



## 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 teaching-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](mailto:dean_of_faculty@emory.edu)) or Laura Papotto ([lpapott@emory.edu](mailto: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](mailto: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 in the summer. By the end of August, you will also be notified by OEI if a hiring goal is in place for your department.

#### 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 your faculty and your search committee members 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](mailto: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 (more inclusive response [trans, nonbinary, gender-queer, genderfluid, gender identity not disclosed]) 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. In the meantime, ECAS is making efforts to be as inclusive as possible in our hiring processes.

Please explain to your department faculty and search committee members that gathering this inclusive sex/gender and race/ethnicity information 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 and candidate pool data in terms of sex/gender and race/ethnicity throughout the search process.

### **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 enrich the expertise and enhance the 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 Implicit Bias and Best Practices Workshop before beginning the review of candidates.

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

Typically, the department search committee forwards a recommendation of the three short-listed candidates to the full department faculty. 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. This departmental vote serves as a recommendation to the Dean.

Once the department has voted and made the recommendation for a finalist to the Dean's office, the Dean reviews this recommendation and may ask the department chair for additional information before making a final determination and providing an approval.

## 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. Furthermore, it will deter search committee and department faculty members from changing the focus of the search and criteria to evaluate candidates partway through the search process. Two important sources that you can use to discuss your review criteria include:

- Example of Review Criteria <http://college.emory.edu/faculty/documents/faculty-hiring/example-of-review-criteria-for-faculty-search.pdf>
- 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 inter-

## 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 available to historically underrepresented groups, including women, persons with disabilities, 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. **Uploading the Recruitment Plan and Job Ad**

The Recruitment Plan form can be found on the ECAS website at: [http://college.emory.edu/faculty/documents/faculty-hiring/recruitment-plan-for-aa-search-2022-2023-updated-9\\_14\\_22.pdf](http://college.emory.edu/faculty/documents/faculty-hiring/recruitment-plan-for-aa-search-2022-2023-updated-9_14_22.pdf).

Upload the Job Ad and Recruitment Plan to the One Drive Folder titled: [ECAS Faculty Hiring Materials for Departments](#) in the specific department folder for the approved search. Once materials have been uploaded , please inform Shannon DeMyers that your materials are ready for review in the OneDrive folder by emailing [Dean\\_of\\_Faculty@emory.edu](mailto:Dean_of_Faculty@emory.edu). We would ask you to consider at least five business days for review by the Affirmative Action Committee for final resolution and return.

# 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](http://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](mailto:dean_of_faculty@emory.edu) and training will be provided. You may also refer to the Faculty Search Interfolio Training Guide for assistance. 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/iss/> 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.

## STEP 4: REVIEWING THE APPLICATIONS AND CONDUCTING INTERVIEWS

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 then recommended for final campus interviews. These applicants are considered to be “long-listed” candidates as they are screened in a preliminary way (via zoom, teams, interviews 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 campus interview according to Review Criteria established by the search committee. Long-listed candidates 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>. **No short-listed 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 – Short-list Approval Form (JSR-1)**

At this point in your search, you have selected your short-listed of candidates and given them this status within Interfolio Faculty Search. The department or program should upload a completed [JSR-1](#) (typically submitted by lead staff in collaboration with Chair/Search Chair) to the One Drive Folder titled: [ECAS Faculty Hiring Materials for Departments](#) in the specific department folder for the approved search. Once materials have been uploaded, please inform Shannon DeMyers that your materials are ready for review in the OneDrive folder by emailing [Dean\\_of\\_Faculty@emory.edu](mailto:Dean_of_Faculty@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-listed 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

The Affirmative Action Committee and Dean of Faculty will review the JSR-1 and candidate 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, you may schedule in-person campus visits for shortlisted candidates. Please be sure to go back to your position in the Interfolio's Faculty Search and attach your approved JSR-1 in the Internal Notes section of position. Your internal notes section should now include your recruitment plan, job ad, and JSR-1.

#### 4. Interview Short-listed 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 short-listed campus visits or virtual interviews, candidates for Tenure-Track positions (to be hired at the rank of assistant or associate) and all Teaching-Track positions must meet with Dean Roy. Candidates for tenured positions to be hired at the rank of full professor must meet with Dean Barbara Krauthamer.

Contact the College Office at [Dean\\_of\\_Faculty@emory.edu](mailto:Dean_of_Faculty@emory.edu) for Dean Roy's schedule. Contact Asha Manzy ([asha-deiondra.manzy@emory.edu](mailto:asha-deiondra.manzy@emory.edu)) for Dean Krauthamer'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 Sara Haigh Hauk ([sara.hauk@emory.edu](mailto:sara.hauk@emory.edu)). If you are conducting a faculty search in an arts department, please also schedule an interview with Kevin Karnes ([kkarnes@emory.edu](mailto:kkarnes@emory.edu)), Associate Dean for the Arts. **The last set of materials submitted to the Dean of Faculty includes:**

- [Job Search Report 2— Finalist Approval Form \(JSR-2\)](#)

## STEP 5: FINALIST APPROVAL AND MAKING AN OFFER

### 1. Upload Job Search Report 2 – Finalist Approval Form

After short-listed candidates have been interviewed and a finalist has been selected, the department or program should upload a completed [JSR-2](#) to the department's One Drive Folder. Once materials have been uploaded, please inform Shannon DeMyers that your materials are ready for review in the OneDrive folder by emailing [Dean\\_of\\_Faculty@emory.edu](mailto:Dean_of_Faculty@emory.edu). This form is typically completed by the department lead staff in collaboration with the Chair/Search Chair. Along with the JSR-2, please upload 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. Making an Offer to the Finalist**

The Department Chair will discuss the specifics of the proposed offer with Dean Roy.

## **3. Conducting Negotiations with Candidate**

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

## **4. Finalizing the Offer**

Once the final terms of the offer have been approved by Dean Roy and verbally accepted by the candidate, the Chair should send the final terms of the offer in an email to Dean Roy [droy2@emory.edu](mailto:droy2@emory.edu) with a copy to the [Dean\\_of\\_Faculty@emory.edu](mailto:Dean_of_Faculty@emory.edu) account and Shannon DeMyers ([Shannon.k.demyers@emory.edu](mailto:Shannon.k.demyers@emory.edu)). The chair of the department will clearly communicate the following in this email:

- a. Name and rank of proposed candidate
- b. Start date
- 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. Start-up funds (distribution by year 1, 2, and 3)
- e. Moving costs (typically \$10,000)
- f. Regular course load (typically 2-2); any negotiated and approved course releases
- g. Deadline to sign

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

## **5. Final Offer Letter**

Shannon 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, Shannon 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 Shannon.



## **6. 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 to mark the finalist as “Hired”. 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>
- Recruitment Plan for Affirmative Action Search—[http://college.emory.edu/faculty/documents/faculty-hiring/recruitment-plan-for-aa-search-2022-2023-updated-9\\_14\\_22.pdf](http://college.emory.edu/faculty/documents/faculty-hiring/recruitment-plan-for-aa-search-2022-2023-updated-9_14_22.pdf)
- Job Search Report 1—Shortlist Approval Form—[http://college.emory.edu/faculty/documents/faculty-hiring/job-search-report-1-shortlist-approval-form-updated-9\\_14\\_22.pdf](http://college.emory.edu/faculty/documents/faculty-hiring/job-search-report-1-shortlist-approval-form-updated-9_14_22.pdf)
- Job Search Report 2—Finalist Approval Form—<http://college.emory.edu/faculty/documents/faculty-hiring/faculty-job-search-report-2-finalist-approval-form.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>
- Equity and Inclusion Resource Toolkit—<https://equityandinclusion.emory.edu/includes/documents/equity--and-inclusion-resource-toolkit.pdf>
- Interfolio (Via Chrome) - [www.emory.edu/facet](http://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@jolephant.com](mailto:michael@jolephant.com)), cc: VPFDD ([facultydevelopment@stanford.edu](mailto:facultydevelopment@stanford.edu)).

NorCal HERC\*: Send job postings to Michael Ang ([michael@jolephant.com](mailto:michael@jolephant.com)), cc: VPFDD ([facultydevelopment@stanford.edu](mailto: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](http://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](mailto: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

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\*free to Stanford departments.