DETAILED SEARCH PROCEDURES

Faculty hiring is one of the most crucial activities in ECAS. The hiring process involves both the Office of Faculty in ECAS and the Office of Equity and Inclusion (OEI) in the Provost’s office. The ECAS Affirmative Action Committee and the OEI review all searches for adherence to college and university-level procedures for the recruitment and selection of regular faculty (tenured, tenure-track, and lecture-track), as well as for compliance with federal employment law.

If you have questions about the process, contact Dean Deboleena Roy (dean_of_faculty@emory.edu) or Laura Papotto (lpapott@emory.edu) in the Office of Faculty. For questions related to department-specific hiring goals and candidate pool statistics, please contact David Goetsch (david.goetsch@emory.edu) who is the Assistant Director of Faculty Recruitment in the OEI. Always refer to the Office of Faculty website for the most current information on faculty searches: http://college.emory.edu/faculty/chairs-directors/index.html.

In ECAS, we use Interfolio’s ‘Faculty Search’ module for faculty searches. Interfolio is a software company that offers a web-based applicant tracking system. This application enables the collection and review of all candidate materials in one secure location. Interfolio’s Faculty Search will be the primary system for management of active searches.

STEP 1: FACULTY SEARCH PROCEDURES

1. Search Authorization

   The department or program receives authorization from the Dean of the College to initiate a faculty search. This typically occurs late spring/early summer. You will also be notified if a hiring goal is in place by OEI.

2. Implementing Emory University’s Affirmative Action Goal Plan

   Please note that Emory University is committed to affirmative action and fair employment. As an affirmative action employer and federal contractor, our Affirmative Action (AA) goal plan requires that we collect current faculty as well as job candidate demographic information related to sex/gender and race/ethnicity. The intention of asking for this faculty demographic data in your Recruitment Plan and Job Search-1 is two-fold: (i) it allows your department to take into account and purposefully reflect on the current diversity of its faculty and search committee in terms of sex/gender and race/ethnicity; and (ii) it gives your search committee an opportunity to develop best practices in faculty hiring throughout the search process and achieve the AA goal plan of actively recruiting and advancing qualified women, minorities, and members of historically underrepresented groups.
You may gather this demographic information from your department’s “Faculty Availability Analysis” data provided by the Office of Equity and Inclusion (OEI). Please contact david.goetsch@emory.edu in OEI if you require assistance. Alternatively, if your faculty wish to share their self-identification information using the more inclusive categories provided in the Recruitment Plan and the JSR-1, you may enter this information onto these forms. If a faculty member chooses not to self-identify, they are absolutely not required to do so. This too can be noted under “identity not disclosed” (Note: The sex/gender self-identification process for the federal government, and therefore accessible through the OEI, currently only includes the categories of female and male. Emory University is working on integrating more inclusive gender categories including Cisgender Woman, Cisgender Man, Transgender Woman, Transgender Man, Non-binary, Genderqueer, Genderfluid).

It is very important that you clearly communicate the Provost’s Office and ECAS’s intention of asking for this information to your department. Please explain to your department faculty and search committee members that this is considered a best practice in the faculty hiring process as outlined in our Affirmative Action goal plan. Please also make your faculty aware that the department will be asked to reflect on its faculty composition in terms of sex/gender and race/ethnicity at the beginning of the search process – before faculty are invited to join the search committee, and before individual faculty are asked if they wish to share their self-identification information.

3. **Forming a Search Committee**

The search committee should be comprised of at least three people. Committee composition should be representative of the diversity of the Emory community. Departments or programs are required to include at least one faculty from outside the department to enhance diversity in terms of race, ethnicity, gender, and more. Before approaching a faculty member from another department, please first consult with the Dean of Faculty. The chair of the external committee member’s department should also be consulted to ensure that an undue service burden is not being placed on the external faculty member. In the cases of joint hires between two units, departments or programs are not required to include additional committee members unless the composition of the joint faculty search committee lacks the faculty diversity we expect all committees to reflect. All committee members should go through the unconscious bias training before beginning the review of candidates.

4. **Departmental Voting Procedures on Faculty Hires**

Typically, the search committee forwards a recommendation of the three short-listed candidates to the department. All regular full-time faculty members in the department are then expected to thoroughly review the portfolios of all short-listed candidates and participate fully in the campus interview process. Faculty members who have engaged fully in this stage of the search process (attended job talks, teaching demonstrations, met with the candidates, etc.) are then invited to vote on a finalist at the department meeting. In some cases (i.e. the unusual case of a departmental impasse), the Dean of ECAS may implement an alternative search committee and departmental voting structure that aligns with the search goals.
5. Creating Review Criteria

You will be asked to include Review Criteria in your Recruitment Plan and again in the Job Search Report—1 (JSR-1). As a committee, decide on the specific criteria you will use to judge all applicants early in the process. Having the conversation before you start reviewing applicants is critical. Early conversations about review criteria may also help you make certain decisions about how and where to advertise. It may also allow you to be more strategic in the information you request of applicants. Two important sources that you can use to discuss your review criteria include:

- The Faculty Responsibilities document approved by the ECAS Faculty Senate in April 2019. This document shall be made available to all candidates who are invited for interviews: http://college.emory.edu/faculty/documents/faculty/faculty-responsibilities.pdf

STEP 2: SUBMITTING THE FIRST SET OF SEARCH MATERIALS

The first set of materials submitted to the Dean of Faculty include:

- Job Ad
- Recruitment Plan (which should include your Review Criteria)

1. Developing a Job Advertisement

Take specific affirmative action steps to recruit a diverse applicant pool, through methods such as direct letters to graduate departments, the distribution of the advertisement on listservs of minority, women’s, disabled persons’ and more. Please refer to Appendices 1 and 2.

All advertisements should run 60 days and must include the following information:

a. Brief position description. Also include the link to the ECAS Faculty Responsibilities document: http://college.emory.edu/faculty/documents/faculty/faculty-responsibilities.pdf.

b. Include Emory University, Atlanta, GA in all ads.

c. Titles and academic ranks of the position (be as inclusive as possible with this information because the new hire title and rank must match the ad information).

d. Summary of minimum qualifications (e.g., Ph.D. required). The selected candidate must meet the minimum qualifications by the date of the offer letter.

e. Application deadline or date on which the department will begin review of applications. If you state the date on which the department will begin review of applications, please put the remaining number of days available for the candidates to submit for full consideration. There should be 60 days between the time the position is posted and close of review.

f. List of required materials to be submitted by the applicant.
g. Diversity, Equity, and Inclusion Statement: For every search, diversifying our faculty is of primary importance. Emory has a diverse student body and values both vision and experience that will foster an inclusive learning environment. All faculty applicants will be required to complete a brief statement describing their experience and vision regarding the teaching and mentorship of students of diverse backgrounds.

h. This requirement is part of the application for all ECAS faculty positions and administered as a required form (managed by the Dean’s Office) in the Interfolio application process. Refer to the Tips for Assessing Diversity Statements: http://college.emory.edu/faculty/documents/faculty-hiring/tips-for-assessing-diversity-statements.pdf

i. Include the link to the ECAS Faculty Responsibilities document: http://college.emory.edu/faculty/documents/faculty/faculty-responsibilities.pdf

j. Equal opportunity standard language provided by the University must be at the end of every ad: “Emory University is an equal employment opportunity and affirmative action employer. Women, minorities, people with disabilities and veterans are strongly encouraged to apply.”

Other language and more information can be found on the Office of Diversity, Equity, and Inclusion website: Office of Diversity, Equity and Inclusion | Emory University | Atlanta GA

2. Submitting the Recruitment Plan and Job Ad

Submit the Job Ad and Recruitment Plan to the College Office (Dean_of_Faculty@emory.edu) email for review and approval. We would ask you to consider five business days for review by the Affirmative Action Committee for final resolution and return.

Once you receive an email letting you know the recruitment plan and ad are approved by the Affirmative Action Committee and the Dean’s Office, you may proceed to the next step.

**STEP 3: CREATING AND ADVERTISING THE POSITION**

1. Creating the position in Interfolio Faculty Search (typically done by department lead staff): www.emory.edu/facet. Enter “Emory University” in the search box then click on the “Sign In” box. The application works best in Google Chrome or Firefox. When creating the position in Interfolio be sure to think about what data you will need to collect from applicants on the front end, and set up the position accordingly. If assistance with using Interfolio Faculty Search is needed send the request to dean_of_faculty@emory.edu and training will be provided. Once you have finalized the advertisement in Interfolio submit it to the College by clicking on the “Submit” button.
You will receive notification through the Interfolio email system once the position has been approved. Please be sure to attach your approved recruitment plan and job ad document to the Internal Notes section when creating your position.

Information for department lead staff: iCIMS, the university applicant tracking system, continues to be the mechanism for final hiring and for long-term storage of search materials; however, ECAS HR will manage the interface between Interfolio Faculty Search and iCIMS so that departments do not need to use the iCIMS system for faculty searches. Please be sure that all documents related to the search (e.g. recruitment plan and job search report in step 4) are uploaded in Interfolio Faculty Search under Internal Notes for each search.

When you create the Interfolio job posting you will have the necessary link for your advertisements.

2. **Advertise the position nationally once the requisition is “published” and active in Interfolio Faculty Search**

Make sure the advertisements run long enough to attract a broad spectrum of candidates (at least 60 days), and in no case less than a month before your review begins date.

Methods for publicizing openings must include:

a. Timely advertisements in the major professional journals and registries of the discipline. You must have at least one professional journal ad appropriate for the field. You may either post in a paper edition or in an electronic version. If there are no professional journals appropriate for the field that allow recruitment postings, then use The Chronicle of Higher Education. Please consult Emory University International Student and Scholar Services: [http://www.emory.edu/isss/](http://www.emory.edu/isss/) regarding hiring non-US citizens; however, for visa purposes please note that the search ads must be posted for 60 days in the relevant professional journal or in The Chronicle of Higher Education.

   Every effort should be made to actively expand candidate pools to recruit women and minorities for the position. If women and minorities are underrepresented or if normal recruitment procedures yield a lower representation of female and minority applicants, then every effort must be made to locate and encourage the candidacy of qualified women and minority groups.

3. **All applicants must apply utilizing the Interfolio Faculty Search application.** No applicant should apply through the University applicant tracking system (iCIMS). Applications submitted through iCIMS will be redirected to Interfolio by the ECAS HR Associate supporting your department or program.
The second set of materials submitted to the Dean of Faculty includes:

- **Job Search Report 1—Shortlist Approval Form (JSR-1).**

1. **Review of applications.** After the deadline (or the guaranteed review period) for your search has passed, you may begin the review of your applicant pool.

2. **Interviewing candidates on the long list:** In some departments, applicants are pre-screened before arriving at a short-list of candidates who are recommended for final campus interviews. These applicants are considered to be “long-listed” candidates as they are screened in a preliminary way (via zoom, skype, hotel rooms at annual disciplinary conferences, etc). Short-listed candidates are those candidates that are invited for a campus visit (in person or virtual).

Given that any form of in-person or remote screening of a long-listed applicant constitutes a form of interview, the ECAS Office of Faculty requests that you include the names of long-listed candidates on the JSR-1. Search committees will also be asked to provide a brief reason(s) when a long-listed candidate is not being recommended for a final short-list candidate interview according to Review Criteria established by the search committee. Long list candidates interviewed via Zoom should be interviewed in a consistent manner with a standard set of questions. Sample interview questions are available on our website: [http://college.emory.edu/faculty/chairs-directors/index.html](http://college.emory.edu/faculty/chairs-directors/index.html). **No Shortlist candidates can be invited for a second interview until you have received approval of the JSR-1 from the Affirmative Action Committee and the Dean’s Office.**

3. **Submission of Job Search Report 1 – Shortlist Approval Form (JSR-1)**

At this point in your search, you have selected your short list of candidates and given them this status within Interfolio Faculty Search. The department or program should submit a completed JSR-1 (typically submitted by lead staff in collaboration with Chair/Search Chair) to the Dean_of_Faculty@emory.edu account and to the Office of Equity and Inclusion OEI@emory.edu.

Include documentation of all outreach that was done as part of the search including names, emails, etc. of organizations and individuals contacted.

Along with the JSR-1, please provide **ONE pdf per short list finalist candidate** that includes the following:

- Candidate letter of application
- Candidate CV
- Candidate research statement
- Three (3) letters of reference for each candidate finalist
- Candidate diversity and inclusion statement

All this information in the ONE pdf per candidate should be emailed to the ECAS Office (Dean_of_Faculty@emory.edu) and to the Office of Equity and Inclusion OEI@emory.edu with the
subject line naming your department and search name – example: “Physics – Experimental Biophysics Assistant Professor”.

The Affirmative Action Committee, Dean, and OEI will review the JSR-1 and candidate pdf materials. Additional information from the department or program may be requested. Once the JSR-1 has been approved, the Dean’s office will send an email to the department with notification of approval (copying OEI). At this time, we are planning on in-person campus visits for shortlisted candidates. This may change due to COVID-19 and university travel restrictions.

4. Interview Final Candidates

Ensure that interview procedures for all candidates are uniform. Interviews with potential candidates shall not address questions of race, sex, sexual orientation, family obligations, disability, or veteran status. Inquiry may be made into an applicant’s ability to perform job-related functions. Personal background questions must be shown to be directly related to satisfactory job performance and must be asked equally of all candidates. During finalist campus visits or virtual interviews, candidates for Tenure-Track positions (to be hired at associate and full) and Lecture-Track positions must meet with Dean Roy. Candidates for tenured positions also meet with Dean Carla Freeman.

Contact the College Office (Dean_of_Faculty@emory.edu) and Shannon DeMyers (Shannon.K.DeMyers@emory.edu) for Dean Roy’s schedule. Contact Susan Lee (slee05@emory.edu) for Dean Freeman’s schedule for the tenured position candidates. Not all candidates are required to meet with Dean Kimberly Jacob Arriola of the Laney Graduate School. If you wish for your candidates to meet with LGS, Dean Arriola and/or Senior Associate Dean Jeffrey Staton would be happy to do so, but please consult with Dean Roy before scheduling this meeting. If your candidates are to meet with LGS, an appointment can be scheduled with Dean Arriola’s assistant Danielle Simpson (danielle.simpson@emory.edu). If you are conducting a faculty search in an arts department, please also schedule an interview with Kevin Karnes, Associate Dean for the Arts (kkarnes@emory.edu).

STEP 5: FINALIST APPROVAL AND MAKING AN OFFER

The last set of materials submitted to the Dean of Faculty includes:

- Job Search Report 2—Finalist Approval Form (JSR-2)

1. Submission of Job Search Report 2 — Finalist Approval Form

After candidates have been interviewed and a finalist has been selected, the department or program should submit a completed JSR-2. This form is typically completed by the department lead staff in collaboration with the Chair/Search Chair and submitted to the Dean_of_Faculty@emory.edu account and to the Office of Equity and Inclusion OEI@emory.edu.

Along with the JSR-2, please submit the following:

- JSR-1 (copy)
- PDF packet for the selected finalist (letter of application, CV, research statement, three letters of
recommendation, and the finalist’s diversity and inclusion statement).

Once the JSR-2 has been reviewed and approved, the Dean’s office will send an email to the department with notification of approval (copying OEI).

2. **Request Permission to make an Offer**

The Department Chair will discuss the specifics of the proposed offer with Dean Roy which include:

a. Name and rank of proposed candidate

b. Special recommendations for the offer (e.g., detailed information on startup funds, early tenure review, etc.)

c. Salary. The salary will be based on the quality of the application materials, the salary of others in the department at the same rank, and a balance between attracting a candidate and maintaining a sound budget.

d. In the case of an offer at the Associate or Full Professor rank, notify Dean Roy immediately so that the CV and other application materials can be previewed by the Tenure and Promotion Committee.

All offers at the Associate or Full Professor rank will undergo full tenure reviews. Their titles will be Acting Associate and Acting Full Professor until their cases have received Board of Trustees’ approval.

3. **Conduct Negotiations with Candidate**

The Department Chair will conduct all negotiations with the candidate in consultation with Dean Roy.

4. **Make the Offer**

After the candidate verbally accepts the offer, the Chair should send the final terms of the offer to Susan Lee (slee05@emory.edu), with a copy to the Dean_of_Faculty@emory.edu account, and Dean Roy droy2@emory.edu. Susan will prepare the offer letter, the purpose of which is to confirm the offer that has already been verbally accepted. Before sending the letter to the candidate, Susan will e-mail a draft to Dean Roy and the Chair for approval. The offer letter will only refer to commitments made by Emory College. If the offer includes a commitment from the department (graduate student lines, space, etc.), the chair should write a separate letter to the candidate and provide a copy to Susan.

5. **Close the Search**

All materials required as evidence of professional competence must be the same for each candidate at each stage of the screening process. The search committee is responsible for notifying all candidates of action taken regarding the search. (This capability is available within the Interfolio Faculty Search applicant tracking system). Please ensure each candidate is appropriately informed of their non-selection. Also utilize the disposition codes in the Interfolio system. Finally, once the search is completed, ensure the Interfolio requisition is labeled as closed.
Appendix 1

ECAS RESOURCE DIRECTORY FOR FACULTY RECRUITMENT

• Office of Faculty Policies and Forms—http://college.emory.edu/faculty/chairs-directors/index.html

• Emory College Search Procedures—http://college.emory.edu/faculty/chairs-directors/index.html

• Faculty Hiring and Strategic Initiatives—http://college.emory.edu/faculty/documents/faculty-hiring/faculty-hiring-strategic-initiatives.pdf


• University Equal Opportunity and Discriminatory Harassment Policy—http://policies.emory.edu/1.3

• Office of Equity and Inclusion—http://equityandinclusion.emory.edu/about/people.html


• Interfolio (Via Chrome) - www.emory.edu/facet
Appendix 2
Job Posting Sites, Professional Academic Societies, Academic Communities and Associations of Women and Minorities, and Candidate Databases

Please refer to the online version of this guide at http://facultydevelopment.stanford.edu/recruitment for direct links to the sites, societies, and databases in this appendix.

JOB POSTING SITES

Diverse Issues in Higher Education (same as DiverseJobs)

Inside Higher Ed*: Send job postings to Michael Ang (michael@jobelephant.com), cc: VPFD (facultydevelopment@stanford.edu).

NorCal HERC*: Send job postings to Michael Ang (michael@jobelephant.com), cc: VPFD (facultydevelopment@stanford.edu).

Chronicle of Higher Education (http://www.chronicle.com)

Journal of Blacks in Higher Education (https://www jbhe.com/)

Diversity (www.diversity.com)

Insight into Diversity (https://careers.insightintodiversity.com/employer/pricing/)

Hispanic Association of Colleges and Universities (https://www.hacu.net/hacu/InformationRates.asp)

Journal of Blacks in Higher Education (https://www jbhe.com/)

Minority Postdoc (http://www.minoritypostdoc.org/jobs. html)

Hispanic Outlook on Education Magazine (https://www. hispanicoutlookjobs.com/jobs/)

National AGEP Listserv*

The Alliances for Graduate Education and the Professoriate (AGEP) is an NSF-supported network of universities dedicated to increasing the number of underrepresented minorities obtaining graduate degrees in science, technology, engineering, and mathematics. One of two primary goals of AGEP is to increase the preparation of underrepresented minorities for faculty positions in academia. Contact Susan Drange (sdrange@stanford.edu) with the complete position announcement/ad for free posting to the AGEP listserv.

HBCU Connect (http://hbcuconnect.com/cgi-bin/jobs/ index.cgi)

PROFESSIONAL ACADEMIC SOCIETIES

American Academy of Religion
American Anthropological Association
Association for Asian Studies
American Economic Association
American Educational Research Association
American Historical Association
African Studies Association
Association for Middle East Women's Studies
American Political Science Association
American Sociological Association
American Statistical Association
H-Net (Humanities and Social Sciences Online)
Journalism Next - Jobs for Journalists of Color
Linguistic Society of America
Middle East Studies Association
Modern Language Association
National Association of Chicana and Chicano Studies
National Association for Ethnic Studies
National Women's Studies Association
The Society for Historians of American Foreign Relations

*free to Stanford departments.