Overview of Faculty Search Procedures

October 3, 2013

Search Committee Goals

• Obtain charge from Executive Officer
• Set Criteria for Review of All Applications
• Interview Process:
  Establish the following:
  – Interview Schedule
  – Interview Review Criteria
  – Interview Questions

Search Process Best Practices

• Free of bias or stereotyping or applicants in verbal or written communication
• Candidates must be evaluated fairly
• Campus visit provides similar opportunities for each finalist
• Interview procedures treat finalists consistently

Search Process Best Practices

At the end of the search process, the ODEA Summary Form ask what good faith efforts were addressed for your search. Here are the examples provided, which will help your committee formulate a plan best suited for your search:
• Reviewed Affirmative Action Placement Goals for Position
• Reviewed Diversity of Applicant Pool Report
• Reviewed Diversity of Finalist Pool Report
• Recruited at professional conferences that target underrepresented professionals
• Called or sent the position announcement to professional organizations focusing on underrepresented individuals
• Engaged local and regional networks of people in related fields at corporations/businesses to suggest potential candidates
• Mailed/emailed vacancy notices to graduate departments, professional journals, and/or newsletters
• Sent position announcement and/or requested nominations from departments in:
  – Historically Black Colleges and Universities (HBCUs)
  – Hispanic Serving Institutions
  – American Indian Serving Institutions
  – Asian serving Institutions
• Good faith efforts that are not listed above

A WORD ABOUT CONFIDENTIALITY
• Search process is confidential
• All search committee discussion must be kept confidential.
• Candidate information should not be shared
• Finalist information should not be shared
• Search committee composition/membership should not be shared with candidates, unless a search committee member is asked to be a reference. At that time the search committee member must inform the applicant that they cannot be a reference and are unable to discuss the position with them.
• Reference checks must be done with guidance from Search Chair/Department Head

First Search Committee Meeting
• Review Office of Diversity search documents (each opens in new window):
  – Office of Diversity Search Process pdf
  – Guidelines for Pre-Employment Inquires
  – Non Discrimination Statement
• Discuss and set the Initial Screening Criteria. Must be established BEFORE review of any applications
  – Start with information in Search Ad
  – Discuss Preferred Criteria
  – Applicants must meet all required criteria to move forward in the search process
• Discuss letters of reference
• Discuss late applications
• Establish timeline for search process
• Discuss Interview Process
  – Interview review criteria
  – Interview questions
  – Interview schedule
Initial Criteria Examples

- Ph.D. in hand by start of appointment
- Demonstrated Scholarly Background in X
- Demonstrative Scholarly Background in Area(s) Searched For
- TEACHING:
  - Evidence or promise of teaching effectiveness
  - Mentoring/teaching ability

Initial Criteria Examples

- RESEARCH:
  - Intellectual quality of scientific research
  - Quality of research training
  - Future potential of research plans
  - Intellectual fit with existing research areas of the department
  - Quantity and quality of candidate’s publications in relation to years in training or since awarding of Ph.D

Initial Criteria Examples

- OTHER:
  - Service work
  - Funding Experience/Potential
  - Participation in Professional Associations
  - Ability to attract graduate students

Initial Criteria Examples

- LETTERS OF REFERENCE
  Search committee must have a consistent plan concerning letters of reference
  - All must be in for review of application? (Date may have been specified in the ad)
  - All must be in to select applicant for next level of review?
  - Other?
  Whatever plan is selected, the search committee must be consistent for all applicants at each stage of the process.
  Evaluation of letters- strength of letters especially as related to initial criteria
Late Applications

- If your ad will remain on jobs.illinois.edu past the advertised deadline date the search committee will need to discuss the following three options:
  - 1. Not review any late applications after the deadline. Begin the review of on time and complete applications. If the on time and complete applications do not yield a strong pool, your committee can decide to then look at late applications. See point 2 below for further information on reviewing late applications.
  - 2. Review on time and late applications from the beginning of review period. Appoint a member of the search committee to work with the staff member to monitor applications received after the deadline date. Notify the search committee when new (late) applications have been submitted. The committee will need to review all late applications received prior to a decision to make an offer.
  - 3. Remove the posting from the job board at midnight of the deadline date. Late applications could not be submitted.

Search Chair should discuss questions with Executive Officer and Unit Contact. Contact LAS if you have questions

Initial Criteria & Late Aps Wrap-up

- The screening criteria are among the most important pieces of the search process and need to be documented for official paperwork

  - Establish criteria BEFORE review of ANY APPLICATIONS
  - Discuss options for Late Applications

Review Applications

- Review the Diversity of the Pool Report. This report will be sent to the Search Chair and Diversity Advocate via email the day after the deadline

  - Review applications using the established initial criteria
Review Applications

• Keep in mind information from the Office of Diversity on reviewing applications:
  – Be mindful of unconscious bias as you review candidates names, experiences, educational institutions, etc.
  – Evaluate each candidate’s entire application; don’t depend too heavily on only one element such as letters of recommendation, or the “prestige” of the degree-granting institution or post-doctoral program.
  – Don’t automatically eliminate candidates without preferred qualifications.
  – Be able to defend every decision for eliminating or advancing a candidate.
  – Spend sufficient time (at least 20 minutes) evaluating each applicant.

• For additional information, review the ODEA Search pdf (opens new window)

Document Selection of Finalists

• After on campus finalists are chosen, work with Unit Contact to submit Finalist Notification Form (FNF) as soon as possible
• Can invite finalists while Finalist Notification Form is being completed, but we ask that the FNF be fully approved BEFORE any campus visit begins

Document and Submit:

• Screening criteria for review of applications
• Copies of all ads placed
• Update Status Codes for all applicants
• Interview Questions and Criteria (if established)
• An answer to the following: Did the Search Com and Diversity Advocate review and discuss the Diversity of Pool Report?
• If only 1 finalist, please explain

Document Selection of Finalists

• Status Codes to choose for applicants:
  1. Not reviewed (the committee did not review submitted information)
  2. Incomplete Application
  3. Does Not Meet Minimum Qualifications – Education/Degree
  4. Does Not Meet Minimum Qualifications – Experience/Skills
  5. Meets Minimum Qualifications – Lacks Preferred Education/Degree
  6. Meets Minimum Qualifications – Lacks Experience/Skills
  7. Screening or Phone Interview
  8. Finalist/Campus Visit Interview
  9. Withdrew
Interview Process

Establish after setting initial criteria
- Set criteria for review of interviews
- Establish basic questions to ask of all finalists
- Establish interview schedule

Interview Criteria Examples
- In depth review using the established screening criteria
- Performance in research talk
- Ability to communicate research results
- Ability to engage graduate students in research area
- Interest in undergraduate teaching
- Ability to describe approach to teaching courses (large lecture, online, etc.)

Interview Questions
- Basic set of questions need to be the same for all finalists
- Questions must be submitted via the Summary Form
- Additional questions do not need to be documented:
  - Follow-up questions
  - Questions specific to certain aspects of the research

Interview Schedule
- All finalists must have the same opportunity to meet the same set of people
- All individuals interviewing the finalists should review the Guidelines for Pre-Employment Inquiries: http://oeea.illinois.edu/academicsearch.html
Interview Process Wrap-up

• Finalists should be asked similar questions and treated similarly

• Justification for hire must be based on qualifications, experience, references, interview process

Requesting Offer from Dean’s Office

Submitted via Summary Form:
• Letter to Dean requesting the offer
• Interview Review Criteria
• Basic Interview Questions
• Evaluation of each Finalist
• For each Finalist: name, interview date, visual estimation of: gender, race/ethnicity

Good Faith Efforts addressed for the Search

Summary Form

• Justification for finalists must include how he/she met or did not meet the following:
  – Initial Criteria- qualifications; experience; references, etc.
  – Interview Review Criteria- in depth review of qualifications and experience; research talk, etc.

Questions: Contact LAS Dean’s Office:
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