TENURE-TRACK FACULTY SEARCHES
Role of Search Chair

SEARCH APPROVAL AND INITIATION

Meet with the Department Chair and use the Position Justification Document to determine:

1. What the position will do (tasks, duties, responsibilities) and its essential functions.
    - Use the generic faculty job description and generic faculty Essential Functions Identification Form as the spring board for this discussion (see HR's web site)

2. What qualifications are needed to do the job? Don't want to create barriers or be too narrow.
    - What qualifications do we require?
    - What qualifications do we prefer?

3. The list of publications and web sites likely candidates are using to find jobs

4. How the department wants to handle references
    - Applicant uploads letter
    - Referee uploads letter to confidential portal

5. What documents/information should applicants to provide?
    - CV
    - Cover letter
    - Names of three references
    - Copies of transcripts
    - Anything else?
    - Options are: teaching philosophy, research statements, sample syllabi, student evaluations,

6. Develop documents the Department Chair will need to upload as part of the posting. Department Chair may elect to develop these documents instead.
    - Job Description (template exists on HR's web site)
    - Essential Functions Identification Form (template exists on HR's web site)
    - Interview questions
    - Phone Inquiry questions – phone inquiries are not required. Phone inquiries are used if the number of people who appear qualified exceeds the number of people you want to bring to campus for interviews.
    - Reference check questions.
    - Recruitment plan – what conferences, networks, web sites, alumni, grad schools.
    - Search calendar (when will people be around for interviews, teaching demonstrations, checking references).
    - 100 to 150-word ad for publications. (template exists on HR's web site)

7. Contact HR to start the posting in People Admin. Also confirm with HR the names and email addresses of search committee members

8. Send documents to the Department chair for his/her review and so s/he can upload the documents and prepare the position posting in PeopleAdmin.

The Department Chair will forward the posting and uploaded documents to the Dean for review. The posting and uploaded documents should be ready for review by everyone a week prior to the search committee meeting.

Remind search committee members to work with Human Resources to be certain they have access to the posting and can review the documents.

Ask the support person to set up a search meeting with all search committee members, Department Chair, Social Equity, the Dean and Human Resources. The support person can also attend the meeting.

Lead the Search Committee meeting. The purpose of the meeting is to review and finalize all of the search materials that are uploaded and posted with the position in PeopleAdmin. Be sure, during the meeting, to have the Department Chair, Dean, Social Equity and Human Resources explain the search process "do's and don'ts" and goals from their perspectives.

Confirm the search calendar and schedule for phone inquiries, reference checks and campus interviews with the search committee members.

If the materials are approved, at the end of the meeting, Social Equity will forward the search to the Provost for his review and approval. The Provost will then send the search materials to Human Resources for posting or return it to the Dean for further refinement. If the materials need to be revised, Social Equity will return the search to the Department Chair for updating and revision. (Searches move from Department Chair, to Dean, to Social Equity, to Provost, to Human Resources.)

PHONE INQUIRY, PRE-INTERVIEW AND INTERVIEW STAGE

Review all applicants using selection criteria sheet.

Determine whether applicants meet the required and preferred qualifications. Use a Selection Criteria sheet to note any required qualifications the applicant did not meet and record decisions about required and preferred qualifications they met.

After the full consideration date (FCD), receive from Social Equity the list of applicants who identified themselves as being members of a protected or underrepresented group. Keep this list as reference for the entire search.

Meet with Search Committee as soon as possible after the FCD. With consensus of the group, change status of all applicants to either "**Candidate**" or "**Det'd Did Not Meet Min Quals.**" All members can see the applicants and their materials; you, as Search Chair, are the only person who can change the status of applicants and candidates.

Record all job-related reasons why all applicants are not candidates. You can develop a spread sheet for the compilation of the information from the members.

With the group, decide if the pool of candidates is adequate.

> If the pool is inadequate, the search can be re-advertised with a new extended full consideration date. Work with Human Resources and the Dean if you want to do this. Human Resources will need to re-advertise the position and extend the search.

If the pool is “border-line” adequate, the search committee may decide that the posting remain “live” on the applicant portal so people can continue to apply. The members will want to continue to review applications received after the full consideration date looking for new candidates and recording reasons for decisions.

If the pool is adequate, the posting can be removed from the applicant portal so no new people can apply. Notify Human Resources of the decision. Only Human Resources can post and unpost positions.

With the consensus of the group, decide if phone inquiries are needed.

Phone inquiries are not required. They are done if there are many candidates who appear to be equally qualified and the number of these qualified candidates exceeds the number of people who could be brought to campus for an interview. Skype inquiries can be done in lieu of phone inquiries but all candidates must be handled the same way. Everyone is contacted by phone or everyone is contacted via Skype.

If the group decides to do phone inquiries, send an email to Social Equity, Human Resources, the Department Chair and the Dean, listing the names of candidates selected for phone inquiries and change the status of all selected for a phone inquiry from “Candidate” to “Selected for Phone Inquiry.”

Send a separate email to Social Equity, Human Resources, the Department Chair and the Dean, listing the reasons why the non-chosen applicants were determined to not be candidates.

Social Equity will review the list of people selected for phone inquiries and their application materials and will consult with the Department Chair, Dean and Human Resources.

Social Equity will then, if all are agreed, change the status of the people selected for phone inquiries to “Approved for Phone Inquiry” and send an approval email to the Search Chair with a copy to the Department Chair, Dean and Human Resources. As part of this discernment, Social Equity may ask for additional information or ask the search committee to do phone inquiries with additional candidates to increase the diversity of the pool.

When Social Equity approves the list of people selected for phone inquiries, ask the support person for the search to call and schedule phone inquiries for the candidates selected.

Confirm logistics and timing of the phone inquiries.

Lead phone inquiries. Have as any members as possible be part of the inquiries. Never have one person do a phone inquiry alone. Have members keep any notes they take using the list of approved phone inquiry questions.

Convene a meeting after the phone inquiries. During this meeting, with the consensus of the group, discuss the findings of the phone inquiries. Record all job-related reasons why candidates who had phone inquiries were, and were not, selected for campus interviews. You will need to provide this information to Social Equity and Human Resources.

If you are doing reference checks before campus interviews, identify the references to call for each recommended candidate and confirm with the recommended candidate that it is okay to call references.

Check References
With as many search committee members as possible, call the references of candidates whom you want to interview. Be sure that you do not contact anyone not listed as a reference. We do not want to jeopardize anyone's job.

Use the sheet of approved reference check questions to take notes.

With the search committee, at a post-reference check meeting, determine the outcome of the reference checks.

With the consensus of the group, decide which candidates to interview on campus. The university requires campus interviews of three people (more than three can be approved at the discretion of the Dean and Department Chair).

Decide with search committee if the pool of candidates is adequate or if the group wants the posting to continue to be "live" on the applicant portal so people can continue to apply. Notify Human Resources of the decision so that Human Resources can take the posting off of the applicant portal if the pool is adequate.

Change the status of finalist candidates to "**Selected for Campus Interview**."

Send an email to Social Equity, Human Resources, the Department Chair and the Dean, listing the names of candidates selected for campus interviews.

Send a separate email to Social Equity, Human Resources, the Department Chair and the Dean, listing the reasons why the other candidates were not invited for campus interviews.

Social Equity will review the application materials and consult with the Department Chair, Dean and Human Resources and then can change the status of the people selected for campus interviews to "**Approved for Campus Interview"** and send an approval email to the Search Chair with a copy to the Department Chair, Dean and Human Resources. As part of this discernment, Social Equity may ask for additional information or ask the search committee to do campus interviews with additional candidates to increase the diversity of the pool.

Confirm schedule and events for campus interview days.

When Social Equity approves the list of people selected for campus interviews, ask the support person for the search to call and schedule campus interviews for the candidates selected.

Determine which person will have the interviewees sign the required documents when they come to campus – the Search Chair? Support person for the search? the Dean?
Inform the person selected of decision. If the Dean is the person to have the interviewee sign these two documents, be sure to provide him/her with these documents.

Ask the support person to print out a Job Description and Essential Functions Identification Form for each interviewee to review and sign when they are here on campus for the interview.
Also ask the support person to print out the application for each interviewee so that s/he can sign it when they are here on campus for the interview.

Ask the support person to give these documents to the person assigned responsibility for getting the documents signed.

Lead campus interviews and tours. Have search committee members keep interview notes using the list of approved campus interview questions.

When the campus interviews are completed, schedule and lead another search committee meeting.

POST-INTERVIEW AND APPOINTMENT STAGE

If you did not do reference checks before bringing candidates to campus, you must do them now (see earlier instructions).

Receive Dean's observations about the candidates.

Determine as a group which interviewed candidate(s) to recommend for hire.

Notify the Department Chair as to which candidate(s) are recommended.

Change the status of all candidates recommended from "**Approved for Campus Interview**" to "**Recommend for Hire.**"

Send an email to Social Equity, Department Chair, Dean and Human Resources explaining the outcome of the interview for each candidate.

Ask support person to collect from search committee members all of the selection criteria sheets used, all of the phone inquiry notes, all of the campus interview notes, all reference check notes and the signed PeopleAdmin applications and the signed Essential Functions Forms.

The support person will group these documents into six separate items and then scan them and send them to the Department Chair as six separate items:

1. Any and all reference check notes.
2. Any and all campus interview notes.
3. Any and all phone inquiry notes.
4. Any selection criteria sheets and spreadsheets evaluating multiple applicants.
5. Any and all Employment Applications signed by interviewees.
6. Any and all Essential Functions Identification Form signed by interviewees.

The Department Chair will start a Hiring Proposal. Hiring Proposals move from the Department Chair, to the Dean, to Social Equity, to the Provost and then to Human Resources.