The College Affirmative Action Committee, in conjunction with OEI the Office of Equity and Inclusion, reviews adherence to the procedures for the recruitment and selection of regular faculty (tenured, tenure-track, and lecture-track). If you have questions about the process, contact Dean Carla Freeman (cfree01@emory.edu), Melody Edwards (mdedwa3@emory.edu) or OEI David Goetsch (david.goetsch@emory.edu)

1. **Search Authorization**
   The department or program receives authorization from the Dean of the College to initiate a faculty search.

2. **Compose Search Committee**
   The search committee shall consist of three or more persons who are representative of the diverse Emory community/department.

3. **Develop Position Description**
   A copy of the position description shall be provided to all candidates who are invited for interviews and to any other applicants upon request. The description must include the following minimum information:
   
   a. Position title
   b. A general description of job duties
   c. Statement of minimum qualifications for the position

4. **Develop Vacancy Advertisement and Prepare Recruitment Plan**
   Take specific affirmative steps to recruit women and minorities for the position. If women and minorities are under-represented 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.

   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
   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. Information to be supplied by the candidate when the application is sent.
   g. “Equal opportunity/Affirmative Action/Disability/Veteran employer. Women, minorities, persons with disabilities and veterans are encouraged to apply.”

The Recruitment Plan can be found on the ECAS website at: [ECAS: Faculty Recruitment Plan](#)
5. **Submit Recruitment Plan and Advertisement to the College Office**

Notify the College Office (mzedwa3@emory.edu) to review and approve. We would ask to consider five business days for review by the Affirmative Action committee for final resolution and return.

6. **Advertise the Position Nationally**
   a. Must appear (in print or electronically) in a national professional journal (not just listserv) for the discipline, or in *TheChronicles of Higher Education*.
   b. Ad must appear for a minimum of 30 days.

7. **Receive applications and begin preliminary review**

8. **Once candidate pool is complete and before any candidates can be eliminated from further review, request OEI office to generate the Applicant Pool EEO Self-ID data.**
   a. Skype, conference interviews are ok once self-ID data has been generated.

9. **After arriving at the short list for campus visits, prepare and submit the Job Search Report to the College Office.**

   The Affirmative Action Committee may request additional information or have questions, and will copy the College office on the approval email. **No candidates can be invited for a campus visit until you have received approval from the Affirmative Action Committee.**

10. **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 Robin Forman. Candidates invited to Campus that are Tenured or for a Tenure-Track position will also meet with Dean Lisa A. Tedesco, of the Laney Graduate School.

11. **Documenting the Search**

    Prior to extending an offer, please ensure all candidates who were on the short list show as “Interview” on their status on the requisition. A written reason for selection of the finalist as well as not selecting those interviewed must be attached to requisition.

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**
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 Forman. The Deans will review the request and notify the Search Committee Chair and Department Chair of the approved terms of the offer.

14. **Making the Offer**
After the candidate verbally accepts the offer, the Chair should send the final terms of the offer to Susan Lee. 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. **Final Information**
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. All application materials from all applicants considered in the selection process (including interview notes) must be attached to the requisition.
The College Affirmative Action Committee, in conjunction with OEI the Office of Equity and Inclusion, reviews adherence to the procedures for the recruitment and selection of regular faculty (tenured, tenure-track, and lecture-track). If you have questions about the process, contact Dean Carla Freeman (cfree01@emory.edu), Melody Edwards (mdedwa3@emory.edu) or OEI David Goetsch (david.goetsch@emory.edu)

1. **Search Authorization**
The department or program receives authorization from the Dean of the College to initiate a faculty search.

2. **Compose Search Committee**
The search committee shall consist of three or more persons who are representative of the diverse Emory community/department.

3. **Develop Position Description**
A copy of the position description shall be provided to all candidates who are invited for interviews and to any other applicants upon request. The description must include the following minimum information:
   a. Position title
   b. A general description of job duties
   c. Statement of minimum qualifications for the position

4. **Develop Vacancy Advertisement and Prepare Recruitment Plan**
Take Specific Affirmative Action’s 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.

   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
   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. Information to be supplied by the candidate when the application is sent.
   g. “Equal opportunity/Affirmative Action/Disability/Veteran employer. Women, minorities, persons with disabilities and veterans are encouraged to apply.”

   The Recruitment Plan can be found on the ECAS website at: ECAS: Faculty Recruitment Plan

5a. **Submit Recruitment Plan and Advertisement to the College Office**
Submit the Recruitment Plan and Advertisement to the College Office (mdedwa3@emory.edu), 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 approved by the Affirmative Action Committee and the Dean’s Office….

5b. Notify ECAS HR department (djester@emory.edu) to create the Vacancy Number (requisition) in BrassRing FORS (Faculty Online Recruitment System). **ERS Single Sign On**. This will include the job description and a brief description of the Recruitment Plan and outreach efforts. Attach the completed Recruitment Plan in a separate document to the requisition. You will be notified if a hiring goal is in place by OEI,

*Do not place any advertisements until you receive approval of your Recruitment Plan and ad.*

Once the requisition is live and active in ERS….

6. **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 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 the Emory University International Student and Scholar Services: [http://www.emory.edu/isss/](http://www.emory.edu/isss/) regarding non-US citizens.

Take specific affirmative steps to recruit women and minorities for the position. If women and minorities are under-represented 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.

**Print all online advertisements and attach a copy to the requisition in BrassRing FORS**
   You must include evidence of when the posting went up and when it came down to be inclusive of 30 days. This can be an invoice that indicates the day it went up and when it came down, as long as it proves you paid for the ad to be posted for 30 days. You may also have the online journal send an email confirming the dates of posting and the URL address where the ad was posted.

If you post a print ad in a professional journal obtain a copy of the journal in which it was posted.

7. **All applicants must apply utilizing the Faculty portal on the University site.**
   The BrassRing FORS system will automatically send the EEO Self-ID form from to all that have applied. Any applicants manually added to the system will have to be sent via BrassRing the Self-ID forms. In exceptional cases a candidate can be manually added to the posting in the BrassRing System and then generated a Self-ID Form.

8. **Applicant Pool EEO Self–ID data generated and attached in BrassRing.** A copy can be acquired from OEI once the candidate pool is complete.
   Prior to elimination of any potential candidates in BrassRing and prior to establishing a short list, the search committee must contact OEI (oei@emory.edu) to ensure the diversity of the applicant pool is sufficient.

*This step must be completed to maintain compliance with federal regulations.*
Candidate status

9a. The Requisition Administrator will ensure each candidate that has applied is given a status in BrassRing that reflects their selection or deselection by the committee. Each candidate that is interviewed will have the status of “Interview” in BrassRing when a sort list is created.

Candidate pool review and interview selection

9b. Submission of Job Search Report (JSR)
After the deadline and the finalists are selected for the search, submit the completed (Job Search Report) ECAS JSR to the Dean’s Office, Melody Edwards (mdedwa3@emory.edu) to include PDF’s of the recommendation letters of the finalists. The Affirmative Action Committee may request additional information or have questions.

Once reviewed and approved, the Dean’s office will send an email back to the department with notification of approval and copying OEI.

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

10. 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 Robin Forman. Candidates invited to Campus who are Tenured or for a Tenure-Track position will also meet with Dean Lisa A. Tedesco, of the Laney Graduate School.

11. Documenting the Search
Prior to extending an offer, please ensure all candidates who were on the short list show as “Interview” on their status on the requisition in BrassRing. A written reason for selection of the finalist as well as not selecting those interviewed must be attached to requisition.

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
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 Forman. The Deans will review the request and notify the Search Committee Chair and Department Chair of the approved terms of the offer.
14. **Making the Offer**

After the candidate verbally accepts the offer, the Chair should send the final terms of the offer to **Susan Lee**. 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. **Final Information**

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. All application materials from all applicants considered in the selection process (including interview notes) must be attached to the requisition.

**ECAS: HR Documentation items needed to create the requisition and support the Faculty Search:**

1. Job Description Detail
2. Complete title as shown on the vacancy announcement
3. Department and Division code
4. Recruiter: David Goetsch
5. Requisition Administrator: person sorting and sending candidates
6. Number of Openings:
7. Contact for Recruitment Questions: Department contact
8. Supervisor / Hiring Manager / Reporting Manager for Performance Management and payroll
9. Significant Work outside the US; Yes or NO
10. Supervising US or Local Nationals outside the US: Yes or NO
11. Desired Start Date:
12. Work Location
13. Search Committee Chair – denote if this person is to be included in requisition team
14. Search Committee names- denote if these persons are to be included on requisition team
15. Gender / Race make up of Committee
16. Requisition Team:
   a. Melody Edwards, Carla Freeman, Robert Liu, Tracy Scott, Cynthia Willett.
17. Affirmative Action Committee members to include on the requisition team.
18. Recruitment plan details of department
19. Publications and Postings:
20. Outreach plan details of department and/ or School.
21. Preferred approvers of the requisition and job vacancy

Revised: 08/17/2015