Faculty hiring is one of the most crucial activities of the College. We are using Interfolio’s Faculty Search module for faculty searches again this year. 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 Faculty Search will be the primary system for management of active searches. 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) are uploaded in Interfolio Faculty Search under Internal Notes for each search.

The College Affirmative Action Committee and the Office of Equity and Inclusion (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_of_Faculty@emory.edu, Laura Papotto (lpapott@emory.edu), Dean Deboleena Roy (droy2@emory.edu). For questions related to hiring goals and candidate pool statistics, please contact the Office of Equity and Inclusion (OEI) Assistant Director of Faculty Recruitment, David Goetsch (david.goetsch@emory.edu). Always refer to the website for the most current information on faculty searches: http://college.emory.edu/faculty/chairs-directors/index.html.

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.

2. **Compose Search Committee**
   The search committee should include 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 racial-ethnic, gender, and other forms of perspective diversity. 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.

3. **Develop Position Description**
   The department or program should develop a position description. The position description is an internal document that captures the responsibilities and expectations associated with a particular job. You should use the College Faculty Responsibilities description as your starting point:
   [http://college.emory.edu/faculty/documents/faculty/faculty-responsibilities.pdf](http://college.emory.edu/faculty/documents/faculty/faculty-responsibilities.pdf)
   Your detailed description may also be used to develop the job advertisement (see step 4). The position description shall be made available to all candidates who are invited for interviews and to any other applicants upon request. It must include the following minimum information:
   a. Position title(s)
   b. A general description of job duties in your program
   c. Statement of minimum qualifications for the position
   d. Statement of ECAS faculty responsibilities approved by the Faculty Senate in April 2019.

   *Decide as a committee 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. Please submit the job description (Ad) and review criteria with your Recruitment Plan.

4. **Develop Job Advertisement and Prepare Recruitment Plan**

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 veterans’ organizations, or the publication of the advertisement. Document these steps as they will be requested as part of the Job Search Report. Please refer to Appendices 1 and 2.

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

a. Brief position description
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 and inclusion: 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. This requirement is part of the application for all College faculty positions and administered as a required form (managed by the Dean’s Office) in the Interfolio application process.

h. **Equal opportunity standard language provided by the University that 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.”

For more information you may wish to visit the Office of Diversity, Equity, and Inclusion website: [Office of Diversity, Equity and Inclusion | Emory University | Atlanta GA](https://www.diversity.emory.edu/)

5. **Submission of Recruitment Plan, Ad, Job Description, and Review Criteria**

Submit the Recruitment Plan, Advertisement, and Review Criteria to the College Office ([Dean of Faculty@emory.edu](mailto: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. The Recruitment Plan form can be found on the ECAS website at: [http://college.emory.edu/faculty/documents/faculty-hiring/faculty-recruitment-plan-for-aa-search.pdf](http://college.emory.edu/faculty/documents/faculty-hiring/faculty-recruitment-plan-for-aa-search.pdf).

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.

6. **Departments (typically lead staff) create the position in Interfolio Faculty Search:**

[https://account.interfolio.com/sso](https://account.interfolio.com/sso). 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. You will also be notified if a hiring goal is in place by OEI. Please be sure to attach your approved recruitment plan, job description, and review criteria document to the Internal Notes section when creating your position.

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

7. 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/issis/ 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.

8. 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 College HR Associate supporting your department or program.

9. 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.

10. Interviewing candidates on the long list: Long list candidates should be interviewed via Zoom in a consistent manner with a standard set of questions and committee. Until further notice, due to current pandemic circumstances, short listed candidates should also be interviewed via Zoom. Sample interview questions are available on our website: http://college.emory.edu/faculty/chairs-directors/index.html.

11. Submission of Job Search Report 1 – Shortlist Approval Form
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 Job Search Report 1 – Shortlist Approval Form: http://college.emory.edu/faculty/documents/faculty-hiring/faculty-job-search-report-1-shortlist-approval-form.pdf (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 – Shortlist Approval Form, 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 College 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 - Shortlist Approval Form and candidate pdf materials. Additional information from the department or program may be requested. Once the JSR has been approved, the Dean’s office will send an email to the department with notification of approval (copying OEI).

**No Shortlist candidates can be invited for a second interview until you have received approval from the Affirmative Action Committee and the Dean’s Office. Due to COVID-19 and university travel restrictions, “campus” visits will be conducted virtually.**

12. **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 and Lecture-Track positions must meet with Dean Roy. Candidates for tenured positions also meet with Dean Michael A. Elliott.

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 Elliott’s schedule for the tenured position candidates. Candidates invited to campus (or virtually) who are Tenured or applying for a Tenure-Track position will also need to meet with Dean Lisa A. Tedesco, of the Laney Graduate School. Her assistant is Candice Morris (Candice.latoya.morris@emory.edu).

After candidates have been interviewed and a finalist has been selected, the department or program should submit a completed Job Search Report 2 – Finalist Approval Request Form. 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 Finalist Report Form, please submit the following:
- Job Search Report 1 – Shortlist Report Form (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 Finalist Approval Report Form has been reviewed and approved, the Dean’s office will send an email to the department with notification of approval (copying OEI).

14. **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.

15. **Conduct Negotiations with Candidate**
The Department Chair will conduct all negotiations with the candidate in consultation with Dean Roy.

16. **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.

17. **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

Resource Directory for Faculty Recruitment

- **Office of Faculty Policies and Forms** - [http://college.emory.edu/faculty/chairs-directors/index.html](http://college.emory.edu/faculty/chairs-directors/index.html)
- **Emory College Search Procedures** - [http://college.emory.edu/faculty/chairs-directors/index.html](http://college.emory.edu/faculty/chairs-directors/index.html)

- **Faculty Hiring and Strategic Initiatives** - [http://college.emory.edu/faculty/chairs-directors/index.html](http://college.emory.edu/faculty/chairs-directors/index.html)

- **University Equal Opportunity and Discriminatory Harassment Policy** - [http://policies.emory.edu/1.3](http://policies.emory.edu/1.3)

- **Office of Equity and Inclusion** - [http://equityandinclusion.emory.edu/about/people.html](http://equityandinclusion.emory.edu/about/people.html)
- **Equity and Inclusion Resource Toolkit** - [https://equityandinclusion.emory.edu/_includes/documents/equity--and-inclusion-resource-toolkit.pdf](https://equityandinclusion.emory.edu/_includes/documents/equity--and-inclusion-resource-toolkit.pdf)

- **Interfolio (Via Chrome)** - [https://account.interfolio.com/sso](https://account.interfolio.com/sso)
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: VPFDD (facultydevelopment@stanford.edu).

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

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


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 listerv.

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.