venues targeted towards underrepresented professionals.
 - ii. Share the position with relevant professional organizations and other networking outlets.
- c. Active Recruitment: Role of Human Resources
 - i. Consult with the Dean/Supervisor and/or Search Committee Chair about the process for posting the position, including identifying appropriate advertising venues targeted towards underrepresented groups.
 - ii. Post faculty and administrator job ads with the Association of Jesuit Colleges and Universities (AJCU) and Conference for Mercy Higher Education (CMHE).
- d. Recruitment of International Applicants

The Search Committee Chair should be familiar with legal obligations about posting positions that include recruitment of non-US citizens. Please check with Human Resources for current requirements.

5) Active Recruitment through Professional Networking

In addition to developing and posting the position announcement, the committee should develop an active recruiting plan to increase awareness of opportunities for employment at UDM and attract the strongest pool of candidates. The Search Committee chair should report updates on these activities to the Dean/Supervisor and/or Department Chair.

Networking is one of the most effective strategies for attracting successful candidates. Therefore, strategies for advertising should go beyond merely placing information in print or electronic sources. Examples of active recruitment include contacting colleagues from professional organizations; sending job announcements to qualified individuals; making personal contacts; and communicating opportunities with minority professional organizations.

6) Develop Evaluation Criteria and Processes

The Search Committee will be responsible for conducting the formal search process, which includes reviewing and evaluating applicant materials; selecting candidates to be interviewed; inviting appropriate faculty and administrator participation; evaluating feedback from others; and recommending candidates to the Dean/Supervisor.

Prior to reviewing applicants' materials, the Search Committee must reach a common understanding of:

- i. Evaluation criteria
- ii. Materials that will be submitted for evaluation
- iii. Procedures for screening candidates
- iv. Protocol for conducting interviews (phone, virtual, and/or campus interviews)
- v. Core Questions to be asked at each interview stage
- vi. Evaluation tool(s) for use by all individuals interviewing the candidate
- vii. Procedures for evaluating candidates' references

a. Evaluation Criteria

Evaluation criteria must be applied consistently to all applicants. The Search Committee Chair must ensure that the criteria for evaluation are carefully defined, clearly related to the position, and clearly understood and accepted by members of the committee.

As enumerated in the introduction to this document, faculty and administrator searches will focus on recruiting and hiring candidates who:

- i. Exemplify excellence in research, teaching, service, and/or administration
- ii. Enhance the intellectual and cultural diversity of the University
- iii. Embrace University of Detroit Mercy as a Catholic university in the Jesuit and Mercy traditions
- iv. Positively contribute to the University's mission and core values

The Search Committee may also identify **additional criteria for evaluation**, for example:

- i. Specific academic or administrative needs of the college/department/unit
- ii. Communication skills
- iii. Interdisciplinary or collaborative opportunities
- iv. Alignment with department/college/unit priorities and goals

b. Procedures for Screening Candidates

- i. The Search Committee shall perform an initial screening to eliminate candidates who do not meet the minimum qualifications included in the position posting.
- ii. After initial screening, Search Committee members must be given adequate time to evaluate each application using the pre-established criteria. All elements of the application must be reviewed.
- iii. The Search Committee Chair must document questions asked by the Search Committee, major criteria used to select applicants, and specific reasons for rejection of candidates.

7) Ensure a Strong and Diverse Pool of Qualified Candidates

The Search Committee Chair and/or Search Advocate will work with a representative from Human Resources to determine if there is a strong and diverse pool of qualified applicants at each stage of the hiring process. The Search Committee Chair and/or Search Advocate will also determine whether there are one or more groups that are underrepresented in the department or unit.

When the committee has determined which applicants to interview (at any stage), the Search Committee Chair must contact the Dean/Supervisor to discuss the list. If there is diversity in the overall pool but none present in the interview pool, the committee may be instructed to conduct a second review and submit a revised list of candidates to the Dean/Supervisor. If the committee still feels that no additional candidates are acceptable, a memo is required to be sent to the Dean/Supervisor, with a copy sent to the Provost/VPAA, justifying the exclusion of these candidates by comparing their qualifications to those of the candidates who have been selected. When the list of candidates to be interviewed is approved, the Search Committee Chair will be notified by Dean/Supervisor that they may proceed with the interviews.

If the search committee has not been able to identify a strong and diverse pool of qualified candidates, the Dean/Supervisor in consultation with the Provost/VPAA, will determine whether the search may be continued, re-opened, or considered failed. In the event that a search is declared unsuccessful, it is the presumption that a new search will take place no later than the next academic year and the position will not be eliminated.

8) Conducting Interviews

The best way to guard against disparate treatment, ensure sound selection procedures, and avoid unlawful discrimination is to be fair, objective, and consistent in the hiring process. Treat all candidates (including internal candidates) in the same way. Avoid making assumptions based on the perceived race, gender, ethnic background, religion, marital or family status, age, disability, sexual orientation, or veteran status of candidates.

Be professional and consistent in addressing men and women. If using first names, do so for all candidates. When introducing candidates, use a similarly appropriate title for the person to whom they are being introduced.

Interview questions should be aimed at discovering what the candidate can bring to the position and to the University. To help ensure a legal and equitable interview process, please adhere to the following practices.

a. Core Questions

A consistent set of Core Questions at all interview stages will help achieve fairness in interviewing and evaluating candidates. The Search Committee should develop a set of Core Questions to ask all applicants, allowing for individualized follow-up questions.

In the development of Core Questions, consider:

- i. Interview questions should aim to discover the potential that candidates bring to the long-term priorities/goals of the department/unit/university.
- ii. For faculty, ask questions that assess the candidate's qualifications for teaching, scholarship, and service within a diverse environment.
- iii. For administrators, ask questions that assess the candidate's qualifications for leadership, strategic planning, budgeting, team building, management, fundraising, etc. within a diverse environment.

b. Questions about Mission and Core Values

Questions that assess the candidate's understanding of and potential contribution to the University's mission and core values must be included in the interview. If possible, these questions should be included early in the interview process. Candidates should be invited to read about the university's mission and core values in advance and be provided with a virtual or hard copy during the interview. Search committees may choose to amplify particular aspects of the mission or core values that align with the priorities or goals of the department/unit.

Examples of Mission and Values Questions:

- i. What resonates with you most in the mission and core values of the university?
- ii. Do you have any questions or concerns about any aspect of the mission or core values?
- iii. How do you think your work here can contribute to the university's mission or core values?
- iv. Educating the whole person is one of the university's core values. How do you think you can help students integrate their intellectual, spiritual, ethical, and social development? What experience do you have of doing this?
- v. Cultivating a diverse community is one of the university's core values. How has your experience prepared you to be effective in forwarding this goal?
- vi. What challenges and opportunities do you see working at a university in the city of Detroit?
- vii. For faculty: Reflect upon past experiences and future contributions to teaching and mentoring students from a wide range of academic and social backgrounds. Describe strategies that you have learned or would use to create an inclusive learning environment for all students.

Evaluating responses to Mission and Values Questions:

- i. Strong applicants should be at ease discussing specific aspects of the university's mission and core values and their significance to the educational enterprise of the University.
- ii. Strong applicants will demonstrate experience with and commitment to advancing one or more aspects of the University's mission and core values.

c. Civil Rights and Prohibited Interview Topics/Questions

All time spent with the candidate, including meals and other social events, is considered part of the interview process. Questions that do not relate to the job to be performed should not be asked. For example, you may not ask about a candidate's faith, whether they have children, or what language they speak at home.

The following are topics about which Search Committees **should not ask** questions whether conducting interviews, reference checks, or in casual conversation. Inquiries related to these topics are not permitted because they request or allow use of information that may lead to an unfair (or illegal) decision.

- i. Age
- ii. Arrest Record
- iii. Disability
- iv. Economic Status
- v. Gender Identity or Expression
- vi. Health
- vii. Height and Weight
- viii. Language
- ix. Marital or Family Status
- x. Military Record
- xi. National Origin/Citizenship
- xii. Organizational Affiliations (beyond professional discipline)
- xiii. Race or Color/Ethnicity
- xiv. Religion
- xv. Sexual Orientation

The Michigan Department of Civil Rights provides specific recommendations in the Pre-Employment Inquiry Guide: http://www.michigan.gov/documents/mdcr/Preemploymentguide62012_388403_7.pdf

Information related to answers to unacceptable topics, including information obtained outside the formal review process, cannot be used to evaluate or disqualify a candidate.

d. Further Guidelines: Americans with Disabilities Act

- i. Employers may not:
 - Ask if a person has a disability
 - Inquire as to the nature of an observed disability
 - Inquire how an individual became disabled
 - Ask about any prior illnesses or medical hospitalizations
 - Ask about the health status of family members
- ii. Ensure that all portions of the application and interview process are accessible to persons with disabilities. Arrange for interviews in accessible locations and provide accessible transportation if relevant.

- iii. Communicate to all candidates that the University provides reasonable accommodations to individuals with disabilities. The following language may be used:
“The University provides reasonable accommodations for persons with disabilities, both in the interview process and for its faculty, students, and staff. Should you need an accommodation, please let us know at your earliest convenience so that we may make arrangements in advance of your interview. Please contact the Office of Human Resources at 313.993.1036 or hr@udmercy.edu with any request you might have.”

e. Reference Checks

- i. Prior to contacting the listed references, the committee must confirm with the candidate that references will be checked.
- ii. The Search Committee must determine consistent Core Questions to ask references designed to evaluate candidates’ fulfillment of evaluation criteria, allowing for individualized follow-up questions.
- iii. It is recommended that at least two members of the Committee participate in reference check telephone calls, if scheduling allows.
- iv. Search Committee members who speak with references must prepare a written report for the committee that addresses particular evaluation criteria.

9) Arrange for Campus Visits

Following the identification of candidates for campus visits, the Search Committee Chair should extend an invitation to the finalists for campus interviews. Pre-interview materials should be provided to candidates in advance of the campus visit.

a. Pre-Interview Material

- i. An itinerary for the interview, including individuals (name, title and/or department/unit) and groups with whom the candidate will meet;
- ii. Contact information for the Search Committee Chair;
- iii. Links to University and College/School/Department/Unit webpages;
- iv. Link to the [University Mission webpage](#);
- v. If relevant, College/School/Unit Mission Statement, Strategic Plan, Accreditation Report/status, etc.;
- vi. Links to the university’s Mission Statement and Core Values and an invitation to prepare for questions related to the university’s Mission and Core Values;
- vii. For virtual interviews, instructions on how to access the meeting;
- viii. For on-campus interviews, expectations for travel, e.g. candidate makes own reservations and is reimbursed;
- ix. Information on accommodations for disabilities (see section 8.d.iii)

b. Recommendations to Organize a Successful Campus Visit

- i. Ensure that all portions of the interview process are accessible to persons with disabilities. Arrange for interviews in accessible locations and provide accessible transportation, if relevant.
- ii. Make hotel or travel reservations as needed.
- iii. Make room reservations for interview meetings and/or presentations.
- iv. Inquire whether the candidate needs audiovisual support for a presentation and arrange as needed.
- v. Arrange for the candidate to be escorted between meetings/interviews.

- vi. Include a tour of the campus and/or three campuses as part of the visit.
- vii. Copies of the candidate's resume/CV should be made available to anyone participating in the interview process.
- viii. All interviewers should receive a copy of the candidate's itinerary.
- ix. Where appropriate, invite students to meet with the candidate or arrange for a teaching demonstration.
- x. Create opportunities for candidates to meet with other faculty, staff, or community members who share similar backgrounds. Race/ethnicity and gender are not the only personal characteristics that may be important to consider. If a candidate mentions that they are particularly concerned with the availability of a community identified with a particular nationality, religion, family status, sexual identity, or other characteristic, take steps to help them meet with appropriate members of that community.
- xi. Offer all job candidates the opportunity to meet with Human Resources. The Search Committee Chair must offer all job candidates the opportunity to speak with a member of the Human Resources Department regarding questions they may have about accommodations for a disability, benefits, housing, etc. It should be communicated to the candidate that these conversations are private and will not be shared with members of the Search Committee.
- xii. Solicit feedback from everyone involved in the interviewing process, including students.

10) Concluding the Search

a. Recommending Candidates

It is recommended that in the final report to the Dean/Supervisor who initiated the search, the Search Committee will list the strengths and weaknesses of each candidate and submit an un-ranked list of candidates. However, please contact the individual who charged the committee for their preference in report style.

b. Extending Offer Letter and Contract

- i. For faculty, following a discussion with the Provost/VPAA, the Dean will contact the candidate and make an offer. The Dean will then complete and submit a Contract Request form to the Provost/VPAA indicating key information that should be included in the offer letter including rank, tenure or non-tenure track, salary, start date and any other additional terms, e.g. development or lab funds. The Dean should also forward a copy of the position announcement, candidate's CV, and summary of the search committee's recommendations to the Office of the Provost/VPAA. The Office of Academic Affairs will draft an offer letter to forward to the candidate.
- ii. For non-faculty administrators, the administrator who initiated the search is responsible for coordinating with Human Resources the appropriate process.
- iii. All contract letters must include the following language:
 "Michigan's largest, most comprehensive private University, University of Detroit Mercy is an independent Catholic institution of higher education sponsored by the Sisters of Mercy and Society of Jesus. Detroit Mercy seeks qualified candidates who will contribute to the University's mission, diversity, and excellence of its academic community. University of Detroit Mercy is an Equal Opportunity Affirmative Action Employer with a diverse student body and welcomes persons of all backgrounds."
- iv. Contract letters for a McNichols faculty position include standard language referencing the UDMPU contract.

- v. All letters include standard language concerning an invitation to participate in Mission and Identity Retreats.
- c. Contacting Candidates who are not selected

Once a candidate has indicated acceptance of the position, and following a successful criminal background check when appropriate, other finalists should be notified. It is left to the Search Committee to determine the best method, e.g. telephone call or email from the Search Committee Chair.

III. After the Search: Retention Strategies

- a) Be deliberate in welcoming new hires, providing assistance to ensure a smooth transition and enhance the probability of success in the new position.
- b) Offer to put the new hire in touch with various people on campus and in the community who might help with their transition to the institution.
- c) Be willing to serve as a mentor and participate in formal and informal professional development activities.
- d) Value and support informal networking, including within identity communities, as an effective approach to build community and combat isolation.
- e) Avoid placing additional demands or expectations on minorities or women, such as extra advising or committee work.

IV. Further Assistance and Resources

- a. Resources posted to the [Academic Affairs webpage](#) under the Hiring Faculty and Administrator tab. Additional Resources will be added as they become available.
 - i. Search Committee Checklist
 - ii. Search Committee Training
 - iii. Trained Search Advocates
 - iv. Common Interview Questions
 - v. Template for On-Campus Visit Schedule: Faculty
 - vi. Template for On-Campus Visit Schedule: Administrator
 - vii. Template for Applicant Material Review by Search Committee
 - viii. Sample Faculty Candidate Evaluation Form
 - ix. Sample Administrator Candidate Evaluation Form
- b. Representatives from [Human Resources](#) are available to assist Search Committees at any point. Human Resources can be reached at hr@udmercy.edu and 313-993-1036.

V. Search Committee Checklist for Faculty and Administrator Positions

Checklist to be maintained by the Search Committee Chair and shared as requested.

Check	Search Committee Formation and Planning
	Search Committee, Search Committee Chair, and Search Advocate are identified by the Dean/Supervisor and Department Chair, where applicable.
	Search Committee orientation meeting with the Dean/Supervisor.
	Search Committee Training completed by all members of the Search Committee.
	Search Committee meets to develop rules of engagement, Candidate Evaluation Criteria, and other documents using available templates.
	Search Committee reviews position announcement for required and optional content.
	Search Committee establishes an advertisement and active recruitment plan that includes where the position will be posted, how it will be communicated, and plans for networking.
	Milestone Check: Advertisement and Active Recruitment Plan -Search Committee Chair presents documents developed from steps above for Dean/Supervisor approval.
Check	Post Position Announcement and Initial Review of Applicant Materials
	Search Committee Chair or Dean/Supervisor forwards the position announcement to Human Resources, along with the list of posting sites included in the Advertisement and Active Recruitment Plan.
	Search Committee Chair documents implementation of Advertisement and Active Recruitment Plan
	Search Committee reviews applicant materials for minimum qualifications and submission of all required documents (e.g., Application, CV, Cover Letter, etc.). Search Committee Chair maintains a log of incomplete/ complete applications and qualified/unqualified applicants.
	Milestone Check: Applicant Pool Dean/Supervisor reviews the strength and diversity of the applicant pool in consultation with the Search Committee chair and/or Search Advocate; determines continuation or expansion of the search. (Dean/Supervisor meets with the committee to discuss next steps).
Check	Select First-Round Interviewees
	Committee finalizes Candidate Evaluation Criteria and evaluates candidate applicant materials to select first-round interviewees. Search Committee Chair maintains a log of reasons why applicants were not advanced to the interview stage

	Milestone Check: First-Round Interview Pool Dean/Supervisor reviews the strength and diversity of first-round interview pool in consultation with the Search Committee chair and/or Search Advocate; determines continuation or expansion of the search or declares it a failed search. (Dean/Supervisor meets with the committee to discuss next steps).
Check	First Round of Interviews
	Committee develops Core Questions and sets interview agenda; confirms Candidate Evaluation Criteria to be used to evaluate all interviewees.
	Search Committee Chair sends communication to candidates to schedule interviews.
	Search Committee conducts first round interviews.
	Search Committee recommends finalists based on evaluation criteria. Search Committee Chair maintains a log of reasons why applicants were not advanced to the final round of interviews.
	Milestone Check: Final-Round Interview Pool Dean/Supervisor reviews the strength and diversity of the final-round interview pool in consultation with the Search Committee chair and/or Search Advocate; determines continuation or expansion of the search or declares it a failed search. (Dean/Supervisor meets with the committee to discuss next steps).
Check	Final Round of Interviews
	Committee develops on-campus interview schedule; develops Core Questions; and confirms Candidate Evaluation Criteria to be used to evaluate all finalists.
	Search Committee Chair oversees on-campus interview schedule; communicates with finalists about on-campus interviews; and provides pre-interview materials to candidates.
	Search Committee Chair sends communication to Finalists regarding reference checks. (Advise candidates the reference checks will be done for all candidates.)
	Search Committee performs reference checks for finalists before or after interviews.
	Search Committee Chair sends candidate information and evaluation forms to Dean/Supervisor and other interviewers 5 business days before the interview.
	All members of the Search Committee participate in finalist interviews.
	Search Committee Chair distributes and collects finalist evaluation forms from all stakeholders who participated in interview sessions.
	Search Committee collects, digests, and deliberates using all feedback and evaluations.
Check	Concluding the Search
	Search committee creates an evaluation packet for the Dean/Supervisor including the committee's evaluation of each finalist. Dean/Supervisor may choose to meet with the Search Committee to discuss.

	Dean/Supervisor contacts top candidate to make an offer. The Dean/Supervisor forwards the CV, Contract Request Form, and Contract Request Letter to the Provost and Vice President for Academic Affairs.
	After offer is officially accepted, all first-round and finalist candidates are notified by Search Committee Chair that the search is completed. HR notifies other applicants.
	Search Committee Chair submits this checklist and a debriefing report summarizing the search to the Dean/Supervisor and Departmental Chair, where applicable.

Policies & Procedures Handbook for Faculty and Administrator Searches Revision History

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