

Procedures for Recruitment & Selection of New Tenure-track and Multiple-Year Visiting Faculty

June 2015

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 should contact the Provost Office with their finalist(s) after 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 should be accompanied by the rationale for the position and be placed within the context of the overall staffing plans for the department and the division/school. Pro formas are required for all tenure-track searches. This information should be sent by the Dean to the Office of the Provost. 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 Position Request Form.** When the Dean receives authorization from the Provost for a search to proceed, the Dean submits a "Faculty Position Request" form and position description with recommended language to be used in advertising for review and approval to the Office of the Provost. These items should be submitted via the online employment system (<http://employment.plu.edu/hr>). 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 Associate VP of HR. All positions should state that ABD will be considered, but Ph.D. (or terminal degree) must be in hand by September 1 of the year in which the candidate will begin teaching. You may select one of the following statements for position descriptions:
 - Review of applications will begin [specify date], 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 include at least one faculty member outside

the department or school. 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 (not available for visiting faculty), 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 \$700 in advertising costs. The Office 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 usually 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 post individual positions on HigherEdJobs.com, hercjobs.org, and the HR web site. HR keeps the master file of all advertising associated with a search. Should any advertising be done by departments, HR must receive a copy of the advertisement, posting dates and costs.
- 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. 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 using the online employment system. The committee chair may rely on administrative or support staff to manage record-keeping.
- 2.5 **Confirmation of Application.** As applications come in, an email will be sent acknowledging receipt of 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 coordinate with HR to notify the applicant.
- 2.6 **A Diverse Applicant Pool.** Prior to the final selection of the semi-finalists, the Dean or chair of the search committee will ask the Associate VP of HR to review the diversity of the pool and semi-finalists. In most cases, the diversity of the semi-finalists should closely mirror the diversity of the applicant pool as a whole. It is permissible to ask candidates about their eligibility to work in the United States (see Section 6.2). 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 Associate VP of HR, 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, including but not limited to phone interviews 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 2020 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 coordinating with HR to notify 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 up to 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. **All finalists who are Foreign Nationals and/or ABD must be identified prior to inviting them to campus so that their eligibility for employment may be discussed with the Provost.** Before being invited to campus, all finalists must be asked "Are you able to, after receiving an offer of or after starting employment, provide proof of U.S. Citizenship or a current valid visa which would permit you to work in this country?" ABD's may be considered, but PhD (or terminal degree) must be in hand by September 1 of the year in which the candidate will begin teaching.

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 the application closing date (specified in the job description) has passed, new applications will continue to 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. For example, candidates should be directed to web sites to read important documents, such as the Catalog, *PLU 2020*, admission materials, the First Year 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 **Meeting with Provost.** All finalists should meet separately with the Provost (approximately 30 minutes). The primary purpose of this meeting 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 this meeting as early in the process as possible. 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 Associate VP of HR or the Associate Director of HR. 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. When applicable, the Human Resource administrator will also consult with Foreign Nationals during this meeting.

- 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. Restaurant meals should be limited to no more than four (4) people, including the candidate. 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.** Expenses for a candidate’s spouse/partner will not be reimbursed.

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) may invite comments from the 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. The Provost will provide the Dean with the offer details (including 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** (applicable for tenure-track searches only). 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 a work visa, if deemed necessary, and the application for permanent residency (a “green card”), which follows the H-1B in a tenure-track position, requires extensive documentation from the search process and must be completed within a designated time period. (Human Resources coordinates the visa process, in consultation with the Provost). An application for an H-1B can cost greater than \$2,000 and for a “green card” over \$10,000 (plus additional processing fees) and are paid by PLU. The permanent residency application is usually initiated after the person has taught at PLU for at least one semester. If PLU pays for the petition to be prepared and filed, the faculty members will be expected to continue to serve the university for a minimum of three years after the permanent residency has been approved.
- 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 backgrounds 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 waiver form to the Associate VP 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 search chair, based upon the report of the search committee, submits a detailed search report to the Provost that includes: (1) names, titles, and roles (i.e. chair, external member, diversity advocate, or search member) of the search committee members; (2) the job-related selection criteria that was used at each stage of the search (e.g. initial application review, phone/skype/conference interviews, and on-campus interviews), be sure to also indicate the total number of applicants and the number of applicants eliminated/moved on at each stage of the search, as well as the job-related reasons for elimination; (3) names of applicants invited to finalist interviews and in-depth rationale on why the selected hire was the best fit compared to each of the other on-campus candidates; (4) the results of those final interviews and appointment offers; and (5) detailed rationale as to why the selected candidate is the best fit for the job. The search report should also include a detailed applicant matrix with the following information: (1) list of all applicants; (2) the job-related selection criteria that was used at each stage of the search; (3) indication of which applicants meet which criteria; (4) indication of which applicants were moved along in the process; and (5) job-related reasons for elimination for all candidates. Departments are expected to retain all search records not in the online employment system for 7 years from the date of hire. Consult with HR before destroying search files.



FACULTY SEARCH CHECKLIST



Before the Search

- Submit position request form via the online employment system to the Office of the Provost, including position description and advertising copy.
- 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 by tracking the status of each application using the online employment system.
- The search chair should coordinate with HR to notify individuals who do not meet the minimum qualifications.
- Evaluate candidates based on established criteria and select semi-finalists.
- Ask Human Resources to review the diversity of candidate pool and 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.
- Coordinate with HR to 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 and/or is ABD.
- 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.

- O Gather input from interviewers and deliberate with search committee to identify candidate who best fits position requirements.
- O Dean recommends top candidate to Provost.
- O 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

- O Send a personalized letter or phone all finalist candidates notifying them of status. Coordinate with HR to update all applicant statuses and send necessary emails.
- O Send in a final search report/applicant matrix and an account of all search expenses to the Office of the Provost. Expense report should be submitted no later than the end of April of the fiscal year in which the search was conducted.
- O Prepare for your new colleague to join PLU!

Faculty Recruitment Plan Sample

Position # _____ Position Title _____

Department/School/Program Name _____

Directions: Provide responses to these items and submit to the Office of the Provost.

1. List names and departments of Search Committee members; identify Committee Chair, external member, 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

Search Report Sample

<To be printed on PLU letterhead>

Date: *<date>*

Subject: Assessment of the *<year>* Search for the *<job title>* position at PLU

This memorandum (a) reviews the search process and the criteria by which *<selected candidate name>* was ultimately deemed to be the most qualified applicant for this tenure-track position, and (b) describes why the other finalists for the position were deemed less qualified for the position. Pacific Lutheran University considers the detailed assessments of all applicants in a faculty search to be confidential information, and consequently this information is released only on demand of the process set forth by the Department of Labor.

The search process for a *<job title>* position in the *<department>* began in the *<Fall of year>* and concluded in the *<Spring>* of *<year>* for a position to begin on September 1, *<year>*. The following members were appointed to the search committee: *<list search committee members names, titles, and search committee role>*.

<Number> applications were received for this position. From the initial pool of applicants, the search committee selected a group of *<number>* semi-finalists for *<next step in the process, such as phone interviews, review by the department, etc>*. The initial assessment of the applications was based on the following criteria: *<list job-related criteria used at this point, such as submission of a complete application. List any additional steps taken here, such as other department faculty reviewed and approved the semi-finalists>*.

<Describe next step in the process, such as the phone interviews>. All *<number>* semi-finalists were asked the same questions regarding *<question topics such as their research interests, teaching competencies, and service abilities and interests>*. The search committee recorded and reviewed their answers. Based on the *<list criteria, such as thoroughness, thoughtfulness, and clarity of the applicants' answers>* to these questions, the search committee proposed to the provost that *<number>* finalists be invited to campus for more extensive on-campus interviews. The standard practice at Pacific Lutheran University is to invite three finalists for on-campus interviews.

The on-campus interview process includes multiple one-on-one meetings with faculty, students and administrators (including individual meetings with the provost). Candidates are also expected to give classroom and research presentations, and the essence of the evaluation of the finalists is to make a determination as to the

necessary attributes of a person as a compelling classroom teacher and a promising scholar. These interviews typically span two full days. *<Update as appropriate for your search>*.

The *<number>* finalists selected in this search included: *<candidate names>*. Each of the *<number>* remaining finalists underwent the same two-day on-campus interview process, the most important parts of which were: *<Again, please update as appropriate>*. 1) an interview with the Provost of the University, 2) an interview with the Dean of *<area>*, 3) an interview with the *<department>*, 4) a meeting with *<the Associate VP of Human Resources (update to Associate Director of Human Resources as appropriate)>*, 5) a teaching demonstration, 6) a discussion of a sample of the candidate's scholarship with the *<department>*, 7) a meeting with students of Pacific Lutheran University and 8) a reception with members of the *<department>*.

At the end of the on-campus interviews of the *<number>* finalists, the search committee reviewed all the information gathered in order to determine the most qualified person for this position. The department then made its recommendation to the provost who, in consultation with the president, accepted the department's recommendation that *<candidate name>* was the most qualified finalist. The criteria according to which *<candidate name>* emerged as the most qualified finalist were: *<list the job-related criteria, such as pertinence of disciplinary expertise, quality of scholarship, overall fit with the existing members of the department and the Pacific Lutheran University faculty culture, etc>*.

In comparison to *<candidate name>*, *<selected candidate name>* was *<compare each finalist to the selected candidate>*.

In comparison to *<candidate name>*, *<selected candidate name>* was . . .

<List any other job-related selection reasons/qualifications the selected candidate possesses, not already mentioned>.

Therefore, *<selected candidate name>* was deemed the most qualified applicant for the *<job title>* tenure-track position at Pacific Lutheran University.

<Name>

<Title>

Pacific Lutheran University

