

Appendix A: CANR Position Description Template for Requests to Initiate a Search

Assistant Professor

(draft)

Department of Horticulture, Michigan State University

The Department of Horticulture (www.canr.msu.edu/hrt/) in the College of Agriculture and Natural Resources at Michigan State University is seeking candidates for an Assistant Professor (____-month tenure system, ____% Research, ____% Extension, ____% Teaching) position to establish and lead an internationally recognized, innovative and competitively funded research and extension program in _____ to support Michigan's _____ industries.

The successful candidate will be responsible for developing a program focused on _____.

Potential areas of research include, but are not limited to, _____.

Extension responsibilities include _____.

Teaching duties include _____.

Several sentences regarding Michigan's pertinent horticultural industries and their values, as well as Michigan's environment, sustainability, potential impacts on consumer health, etc.

The successful candidate will be expected to develop research and outreach collaborations within appropriate MSU faculty groups, departments, Extension institutes, etc.; procure competitive external grant funding; publish in peer-reviewed scientific journals; develop leadership activities in regional, national, and international professional scientific associations; and advise and mentor students, postdoctoral fellows, and visiting scientists. Opportunities for interdisciplinary collaboration exist with scientists in soil science, plant pathology, entomology, agricultural/biosystems engineering, etc. Benefits include a salary commensurate with the candidate's experience, a competitive start-up package, and attractive health, dental and retirement plans.

Qualifications:

Required:

- Ph.D. in horticulture, agronomy, crop science, plant physiology/biology, forestry, or other plant science-related fields
- Demonstrated capacity to conduct and publish independent, original, innovative research
- Excellent oral and written communication skills appropriate for both scientific peers as well as agricultural stakeholder constituencies
- Experience in teaching undergraduate- and/or graduate-level course
- _____

Desired:

- Graduate, postdoctoral or other professional experience in _____
- Experience in competitive grant proposal writing and administration
- Experience working in a diverse environment and/or utilizing a variety of teaching/communication methods designed for broad student/stakeholder success
- Ability to work collaboratively, both as a team member and as a leader
- _____

Plant Sciences at MSU: MSU is a global leader in basic and applied plant science research, with over 150 faculty members engaged in research ranging from sustainable agriculture and ecology to breeding, genomics and biochemistry. Extensive laboratory, greenhouse, growth chamber, and field-based facilities are available for plant growth research, including biochemical, imaging, and gene expression analyses, bioinformatics support, and plant transformation. Horticulture faculty also conduct research at the Horticulture Teaching and Research Center on campus and several field research and demonstration centers around the state. MSU plant science faculty, staff, and graduate students represent an inclusive, diverse community committed to the advancement of science and the recruitment and retention of persons from richly varied backgrounds and perspectives to maintain and enhance the excellence of the University.

Application Procedure: Qualified applicants should submit the following materials to <https://jobs.msu.edu> (select Faculty/Academic Staff and apply to posting # ____): 1) a letter of application, summarizing research accomplishments and future interests; 2) a current resume; 3) a statement of teaching/outreach philosophy; 4) a summary of your experience or philosophy fostering diversity and inclusion in classroom, research, and/or extension endeavors, and an explanation of how you will contribute to MSU's goals of inclusive excellence; and 5) contact information for at least three references who will be contacted directly by the search committee as needed. Questions about the position or the search and interview timetable can be directed to Dr. _____, Search Committee Chair (_____@msu.edu). Questions on submitting applications through <https://jobs.msu.edu> can be directed to hrt@msu.edu. Review of applications will begin _____, and continue until the position is filled.



The College of Agriculture and Natural Resources (CANR) at Michigan State University is committed to achieving excellence by creating and sustaining an accessible and inclusive culture that values cultural and academic diversity. We are an equal opportunity / affirmative action employer. The CANR is particularly interested in candidates of all backgrounds who are committed to the principle that academic excellence is achieved through open access and proactive inclusion.

Appendix B: Search Committee Conflicts of Interest

You must disqualify yourself as a SC reviewer of a faculty position application if you have had one of the following relationships with the applicant:

- served as a thesis or postdoctoral advisee/advisor
- been a co-author on a publication within the past 3 years, including pending publications and submissions
- been an interactive collaborator on a project within the past 3 years, including current and planned collaborations
- had a consulting/financial arrangement or other compensatory (money, goods, or services) conflicts-of-interest in the past 3 years
- have a known family relationship such as a spouse, child, sibling, or parent, or other relationship, such as a close personal friendship, that you think might affect your judgment *or be perceived as such* by a person familiar with the relationship

When in doubt, discuss the potential conflict-of-interest issue with the department Chair.

Any SC member who has a conflict of interest (as listed above) with an applicant who is chosen for First Round interviews must be recused as a search committee member for the remainder of the search process. In such a case, the SC chair and department Chair shall identify a replacement SC member, with possible assistance of the DAC as needed.

Appendix C: Checklist of HRT Faculty Search Process Responsibilities

HRT Chair

- develop faculty position descriptions with the HRT Strategic Faculty Positions Committee (SFPC)
- select the search committee (SC) chair with the HRT Department Advisory Committee (DAC)
- select SC members with the DAC and the SC chair
- submit the position description and proposed SC members to CANR for approval via the Position Request Form
- submit the Academic Final Interview List Approval Form (Appendix J) to the CANR Dean and IDI for final approvals for campus interviews
- taking the SC and faculty recommendations into consideration, develop a summary report for requesting permission from the CANR/MABR/MSUE Administration to make an offer to the top candidate

HRT Office Manager

- maintain all records of the search for 3 years, according to affirmative action guidelines
- post the position to the university position management system (*Page Up*) and coordinate other external advertisements of the position
- coordinate D2L access to applications for the search committee and, later with respect to the finalist candidates, for the HRT faculty
- track and record relevant recruitment efforts and applicant pool data with help from the SC Affirmative Action Officer
- coordinate the HRT office staff for scheduling and conducting of the campus interviews (e.g., scheduling with CANR administrators and other campus unit entities, lunches, candidate travel and lodging plans, reimbursements, etc.)

Search Committee Chair

- select SC members with the Department Chair and the DAC
- conduct all communications with applicants until the point at which an offer is made (by the Department Chair)
- oversee each stage of the applicant/candidate assessment process and provide documentation to the HRT Office Manager for archiving
- with the Department Chair's permission, invite and coordinate the First-Round candidates for virtual/video interviews with the SC
- develop a report and complete the Academic Final Interview List Approval Form (Appendix J) to be submitted to the Department Chair that explains the rationale for each candidate's recommended status
- by email, introduce candidates to their SC member hosts
- strongly encourage HRT faculty, staff, and graduate students to attend all seminars, teaching, and extension sessions as feasible, and provide guidance on appropriate completion of their evaluation surveys
- with the assistance of the Office Manager (or their designee), collate the candidate interview evaluation surveys, and prepare the results for discussion with the search committee

- prepare the input from the graduate students, stakeholders, and search committee for discussion at the faculty meeting, and prepare and conduct the method for faculty voting
- submit a summary report (Appendix P) and the faculty summary vote to the Department Chair
- make sure that the conclusion of the search is communicated to all applicants/candidates

Search Committee Affirmative Action Officer

- carry out all responsibilities as a regular search committee member
- help ensure that the committee is operating in accordance with best practices (see HRT Faculty Search Committee Best Practices)
- track and record relevant recruitment efforts and applicant pool data with help from the HRT Office Manager
- draft the committee AAO report with support from the SC chair

Search Committee

- assist with any refinements to position description
- assist with identifying position advertising contacts and sources
- develop the applicant assessment process and criteria to be used throughout the search
- evaluate all complete applications, maintaining strict confidentiality throughout the process and afterwards
- select, interview, and evaluate all first-round (Zoom) candidates
- select finalist candidates for campus interviews and serve as one-on-one interview hosts, including the scheduling of candidate meetings with faculty and airport/intra-campus travel arrangements
- interview, evaluate, and reach consensus on ranking of all finalist candidates

Appendix D: Affirmative Action Reporting

In compliance with federal rules and regulations, all units, colleges, and the University itself must maintain records of all individuals who apply for a position, who are hired for a position, and who are rejected for a position. Records must be kept for at least three years after the date of appointment, by mandate of the Office of Federal Contract Compliance Programs (OFCCP). These must be kept so that they will be available for review by the Office of Inclusion and Intercultural Initiatives (OIII) and OFCCP. The search committee determines how it will accomplish its record keeping responsibilities, including who will maintain records of the search, as well as how and where the records will be kept during the search. All units must be able to demonstrate "good faith" efforts to recruit women and minorities. Among the records that must be retained are the following:

SEP

- 1) The **Academic Position Request** plus a copy of all advertisements used to announce the position
- 2) The **Affirmative Action Report**, including:
 - a listing of where the position was posted
 - an indication of the extent to which nominations were solicited from colleagues and professional organizations
 - a record of the efforts that were made to enlarge the pool of candidates
 - demographic information on all members of the search committee (name, academic rank/title, ethnic identification, and gender)
- 3) copies of sample letters used in the process
- 4) the core questions asked in the interview
- 5) each applicant's file (letter of application/nomination, curriculum vitae, reference letters, etc.)
- 6) for each applicant who is not on the final candidate list, specific job-related reason(s) along with supporting documentation
- 7) a summary evaluation for each final candidate. This may be accomplished by retaining rating sheets, interview evaluations, ranking summaries, or any document used in the evaluation process. The reasons must be directly related to the requirements of the position description (e.g., "research and scholarly activities too limited"; "did not have five years of teaching experience"; "lacked experience in _____"; "refused offer for personal reasons").
- 8) minutes of search committee meetings. The minutes should include all important committee decisions to help document consistent procedures and to prevent bias from tainting a search. In case of a discrimination suit, minutes are important to demonstrate that a committee followed its own rules consistently and treated all candidates fairly.



Appendix E: Example of Update Communications with Applicants

Date: _____

Dear Dr. ,

Thank you for your application materials for our advertised position of Assistant/Associate Professor of _____ . I want to provide you with a brief update on our position search.

With the significant challenge for our search committee to thoroughly review all of the applications received thus far and (*insert any extenuating excuses here!*), we are only now at the stage of beginning to request letters of reference directly from the referees listed on applications.

Consequently, I anticipate that our search committee will next meet in _____ to discuss the reference letters and identify the top potential candidates for interviews, which we hope to schedule for some time in _____.

Again, on behalf of Michigan State University's Department of Horticulture, I express my appreciation for your interest in our advertised faculty position, and I will keep you informed as the process continues to move forward during the next few weeks. It is indeed an exciting faculty position with great potential to impact both Michigan's horticultural industries and plant science at one of the leading collegial and collaborative universities in the United States.

With best wishes for a happy, healthy, and scientifically productive _____,

_____, Search Committee Chair
Professor of _____
Dept. of Horticulture, Michigan State University
1066 Bogue St., Plant & Soil Sciences Building
East Lansing, MI 48824 USA

Email ____@msu.edu
Office 1-517-353-____
Cell 1-517-____ - _____

**Appendix F – Summary Report for the Long-Short List of Applicants
Advanced to Candidacy or Eliminated**

I. SUMMARY OF TIMELINE.

Posted date to begin application reviews: __/__/__

Search committee meeting to discuss initial review of applications: __/__/__

- Each committee member reviewed all __ applications in advance and provided a preliminary ranking of them based on required and desired criteria listed in job posting.

- Following full discussion of all applicants, __ were determined to be unacceptable (lacking required criteria), __ were considered to be potentially acceptable for the position, and __ were ranked as being the best candidates to be invited for virtual (e.g., Zoom or Teams) interviews.

Virtual interviews were conducted on: __/__/__, __/__/__, __/__/__
__ candidates were interviewed via Zoom or Teams (see summary below)

Search committee meeting to decide recommendations for campus interviews: __/__/__

- Prior to the meeting, all committee members identified the top __ candidates based on virtual interview and careful review of all application materials, including letters of recommendation.

- Following summary of rankings and discussion, the committee came to consensus on __ candidates to be invited for on campus interviews (*in some cases an additional candidate may be designated as an alternate in the event that one of the approved invitees declines their invitation*).

II. SUMMARY OF VIRTUAL INTERVIEWS

Virtual Interview Questions (*asked of each applicant, in order and by the same committee member*)

- 1.
- 2.
- 3.
- etc.

Assessment Summaries for Virtual Interview Candidates

Candidate 1

Interview Date and Timeframe:

Comments:

Ranking:

Candidate 2

Interview Date and Timeframe:

Comments:

Ranking:

Etc.

III. SUMMARY OF LETTERS OF RECOMMENDATION

Candidate 1

Summary of Committee Comments:

Letter 1 -

Letter 2 -

Letter 3 -

Letter 4 -

Candidate 2

Summary of Committee Comments:

Letter 1 -

Letter 2 -

Letter 3 -

Letter 4 -

Etc.

IV. SUMMARY OF CANDIDATES RECOMMENDED FOR CAMPUS INTERVIEW

Candidate 1

Comments:

The committee recommends (unanimously or X:Y for:against) to invite the candidate for a campus interview.

Candidate 2

Comments:

The committee recommends (unanimously or X:Y for:against) to invite the candidate for a campus interview.

Candidate 3

Comments:

The committee recommends (unanimously or X:Y for:against) to invite the candidate for a campus interview.



Appendix G: Example of Notes to Applicants No Longer Under Consideration

Date: _____

Dear Dr. ,

Once again, I want to provide you with a brief update on the progress of our search for filling our Horticulture Department faculty position for _____ at Michigan State University.

We have an extremely competitive international pool of applicants. We have evaluated all applicant files, contacted references as appropriate, and reviewed many critical evaluation letters from peers. Our search committee met recently to narrow the applicant pool to a top group of outstanding candidates. I wanted to let you know that, given the highly competitive pool of applicants we had, unfortunately your application is not in the pool still under consideration at this stage.

Please note that we anticipate additional faculty positions in the Department of Horticulture to be opened in the coming years, so please consider applying again if any of our future positions appear to be a good fit with your skills, experience, and ambitions.

I appreciate your interest in being considered to join our Horticulture faculty, and I wish you all the best in your future academic and scientific endeavors.

Sincerely,

_____, Search Committee Chair
Professor of _____
Dept. of Horticulture, Michigan State University
1066 Bogue St., Plant & Soil Sciences Building
East Lansing, MI 48824 USA

Email ____@msu.edu
Office 1-517-353-____
Cell 1-517-____ - ____



Appendix H: Example Request for Letters of Recommendation

Date: _____

Dear Dr. ,

You have been identified by Dr. _____ as a reference for his/her/their application to be considered for Michigan State University's open faculty position - Assistant or Associate Professor of _____ in the Department of Horticulture. The job description for that position is attached below.

I would like to request a confidential letter of reference from you that provides your in-depth evaluation of the applicant's experience, temperament, and specific qualifications for our position. We are seeking an innovative scientist who has training and experience appropriate for leading and collaborating effectively in _____ research that generates new knowledge to help solve important issues in _____. We are particularly interested in your thoughts on the candidate's following capabilities:

- to conduct innovative research in _____
- to conduct practical research relevant to _____
- potential to collaborate effectively
- potential to write successful competitive grant proposals
- teaching potential
- communication skills

Please submit an electronic copy of your signed letter directly to me at my email address (_____@msu.edu). If possible, please send me your letter by _____. If you anticipate any difficulty with this timeframe, please let me know.

Letters of reference carry great weight in our evaluation process, and your thoughtful critique and potential recommendation of the applicant's suitability is greatly appreciated. If you have any questions or comments, please do not hesitate to contact me by email or by phone.

With best wishes for a healthy and productive _____,

_____, Search Committee Chair
Professor of _____
Dept. of Horticulture, Michigan State University
1066 Bogue St., Plant & Soil Sciences Building
East Lansing, MI 48824 USA

Email _____@msu.edu
Office 1-517-353-_____
Cell 1-517-____-_____

ASSISTANT/ASSOCIATE Professor – Tree Physiology - Fruits



The Department of Horticulture (www.hrt.msu.edu) in the College of Agriculture and Natural Resources at Michigan State University (MSU) is seeking candidates for an Assistant/Associate Professor (12-month tenure system, 80% research, 20% teaching) position to lead an internationally recognized, innovative and competitively funded research program in tree physiology that will advance sustainable fruit production in the Great Lakes region. Potential areas of research pertinent to this position include, but are not limited to: reproductive, developmental and/or stress physiology; plant nutrient acquisition, root biology, orchard floor management and/or rhizosphere/soil health; functional-structural plant modeling; and development/adaptation of plant bioregulators, canopy training systems and/or orchard technologies to optimize fruit quality, yields, tree performance and labor efficiencies. The successful

candidate will join a well-established fruit research and extension team that includes horticulturists, physiologists, molecular biologists, geneticists, plant pathologists, entomologists, and agricultural engineers, as well as a network of extension educators across the state. MSU operates four field facilities for tree fruit research in key growing areas as well as on campus. Michigan is a leading producer of apples, cherries, and other tree fruits that are valued at over \$350 million annually, and the tree fruit industries provide more than \$1 million annually in competitive funding and directed support of research and extension pertinent to tree fruit production in the state.

The successful candidate will be expected to develop research and outreach collaborations within the MSU fruit team as well as with extramural peer and interdisciplinary scientists; procure competitive external grant funding; publish in peer-reviewed scientific journals; develop leadership activities in regional, national, and international professional scientific associations; and mentor graduate and undergraduate students. Instructional responsibilities include teaching an undergraduate course in pomology (HRT 332) and contributing to a graduate course in her/his area of expertise. Outreach activities involve service as a core resource for the MSU Fruit Extension educator team and its development of pertinent outreach tools and activities to disseminate critical new information to the fruit production industries in Michigan and beyond. Benefits include a salary commensurate with the candidate's experience, a competitive start-up package, and attractive health, dental and retirement plans.

Qualifications - Required:

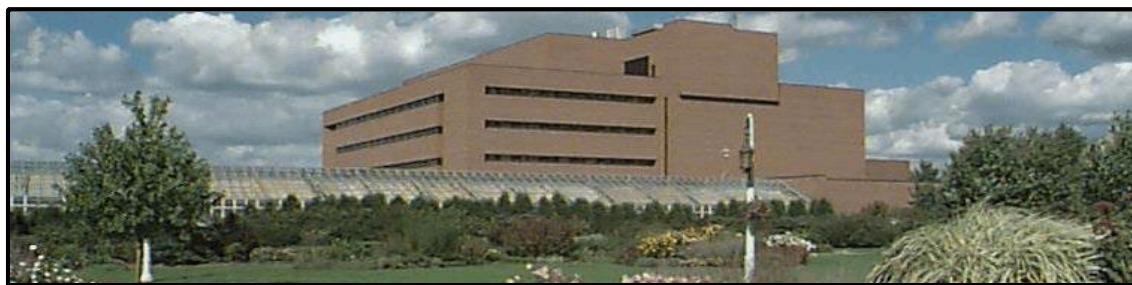
- Ph.D. in plant physiology/biology, horticulture, forestry, or other plant science-related fields
- Demonstrated capacity to conduct and publish independent, original, innovative research
- Excellent oral and written communication skills appropriate for both scientific peers as well as agricultural stakeholder constituencies

Desired:

- Postdoctoral experience in plant physiology/biology
- Ability to work collaboratively, both as a team member and a leader
- Experience in competitive grant proposal writing and administration
- Knowledge of temperate fruit or forest tree physiology
- Experience in fruit production/orchard management systems
- Experience in teaching undergraduate and/or graduate courses

Plant Sciences at MSU: MSU is a global leader in basic and applied plant science research, with over 150 faculty members engaged in research ranging from sustainable agriculture and ecology to breeding, genomics and biochemistry. State-of-the-art laboratory, greenhouse, growth chamber, and field-based facilities are available for plant growth research, including biochemical, imaging, and gene expression analyses, bioinformatics support, and plant transformation. Plant science faculty, staff, and graduate students represent an inclusive, diverse community committed to the advancement of science and the recruitment and retention of persons from richly varied backgrounds and perspectives to maintain and enhance the excellence of the University.

Application Procedure: Qualified applicants should submit the following materials to <https://jobs.msu.edu> (select Faculty/Academic Staff and apply to posting #2349): a letter of application, a summary of research accomplishments and future research interests, a statement of teaching philosophy, a current resume, and contact information for at least three references who will be contacted directly by the search committee as needed. Questions about the position or the search and interview timetable can be directed to Dr. Gregory Lang, Search Committee Chair (langg@msu.edu). Questions on submitting applications through <https://jobs.msu.edu> can be directed to hrt@msu.edu. Review of applications will begin December 15, and continue until the position is filled.



MSU is an affirmative action, equal-opportunity employer. MSU is committed to achieving excellence through a diverse workforce and inclusive culture that encourages all people to reach their full potential. The University actively encourages applications and/or nominations of women, persons of color, veterans and persons with disabilities.

Appendix I: Example of First-Round Zoom Interview Questions

Schedule – 1 hour total

- 5 min introductions
- 10 min brief research seminar
- 5 min seminar follow-up questions
- 40 min standard SC questions (~5 min each)

1. What do you consider to be your most significant research accomplishment?
2. Realizing there is much yet to learn about this position, at this point what would you envision to be the first research grant you would propose and to which funding agency?
3. How will you create an effective extension program to address the horticultural needs of the this position's stakeholders?
4. How will you know if your extension program is successful? What tools will you use to measure that success?
5. What classes are you interested in teaching?
6. How would you address the issues of diversity, equity, and inclusion in your research/extension/teaching program?
7. Do you have any questions for us?

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ACADEMIC FINAL INTERVIEW LIST APPROVAL FORM

Posting #: _____

Job Title: _____

Primary Department: _____

1. Provide the names of those to be offered a **final** interview (i.e., on-campus interview or remote interview in place of an on-campus interview), and any possible alternates - alternates can be identified with an asterisk (*) after their name. Note: a final interview does not include initial screening interviews.

Note: Prior approval is required for **all** interviews for executive management positions.

#	Applicant's Name	#	Applicant's Name
1		6	
2		7	
3		8	
4		9	
5		10	

2.

Approved by: _____
Chairperson/Director Signature/Date

Dean/Admin. Head Signature/Date

Faculty Excellence Advocate Signature/Date *(if required by your college)*

3. Upload this form to the applicable posting in PageUp.
4. Advance the interview list in PageUp to the application status of "Interview List Sent to Compliance Panel (Compliance Panel Review)" **and** the job status to "Compliance Review" for the Office for Inclusion and Intercultural Initiatives' final review and approval.

Note: Interviews may not be conducted until the Office for Inclusion and Intercultural Initiatives provides final approval of the interview list in PageUp.

Amendments: Provide the additional name(s) below, and repeat steps 2-4.

#	Applicant's Name
1	
2	
3	
4	
5	

Approved by: _____
Chairperson/Director Signature/Date

Dean/Admin. Head Signature/Date

Faculty Excellence Advocate Signature/Date *(if required by your college)*

Faculty Candidate Interview Checklist

Position Title: _____

Committee Chair: _____

Appointment Distribution:

CANR/GF: _____

MABR: _____

MSUE: _____

OTHER: _____

Proposed Assignment Percentages:

Teaching: _____

Research: _____

Extension: _____

Service: _____

Candidate's Name: _____

Candidate's email: _____

Candidate's mailing address: _____

Candidate's cell phone number: _____

Candidate Faculty Host: _____

Host: Please provide seminar abstract, photo if desired, and completed itinerary.

First or Second Interview: First Second

Seminar Date: _____ Time: _____ Location: _____

Seminar Title: _____

Seminar Recorded: Yes No

Account Number: _____

Date of Arrival: _____ Date of Departure: _____

Mode of Transportation: Airline Train Car

Arriving Flight #: _____ Arrival Time: _____

Departing Flight #: _____ Departure Time: _____

Dates for lodging/reservations: _____

Hotel name/phone number: _____

Lodging reservation/confirmation number: _____

Meal Reservations: Yes No

Name Reservation is Under: _____

Date for Graduate Student Lunch: _____ Location: _____

Contact for Graduate Student Lunch: _____

Dietary Restrictions:

DEPARTMENT TO DO LIST:

- Direct bill airline reservations
- Lodging reservations
- Meetings w/CANR Admins set up – always with CANR Dean’s office. Others based on Appointment/Assignment indicated above
- Seminar notices posted and emailed
- Notify Dan Wyrembelski of Seminar Dates
- Final itinerary emailed, and hard copy placed in mailboxes of all faculty members 1 week prior
- Candidate’s CV, and other required application materials shared with department through D2L 1 week prior to seminar
- Email CV and itinerary to CANR Admins/Assistants who are meeting with candidate
- Reservations for meals as determined by committee chair
- Graduate student lunch room reservation
- Email notice to graduate students about lunch
- Order food for graduate student lunch
- Reimbursement of interview candidate’s travel expenses

CANR Contacts:

☐ **Kelly Millenbah:** Interim Dean

Lisa Duffey – lduffey@msu.edu

Always contact the Dean to meet with candidates

☐ **Douglas Buhler:** Director of MSU AgBioResearch

Tonia Dumont – tdumont@msu.edu

☐ **Quentin Tyler:** Director of MSU Extension

Laura (Laurie) Sears – lsears@msu.edu

☐ **Laura Bix:** Assistant Dean for Teaching, Learning and Academic Analytics

Ann Hill – Hillann@msu.edu

☐ **George Smith:** Associate Director, MSU AgBioResearch; Associate Dean for Research, CANR

Bridget Becker – becke141@msu.edu

☐ **Scott Loveridge:** Assistant Dean for Faculty Affairs & Development

Richard Chester – cheste18@msu.edu

Scott should always be contacted to meet with candidates

☐ **Quentin Tyler:** Associate Dean and Director for Diversity, Equity and Inclusion

Laura (Laurie) Sears – lsears@msu.edu (For now)

Quentin Tyler should always be contacted to meet with candidates

☐ **Ron Bates:** Director, Ag and Agribusiness Institute (AABI)

Lori Martin- martinl@msu.edu

☐ **Doug Gage:** Assistant Vice President, Research and Innovation (if GII hire)

Jamie Flanagan – RGS.GageAppts@campusad.msu.edu

Guidelines for Arranging Faculty Candidate Meetings with CANR Dean's Group

Revised August 2021

To help remove some of the confusion surrounding the protocols for scheduling candidate meetings with the CANR Associate Deans and Directors we are releasing a set of guidelines for search committees to follow when making arrangements. These guidelines are specifically intended for establishing a consistent and standardized guidance concerning faculty candidate meetings with the CANR Deans' and Directors' group (D&D) during the interview process. We believe it is essential to ensure all candidates have the best experience while they are here on campus to interview. "Customer service" should be provided at the highest level possible.

- For successful faculty searches, all candidates being interviewed should meet with the same people and groups to ensure that candidates are treated equitably. In terms of who should be present at these meeting, **the group should include someone from each of the funding lines contributing to the position (i.e., General Fund, AgBioResearch, MSU Extension).**
 - **Instructional appointment:** Kelly Millenbah or Laura Bix.
 - **Extension appointment:** Contact the Director's office to identify appropriate representation.
 - **Research appointment:** George Smith or Doug Buhler.
 - **Quentin Tyler and Scott Loveridge should be included on all faculty candidate meetings with the D&D due to their DEI & HR roles within the College.**
- Strive to **request meetings with the D&D a month prior to the campus visit to improve the potential of finding a mutually satisfactory time for a meeting.** We request that the D&D administrative assistants be contacted prior to setting the dates for campus interviews. When "holds" on dates/times are requested and then changed at a later time, **please clearly communicate which holds should be removed and which should remain.**
- Faculty candidate meetings with the D&D typically take place at a 7:30 AM breakfast as available. This was an accommodation made by the D&D to help ease the logistical burden of finding a time that works for all of the D&D representatives. Breakfast meetings with D&D representatives should **NOT** take place any time before 7:30 AM. If the breakfast meeting does not work for a candidate or the D&D, then the search committee should find a 30-minute timeslot during MSU business hours for the D&D representatives to meet with the candidate



College of Agriculture and Natural Resources

Office of the Dean

Michigan State University
446 W. Circle Drive
Room 102 Justin S.
Morrill Hall of Agriculture
East Lansing, MI
48824-1039

517-355-0232
Fax: 517-353-9896

<http://www.canr.msu.edu>

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in Morrill Agriculture Hall or a one-hour joint (multiple D&D members) meeting. **In the case of cancellations, notice should be sent to the attending members of the D&D and their administrative support as soon as possible.**

- When arranging transportation details for faculty candidate meetings, search committees cannot involve members of the D&D. It is the responsibility of the search committee to make appropriate arrangements for shepherding candidates to their next appointment and is one indication to the candidate of the support of the unit for the position. We request that all candidates be informed of whom their escort will be. This information should be included on the candidate's itinerary along with contact information of the escort.

Below are additional general guidelines for making faculty candidate meeting arrangements with the D&D:

General

- Please provide a contact person within your unit who will serve as the point person for answering questions concerning the candidate visit. Please also include a phone number where they may be reached.
- Please provide the name of the person who is responsible for escorting the candidate to and from their appointment with the D&D.
- Please provide a copy of the candidate's CV, itinerary (with escort names and phone number), and the position description **at least a week before the date of the meeting.**
- Whenever possible, make arrangements with the relevant D&D members at least a month in advance of candidate visits.

Breakfast

- Please provide the account (preferably provide it to the restaurant ahead of time) that will be used to cover the cost of the breakfast. Please also provide it to the relevant D&D member's administrative assistant.
- Please provide the name on the reservation.

While exceptions can be made to the aforementioned guidelines, any exception must be approved by all of the attending members of the D&D.

PLEASE NOTE: The D&D relies on the information provided by the unit regarding time, location, and date of meeting. It is the unit's responsibility to ensure changes to schedules are clearly communicated to the administrative assistants of **EACH** D&D member.

Appendix M: Template for Candidate Interview Schedule

Dr. _____

Candidate for _____ Faculty Position in HRT Department

Search Committee Host: Dr. _____, Dept. of Horticulture, ___ - ___ - ____ (cell)

Please escort the candidate to the next appointment unless specified.

Day 1

_____ pm Arrive at Lansing Airport on Flight # _____. Met by Dr. _____.
Transport to Hotel: _____ (Reservation # _____)

7:00 pm Dinner with Drs. _____
Meet in the hotel lobby around 6:30 pm
<https://www.canr.msu.edu/people/>
<https://www.canr.msu.edu/people/>

Day 2

_____ am Breakfast at _____ with Dean Kelly Millenbah, Assoc. Dean Scott Loveridge,
AgBioResearch Director George Smith, and Extension Institute Director Ron Bates
They will meet you in the hotel lobby around 7:30 am
https://www.canr.msu.edu/people/kelly_millenbah
https://www.canr.msu.edu/people/scott_loveridge
https://www.canr.msu.edu/people/george_smith
https://www.canr.msu.edu/people/dr_ron_bates

9:00 Transport to the Plant and Soil Science Building (PSSB)

9:45 Preparation for seminar, A279 PSSB

10:00 General Seminar “ _____ ”, A279 PSSB

11:00 Research Seminar and Future Directions discussion, A279 PSSB

Noon Catered lunch with graduate students (or stakeholders), A279 PSSB

1:30 pm Meeting with Dr. _____, Rm _____ PSSB
<https://www.canr.msu.edu/people/>

2:05 Meeting with Dr. _____, Rm _____ PSSB
<https://www.canr.msu.edu/people/>

2:40 Meeting with Dr. _____, Rm _____ PSSB
<https://www.canr.msu.edu/people/>

3:15 Break

3:30 Meeting with Dr. _____, Rm _____ PSSB

<https://www.canr.msu.edu/people/>

4:05 Meeting with Dr. _____, Rm ____ PSSB
<https://www.canr.msu.edu/people/>

4:40 Tour of PSSB and position lab space

5:15 Return to Hotel – Dr. _____

7:00 Dinner with Drs. _____
Meet in the hotel lobby around 6:00 pm
<https://www.canr.msu.edu/people/>
<https://www.canr.msu.edu/people/>

Day 3

____ am Breakfast with _____ at _____
<https://www.canr.msu.edu/people/>

9:00 Transport to Plant and Soil Science Building (PSSB)
via tour of campus and Hort Teaching & Research Center

9:25 Meeting with Dr. _____, Rm ____ PSSB
<https://www.canr.msu.edu/people/>

10:00 Meeting with Dr. _____, Rm ____ PSSB
<https://www.canr.msu.edu/people/>

10:35 Meeting with Dr. _____, Rm ____ PSSB
<https://www.canr.msu.edu/people/>

11:10 Meeting with Dr. _____, Rm ____ PSSB
<https://www.canr.msu.edu/people/>

11:45 Break

Noon Catered lunch with stakeholders (or graduate students), A279 PSSB

1:30 pm Meeting with Dr. _____, Rm ____ PSSB
<https://www.canr.msu.edu/people/>

2:05 Meeting with Dr. _____, Rm ____ PSSB
<https://www.canr.msu.edu/people/>

2:40 Round table discussion with HRT faculty, A279 PSSB

3:20 Exit Interview with Search Committee, A279 PSSB

4:00 Exit interview with Dr. Vance Baird, HRT Chair
A288 PSSB, 517-353-0361 (office)

____ pm Departure for Lansing Airport – host-arranged transport
or dinner and hotel, depart the next morning

Appendix N: Template for Candidate Evaluation

Dr. _____

Please return this form to Dr. _____ (_____@msu.edu) (or preferably, submit your feedback electronically at the following link: _____) by: day / date

Evaluator's Name:

Evaluator's Department:

Evaluator's Title:

Please indicate which of the following are true for you (check all that apply):

Read candidate's CV

Read candidate's scholarship

Read candidate's letters of recommendation

Attended candidate's seminar

Met with candidate

Other (please explain): _____

Evaluation Criteria (1-5)		Excellent (5)	Good (4)	Neutral (3)	Fair (2)	Poor (1)	Unable to judge
Ability to conduct scholarly research as reflected in the seminar							
Ability to conduct scholarly research as reflected in the candidate's publication record							
Potential for scholarly impact (all things considered)							
Record of and potential for obtaining external research funding as reflected in candidate's current and future research directions, past publications and match with areas being funded by federal agencies							
Potential for excellence in teaching as reflected in the seminar, candidate's past experiences (e.g., student ratings, awards, course materials that may be provided) and letters of recommendation							
Ability to work with diverse students and groups and contribute to a climate of inclusion as reflected in interactions with students, faculty and collaborators, participation in diversity-promoting initiatives, discussions with students and faculty, candidate's DEI statement, and how DEI fits in with the candidate's stated plans for future research and teaching.							
Ability to mentor undergraduates, graduate students and postdocs as reflected in past mentoring experiences with graduate or undergraduate students, or input from current graduate students who met with the candidate.							
	Exceptional (3)	Acceptable (2)	Acceptable w/Conditions (1)		Unacceptable (0)		
Overall Rating (0-3)							
Comments:							

Appendix O: Example of Exit Interview Questions

1. Did you identify researchers at MSU who might be potential collaborators? If so, describe the potential collaboration(s).
2. Having seen our campus facilities, what specialized equipment and/or infrastructure might you want to consider obtaining to start up your research program?
3. Would field research sites might be of value to your research and extension program, and if so, what are your thoughts on potential sites?
4. Did your interactions with the extension staff or growers change or reinforce any of your thoughts about research/extension priorities for this position?
5. Are there any additional questions that you have regarding the position?

research record; extensive linkages and ties in the professional field; thorough and well prepared.

[]
[]
[SEP]

Limitations/weaknesses: limited experience in _____; little knowledge of outreach efforts; somewhat limited knowledge of (key sub discipline).

[]
[]
[SEP]

Dr. _____

[]
[]
[SEP]

Strengths: good research record in area of expertise; good visibility because individual is a co-author of a widely used text; potentially good administrative abilities; committed to affirmative action.

[]
[]
[SEP]

Limitations/weaknesses: lacks interpersonal skills; faculty felt individual is brisk, abrasive, overly aggressive and not capable of interacting with peers in a non-threatening manner; appears to have a superiority and possessiveness attitude for those under direction rather than encouraging a team spirit.

[]
[]
[SEP]

Dr. _____

[]
[]
[SEP]

Strengths: excellent publication and grants record; good administrative record; nationally recognized in discipline and in sub-specialty circles; a proven project leader in an organization similar to MSU.

[]
[]
[SEP]

Limitations/weaknesses: inexperienced in some aspects of the field; somewhat weak in knowledge of outreach; commitment to affirmative action less strong than others.

[]
[]
[SEP]

Dr. _____

[]
[]
[SEP]

Strengths: excellent interpersonal skills; very organized and very thorough; good administrative record; good affirmative action record; good visibility because individual is an author of a widely used text.

[]
[]
[SEP]

Limitations/weaknesses: perceived lack of commitment to teaching; needs to be more aggressive in establishing outside contacts for research purposes and national visibility for the department.

[]
[]
[SEP]

COMPARISONS OF THE CANDIDATES

[]
[]
[SEP]

While Drs. _____, _____ and _____ are all very acceptable to the department, Dr. _____ was not regarded quite as highly. Dr. _____ would be closely involved in the day-to-day operations of the department, whereas Dr. _____ would delegate more responsibilities and put more energy into matters which would promote the strength and visibility of _____, the colleges and MSU. Dr. _____ appears to be a quick learner and would quickly overcome the limitations/weaknesses listed. Dr. _____'s collaborative

style would be somewhere between the styles of _____ and _____.
Of the three, Dr. _____ is best known in the field. All three of these
candidates are articulate and good communicators.

{L}{L}
{SEP}

Dr. _____ and Dr. _____ have superior interpersonal skills.

{L}{L}
{SEP}

Dr. _____ is adamant regarding the need to prioritize research over
teaching and extension. Some faculty do not see this as a problem, but some see this
as a potential red flag. This concern should not prevent the individual from being
seriously considered, but it did need to be brought to your attention.

{L}{L}
{SEP}

The faculty, staff and students were overwhelmingly negative to Dr. _____.
His/her style (interpersonal skills and attitudes) was objectionable and it is clear that it
would be a mistake for Dr. _____ and for MSU if he/she were appointed to
this position in _____.

{L}{L}
{SEP}

As members of the search committee, we believe we have completed our duties, but we
remain available, either as a group or individually, to provide more input regarding the
candidates or the search process. If we can assist in recruitment, we would be pleased
to do so.

{L}{L}
{SEP}

Sincerely,

{L}{L}
{SEP}

_____, Chairperson

{L}{L}
{SEP}

Search Committee, Dept. of _____

{L}{L}
{SEP}

C: _____

{L}{L}
{SEP}

{L}{L}
{SEP}

{L}{L}{L}{L}
{SEP}{SEP}