Faculty hiring is one of the most crucial activities of the College. In an effort to improve this process, we are using Interfolio’s Faculty Search module (formerly known as ByCommittee) 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. BrassRing, 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 BrassRing so that departments do not need to use the BrassRing system for faculty searches.

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 Carla Freeman (cfree01@emory.edu), Laura Papotto (lpapott@emory.edu), or David Goetsch (david.goetsch@emory.edu), Assistant Director of Faculty Recruitment, Office of Equity and Inclusion.

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 encouraged to consider including faculty from outside the department to enhance racial-ethnic, gender, and other forms of diversity.

3. **Develop Position Description**
   The department or program should develop a position description. The position description is an internal document that captures the responsibilities, authority, complexity, judgment, and working conditions associated with a particular job. It may also be used to develop the job vacancy 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
   b. A general description of job duties
   c. Statement of minimum qualifications for the position

   Decide as a committee the 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 decision about how and where to advertise. It may also allow you to be more strategic in the information you request of applicants.

4. **Develop Vacancy 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.

   All advertisements **must** include the following information:
   a. Brief position description
b. Include Emory University, Atlanta, GA in all ads.

c. Title and academic rank of the position (be as detailed 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). 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 following statement: applications received up to 30 days after review begins will be given full consideration.

f. List of required materials to be submitted by the applicant.

g. Diversity and inclusion expectation. Our goal is to register to candidates that Emory has a diverse student body and values both vision and experience that will foster an inclusive learning environment. Searches are asked to collect something from candidates that allows the search committee to concretely evaluate candidate commitment to this goal - either in the cover letter or a separate statement. Search committees are free to choose language appropriate for the discipline, but in case it is helpful, here are some example requests we have seen:

   “Emory University is committed to student and faculty diversity, equity, and inclusion. In your cover letter or in a separate statement, please reflect upon your experience and vision regarding the teaching and mentorship of students from diverse backgrounds.”

   “Please submit [along with other materials] a brief statement that addresses your past activities and future plans to advance equity, inclusion, and diversity in your professional career.”

h. Equal Opportunity standard language that must be at the end of every ad:

   “Equal opportunity/Affirmative Action/Disability/Veteran employer. Women, minorities, persons with disabilities and veterans are encouraged to apply.”

45. Submission of Recruitment Plan and Ad

Submit the completed Recruitment Plan and Advertisement 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 the recruitment plan and ad are approved by the Affirmative Action Committee and the Dean’s Office.

6. Department should create the position in Interfolio Faculty Search: https://www.interfolio.com. Sign in under Partner Institution and select Emory University from the dropdown menu. 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. Once you have finalized the advertisement in Interfolio submit it to the College by clicking on the “Submit” button. You will receive notification from the College Office 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 to the Internal Notes section when creating your position.

Do not place any advertisements until you receive approval notification of your position from ECAS HR.

Once the requisition is live and active in Interfolio Faculty Search ....

7. Advertise the Position Nationally

Make sure the advertisements run long enough to attract a broad spectrum of candidates, and in no case less than a month before your deadline or 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://isss.emory.edu/ 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 on The Chronicle of Higher Education.

Every effort should be made 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 BrassRing. Applications submitted through BrassRing will be redirected to Interfolio by the College HR Associate supporting your department or program.

9. At this point in your search, ensure that your rejected candidate pool is notified of their status, and the remaining applicants moved to a short list utilizing the tab in Interfolio Faculty Search. **This step must be completed to maintain compliance with federal regulations.**

10. **Submission of Job Search Report (JSR)**

After the deadline (or the guaranteed review period) for a search has passed, and the finalists have been selected, the department or program should submit a completed Job Search Report, letter of application, CV, research statement, and 3 letters of reference for each finalist to the College Office (Dean_of_Faculty@emory.edu) email. These documents should be submitted as one PDF per candidate. In addition, a written reason for selection of the finalist as well as not selecting those interviewed, must be attached. Also include documentation of any special outreach that was done as part as the search including names, emails, etc. of organizations and individuals contacted.

The Affirmative Action Committee and the Dean will review the JSR and may request additional information from the department or program. Once the JSR has been approved, the Dean’s office will send an email to the department with notification of approval (copying OEI). The Affirmative Action Committee may request additional information or have questions.

**No candidates can be invited for a campus visit until you have received approval from the Affirmative Action Committee.**

11. **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 campus visits, candidates for Tenure-Track positions and Lecture-Track positions meet with Dean Carla Freeman; candidates for tenured positions meet with Dean Michael A. Elliott. Contact the College Office (Dean_of_Faculty@emory.edu) for Dean Freeman’s schedule, and Susan Lee (slee05@emory.edu) for Dean Elliott’s schedule. Candidates invited to Campus 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. Contact her office to schedule that appointment.
12. **Request Permission to make an Offer**  
The Department Chair will discuss the specifics of the proposed offer with Dean Carla Freeman.
   
a. Name and rank of proposed candidate

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

d. 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.

e. In the case of an offer with Tenure, notify Dean Freeman immediately so that the CV and other application materials can be previewed by the Tenure and Promotion Committee. **No offer for a Tenured appointment can be made until the Tenure and Promotion Committee has vetted the candidate's file.**

13. **Conduct Negotiations with Candidate**  
The Department Chair normally conducts all negotiations with the candidate. Any changes in the terms of the offer must be reported to Dean Freeman and approved by Dean Elliott. The Deans will review the request and notify the Search Committee Chair and Department Chair of the approved terms of the offer.

14. **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)**. She 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, Ms. Lee will e-mail a draft to the Dean and 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 Ms. Lee.

15. **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 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.