

Procedures for Recruitment & Selection of New Faculty

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This document summarizes practices for recruiting and selecting new faculty. It provides guidance in carrying out orderly, successful and cost effective searches to aid in the selection of new faculty members. Because the University is dedicated to employing a diverse and competent faculty dedicated to institutional mission, goals and academic excellence, this document assumes compliance with faculty legislation, applicable federal regulations and general PLU personnel policies. These procedures apply to the search for all *full-time* tenure-track faculty positions and multiple-year visiting positions. They do not apply to one-year full-time visiting positions or part-time positions. In these instances, departments and schools are free to make appointments based upon reasonable efforts to secure an applicant pool and appropriate levels of candidate screening.

1. Pre-search Activities

- 1.1. **Faculty Position Planning.** Each Dean is responsible for forecasting the staffing needs of his/her division or school within the context of program goals, needs and priorities. Requests for faculty positions must include rationale for the position and be placed within the context of the overall staffing plans for the department and the division/school. Specific guidelines for the annual submission of staffing plans and faculty position requests, including timelines and supporting materials, are available from the Provost. Faculty position planning will consider the needs of interdisciplinary programs as well as needs of departments and divisions/schools.
- 1.2. **Faculty Staff Position Request form.** When the Dean receives authorization from the Provost for a search to proceed, the Dean submits a “Faculty & Staff Position Request” form to the Office of the Provost and a final position description with recommended language to be used in advertising for review and approval. In units with departments, the Department Chair may be the one to prepare this material. Sample position descriptions and advertising templates are available in HR and the Office of the Provost. To ensure compliance with University hiring and advertising regulations, final approval of advertising copy resides with the Director of HR. You may select one of the following statements for position descriptions, or you may create a similar one.
 - Application materials received before [specify date] will be given full consideration, but the position will remain open until filled.
 - Applications close [specify date]
- 1.3. **Search Committee Members.** Faculty members are appointed to the university, not just a division or school, and PLU emphasizes cross-disciplinary communication, interdisciplinary programs, and pan-university contributions from all faculty members. Therefore, search committees should be broadly representative, and including at least one faculty member outside the department or school is strongly recommended. Student participation and feedback is strongly encouraged. The size of search committees will vary but should not be smaller than three. One member of the search

committee will serve as diversity advocate and be the liaison with HR for promoting diversity strategies.

- 1.4. **Recruiting Plan and Pre-search Preparation.** The Dean (or, if appropriate, the Department Chair) is responsible for preparing a recruiting plan for *each position*; the plan should include: the names of search committee members, the final position description, a brief written statement of the major methods to be used to recruit a qualified and diverse pool of candidates; an estimate of the cost of advertising in the recommended discipline-specific publications (estimates for others, such as *The Chronicle of HE* can be provided by HR); a timeline for search activities; procedures and criteria to be used by the hiring unit; and a preliminary budget to complete the search, including a salary range for the position and plans for start-up costs, if any. Once the Dean and Provost agree on the recruiting plan and the budget it is the Dean's responsibility to track expenses associated with the search. At the end of the search, expenses should be submitted to the Office of the Provost and a budget transfer will take place. HR will cover up to \$500 in advertising costs. The Offices of the Provost and HR will assist Deans, Department Chairs, and search committee members in conducting effective searches, including understanding legal issues in searches and interviews and matters of sensitivity and effectiveness in recruiting minority candidates. These offices sponsor a required workshop for representatives from each unit that anticipates a search during the academic year.

2. Solicitation of Candidates and Receipt of Applications

- 2.1. **Publicity.** The University generally does not advertise individual positions in print in *The Chronicle* but only in more field-specific publications. As part of the position recruiting plan, hiring departments and HR should identify the publicity to employ in the search, including (for example) letters to the relevant departments of selected graduate schools, electronic bulletin boards, and appropriate publications. Electronic bulletin boards should also be used whenever possible and appropriate. HR will also do general diversity advertising (Women in Higher Ed, Colors, Hispanic Outlook, as examples) and post individual positions on both HigherEdJobs.com and the HR web site.
- 2.2. **EEO/AA Considerations.** Hiring units may request appropriate information from applicants (e.g., a letter of application, letters of recommendation, *curriculum vitae*, transcripts and dossiers, summaries of student evaluations, and information on areas of teaching experience and research). Search committees may not solicit information concerning ethnic origin or religious preference, except for positions where religious preference may be a *bona fide* occupational qualification. Search committees should consult with HR for specific information on the university's EEO and AA policies and procedures.
- 2.3. **Pro-active Search.** Whether or not a search is envisioned to occur in a "buyer's market," it is important to make selective candidate solicitation inquiries to improve the chances of filling the position with a candidate who has particularly desirable characteristics. For example, the ELCA publishes directories of Lutheran affiliated Ph.D.'s in selected academic areas, as do some other organizations for specific ethnic minority groups. The Director of HR can provide a list of the universities that graduate high numbers of ethnic minorities. In addition, search committee members might make telephone calls to colleagues who may have knowledge of especially well qualified candidates. It is important to remember that this is, indeed, a 'search.'
- 2.4. **Record-keeping.** Throughout the search process, the chair of the search committee is responsible for tracking the status of each application by using the Faulty Search

checklist and Search Report Summary form appended to this document and available on the HR and Office of the Provost web site. The committee chair may rely on administrative or support staff to manage record-keeping.

- 2.5 Confirmation of Application, and EEO/AA Response Card.** As applications come in, the chair of the search committee is responsible for sending to HR a list of applicants and their addresses. (An applicant is defined as one who has submitted all required documents stipulated in the position announcement). Upon receipt of an applicant's name and address, HR will send each applicant an EEO/AA form to complete and return to HR; this also serves to acknowledge receipt of the application. At this point in the process, the search committee may determine that applications do not meet minimal qualifications required for appointment, as advertised. The chair should so notify the applicant.
- 2.6 A Diverse Applicant Pool.** Prior to the selection of the semi-finalists, the Dean or chair of the search committee will ask the director of HR to prepare a brief statement that profiles the diversity of the pool. It is permissible to ask candidates about their eligibility to work in the United States (see Section 6.2). The Dean or chair of the search committee will provide a brief written summary to the Provost that incorporates (or refers to and attaches) the information provided by HR and other data that might be available to the search committee. The purpose of this summary is to document good faith efforts on the part of the search committee to attract a diverse applicant pool. The Provost, in consultation with the Dean and search committee, may decide to delay or postpone a search if good faith efforts have been inadequate or if the applicant pool is weak.

3. Selection of Semi-Finalists

- 3.1 Procedure for Reviewing and Ranking Applicants.** Search committees will review applications in accordance with procedures developed by the hiring unit (in consultation with programs involved in the hire) and documented in the recruitment plan. The criteria used in reviewing and ranking applicants include but are not limited to: prior levels of performance, distinction or award; potential for teaching effectiveness, scholarship, and service; areas of specialization; ability to contribute to general education and/or interdisciplinary programs; and commitment to university mission, objectives, goals and academic excellence.
- 3.2 Semi-finalist Interviews.** Semi-finalists must be selected in accordance with proper search procedures, which may include a phone interview with a sufficient number of search committee members. Search committees should prepare interview questions in advance and keep a record of the questions they use as well as summaries of candidates' responses. The purpose of the initial interview is to determine if candidates are still interested in the position, and further explore candidates' fitness for the position. To help in this stage of screening, search committees should make ample use of PLU 2010 and other documents that explain the mission, goals and plans of the university.
- 3.3 References.** In narrowing the field from semi-finalists to finalists, further information may be sought through telephone calls or correspondence with candidates, the candidates' references, and past and present peers and superiors. Before contacting references not listed in application materials, search committees should seek permission of candidates.

3.4 **Notification of Candidates Eliminated.** The chair of the search committee is responsible for notifying candidates who are eliminated from further consideration at this point in the process.

4. Selection of Finalists for On-Campus Interviews

4.1 **Consultation with the Provost** After the interviewing of semi-finalists, the search committee selects one, two or three finalists for campus interviews. *Before extending invitations for on-campus interviews*, the search committee chair shall report the finalists to the Dean (and, if appropriate, the Department Chair), who will consult with the Provost to review the proposed slate of finalists. That slate needs to maximize the prospect of hiring a faculty member committed to the university's objectives and to academic excellence, as well as bringing diversity, disciplinary and interdisciplinary expertise. At this point, all finalists that are Foreign Nationals must be identified so their ability to be employed may be discussed.

Another reason for consultation with the Provost is to confirm details of the recruitment plan, including salary ranges, relocation costs, and start-up funds. These are examples of hiring details that should be discussed internally and subsequently with candidates **before** candidates are invited to campus for interviews. The final decision on finalists rests with the Provost. The Dean is responsible for consulting with the Provost in a timely fashion, providing sufficient opportunity for careful consideration of the pool of finalists.

4.2 **Closure for Application.** Once finalists for positions have been selected, new applications will be accepted only if the position description and advertisement specify the position is open until filled.

5. The On-Campus Interview

5.1 **Materials Sent to Finalists.** *Before* their on-campus interviews, finalists should be made aware of detailed information about the position, department/school curriculum, and university. Whenever possible, hiring departments are encouraged to use electronic communication, including an electronic version of the application for employment. For example, candidates should be directed to web sites to read important documents, such as the Catalog, *PLU 2010*, admission materials, the First Year Handbook, the Faculty Handbook and HR summary of benefits. Finalists should also be notified that the successful candidate will be expected to satisfactorily complete a background check (see Section 6.4). Finalists should receive an itinerary of their visit in advance. This itinerary should contain time, location and planned activities as well as a contact person's name, office location and phone number.

5.2 **Length.** On-campus interviews are conducted over a one or two day period, generally lasting a full day or slightly more.

5.3 **Meetings with President and Provost.** All finalists should meet separately with the President (approximately 30 minutes) as well as with the Provost (approximately 45 minutes). The primary purpose of these meetings is to discuss the mission and goals of both the university and the candidate and to determine the extent of congruence between the parties. Hiring units should reserve times for these meetings as early in the process as possible. Either the President or the Provost may designate a replacement for this portion of the interview.

5.4 **Visit to Human Resources.** All on-campus interview candidates should have a short meeting scheduled with the Director or Assistant Director of Human Resources. In

accordance with the “Pre-employment Screening Policy,” all candidates making campus visits should be advised of a background check waiver form that is required if the position is offered. By scheduling this short visit with the Human Resource administrator, these forms can be explained in addition to faculty benefits information being provided.

- 5.5 **Presentation.** All on-campus visits must include a “teaching session” or a “public presentation”, which will often closely approximate an actual class or professional presentation. This session should include sufficient follow-up time after the actual presentation for the candidate and attendees to pursue a reflective discussion of the questions stimulated.
- 5.6 **Meeting with Students.** Additionally, all on-campus visits must include a meeting with student groups. Search committees are strongly encouraged to include vitally interested students centrally in the day’s activities.
- 5.7 **Contacts with Other Faculty.** All on-campus visits should include significant time for a candidate to talk with faculty outside his or her division or school. Such faculty may be selected for interdisciplinary interests, similar career stage, or other salient reasons (for example, women may meet other women on campus, and people of color meet others who belong to the same underrepresented group, members of one of the three diversity committees, and/or the Associate Director of Student Life for Multicultural Affairs.)
- 5.8 **Prospective Appointment Details.** The Dean will normally be the one to discuss prospective salary range with finalist candidates, having previously cleared that salary range with the Provost (Don’t forget to note to candidates: Washington has no state income tax. For inter-city salary comparisons, you may also want to consult an “equivalent salary” calculator program.) The Dean shall also explore other questions about an appointment that may be important for candidates at this time in the process (e.g., rank, years of credit toward tenure, relocation expenses, and in certain fields, research and transition start-up funds).
- 5.9 **Deference to Candidate.** We should remember that PLU is recruiting a prospective faculty member and that the candidates are looking at us. Do not presume that a candidate will accept an offer if we were to make one.
- 5.10 **Expenses.** The Dean and the chair of the search committee are responsible for monitoring search expenses; the Dean approves expenditures and reimbursements. Expenses exceeding authorized search budgets are the responsibility of the Dean and hiring unit. Our task is to recruit the best faculty we can hire and, at the same time, exercise good stewardship of limited resources for searches. The most effective conversations with candidates often occur in small groups; you should consider social occasions other than restaurant meals, such as a reception for department-wide events, to maximize interaction with candidates. Expenses for restaurant meals of faculty spouses will not be reimbursed by the university. Contact the Office of the Provost for other lodging suggestions. The chair of the search committee is responsible for completing reimbursement forms and gathering appropriate receipts. The Dean is responsible for authorizing payments.
- 5.11 **Spouse Expenses.** The expenses for candidate spouse visits will not be reimbursed, except by special permission in advance from the Dean.

6. Final Decision (including Salary, Rank, Credit toward tenure, Transition and Relocation Allowance)

- 6.1 Recommendations for Appointment.** After all finalists have been interviewed, the search committee will collect input from all PLU participants. The chair of the search committee and/or the Dean (or Department Chair) will invite comments from the President and Provost. Subsequently the committee will hold its final deliberations and convey its recommendation for appointment to the Dean, who will in turn make a recommendation to the Provost with a recommendation for salary, rank, years of credit toward tenure, relocation allowance and transition and research startup funds. Subsequently the Provost will convey the recommendation to the President, who has final hiring authority.
- 6.2 Appointment of a Non-U.S. Citizen.** When a recommendation is to offer a position to an already identified Foreign National or non-US citizen, the Office of the Provost needs to be informed *immediately* of the INS employment status of the candidate. It may take months to process an H-1B visa, and the application for permanent residency (a “green card”) requires extensive documentation from the search process and must be completed within a designated time period. (The Director of the Wang Center, in consultation with the Provost, coordinates that process.) An application for a “green card” costs roughly between \$7,000 and \$8,000 (plus additional processing fees) and is generally paid by PLU. The application is usually initiated after the person has been at PLU for at least one semester and obligates the person to work for PLU for three years after the date of application.
- 6.3 Communication of Final Decision.** The President, in consultation with the Provost, will make final decisions on appointment. After receiving authorization to hire from the Provost, the Dean or search committee chair shall quickly convey an offer to the preferred candidate and agree with him/her on the schedule for response. Either after oral acceptance, or in some cases, during the time of a candidate’s consideration of PLU’s offer, the faculty contract recommendation form and a copy of the CV should be conveyed to the Provost for signature and the immediate preparation and sending of a contract. Immediately following oral acceptance of the offer by the preferred candidate, all other finalists should be notified that an offer was extended and accepted.
- 6.4 Pre-employment Verification.** All position offers are contingent upon the candidate’s satisfactory completion of pre-employment verifications. These background checks, for criminal background check, degree verification and social security tracking, do not replace the references that should be conducted by the search committee. Once the position has been offered by the Dean and verbal acceptance has been received, a contract recommendation form should be completed. Once HR receives the recommendation form an employment contract will be produced and mailed to the candidate. The contract includes language directing the candidate to return a completed application and waiver form to the Director of Human Resources. The Dean will be notified if there are any concerns with the pre-employment verifications.
- 6.5 Extension of Search.** In cases where no finalist has generated an enthusiastic response at PLU for tenure track or multiple-year positions, the university may extend or delay the search or fill the position with a one-year visitor or part-time faculty members.

7. Search Report

- 7.1 **Search Report.** Within *one calendar month* of the conclusion of the search, the Dean (or, if appropriate, the Department Chair), based upon the report of the search committee, submits a brief summary report to the Provost that includes (1) the completed Search Report Summary form, (2) names of applicants invited to finalist interviews and reasons for selecting the finalists, and (3) the results of those final interviews and appointment offers.
- 7.2 **Preservation of Search Records.** The department/school will preserve all search materials during the search. At the search's conclusion, essential applicant records along with a copy of the search report should be sent to HR for the necessary period of preservation (normally, three years). Records should be sent to HR in a manageable way, preferably in a clearly labeled, unsealed storage box (12"x 15" x 10"). The original CV and application materials of the person selected should be forwarded under separate cover to HR for inclusion in his/her personnel file, with a copy of the CV sent to the Office of the Provost. If the selected candidate is a non-US citizen, the records will be kept until a green card has been obtained.

Faculty Recruitment Plan (sample)

Position # _____ Position Title _____

Department/School/Program Name _____

Directions: Provide responses to these items and attach Position Request Form, position description and advertising copy.

1. List names and departments of Search Committee members; identify Committee Chair and Diversity Advocate.

2. Specify timeline for search activities.

3. Specify procedures and criteria used by Committee and/or hiring unit

Explain interdisciplinary and/or cross-departmental program consultation in search.

Explain diversity strategy.

Provide budget plan (including proposed recruitment costs, salary range, start-up funds, relocation allowance, other)

Other relevant information related to search



FACULTY SEARCH CHECKLIST



Before the Search

- Dean obtains preliminary approval of position from Provost;, including final position description and advertising copy.
- Submit position request form to the Office of the Provost.
- Dean submits recruiting plan, including search committee membership, timelines, search strategies, proposed budget and salary; Provost authorizes search budget.
- Search committee coordinates publicity with HR, consults with HR and Office of Provost on search details, and prepares for receipt of materials.

During the Search

- Maintain accurate candidate records, using Search Report Summary form.
- As candidate materials are received, send names and addresses to Human Resources who will send a confirmation letter and EEO/AA form to each candidate. Individuals who do not meet the minimum qualifications should be notified accordingly.
- Ask Human Resources to prepare profile of diversity of candidate pool. Then, the Dean or chair of search shares summary with Office of the Provost.
- Evaluate candidates based on established criteria and select semi-finalists.
- Conduct telephone interviews with semi-finalists. In some cases, such as at annual conferences, this may be done face-to-face.
- Narrow the field by seeking reference information.
- Promptly notify candidates who are eliminated from the running.
- Select two or three finalists to bring to campus and review list with Dean and Provost. Notify the Provost if a finalist is not a US Citizen.
- Extend invitation to finalists for on-campus interviews.
- Arrange schedules for on-campus visits and mail PLU information and itinerary to finalists.
- Conduct on-campus interviews.
- Gather input from interviewers and deliberate with search committee to identify candidate who best fits position requirements.

- Dean recommends top candidate to Provost with contract information.
- After receiving confirmation of candidate selection from the Provost, extend verbal offer by telephone and follow-up with completing the Faculty Contract Recommendation form. A welcome letter is produced by the Provost and a contract is produced in Human Resources. **Note:** all position offers are contingent upon candidate's satisfactory completion of pre-employment background check.

After the Search

- Send personalized letters to all finalist candidates notifying them of status.
- Within a month of search conclusion, submit report to Provost including Search Report Summary and other relevant information.
- Send all search materials and copy of Search Report Summary to Provost and Human Resources, including the original CV of individual hired.
- Essential applicant records along with a copy of the search report should be sent to HR for the necessary period of preservation (normally, three years).
- *Prepare for your new colleague to join PLU!*

