# Elizabethtown College Faculty Hiring Procedures
## (Rev. Sept 2020)

These procedures are implemented once a position has been authorized by the Provost & Senior Vice President for Academic Affairs and final approval has been provided by the President.  Faculty Hiring Procedures have been developed and are periodically refined in an effort to:  ensure consistency and quality across searches, enhance the overall candidate experience, work toward faculty recruitment goals, and streamline processes.

## Launching the Search

**Step 1:  Completing Training Session(s).**

The Department Chair and Search Committee Members should complete the training provided collaboratively by the Dean for Academic Affairs and Faculty Development, Human Resources, and the Office of Diversity.

**Step 2:  Determining the Search Committee.**

The search committee is recommended by the Search Chair (either the Department Chair or a departmental designee) and affirmed by the Associate Provost for Academic & Faculty Affairs.  The search committee includes members of the department(s) in which the position is open and should be augmented by the addition of at least two faculty members from outside the department.  The outside faculty members should include:  a faculty member in a cognate discipline, a faculty member from a discipline that is not closely related, and a faculty member who has been developed as part of the *Inclusion Champions and Partners* program.  The diversity of the committee (i.e., in terms of gender, ethnicity, thought, etc.) as well as its experience in conducting searches should be considered in the composition of the committee.

**Notice of Confidentiality:  Members of the Search Committee must maintain the confidentiality of all aspects of the search process. Sharing any information about the candidates, applications, or committee deliberations, during the search or any time afterward, would be a violation of confidentiality. Deliberations about the candidates should be conducted during search committee meetings and not in any other setting.**

**Step 3:  Initiating the Search Process in People Admin.**

All approved searches for full-time new, replacement, or visiting faculty are initiated by entering the position into PeopleAdmin by the Department Chair. Upload the approved advertisement by clicking on EDIT by the position title and selecting the Internal Posting Documents tab.  Training opportunities and a tutorial on the use of PeopleAdmin are provided by Human Resources.

**Recruitment Process**

**Step 4:  Developing the Advertisement.**

The Search Committee Chair drafts the advertisement, with input from the search committee, and forwards the ad copy to the Associate Provost for Academic & Faculty Affairs for input. The advertisement should

be crafted to attract a strong and diverse pool of candidates.[1,2] The advertisement should indicate whether a credential is required or preferred.  If a credential is required, the candidate must meet the requirement by the start of employment. The advertisement should clearly indicate whether a terminal degree is required and/or whether ABDs will be considered.

An advertisement for full-time positions should include the following information:[3]

- Discipline/sub-field(s), rank, start date, and tenure status.
- Expectations for teaching, advising, research and scholarly activity (for tenure track), and service.
- Preferred or required educational background.
- Preferred or required teaching experience.
- Preferred or required research experience and/or research potential (for tenure-track positions).
- Materials (e.g., CV, statement of teaching philosophy, scholarly plan, publications, letters of reference) to be submitted.
- Beginning date for review of applications.
- Affirmative action/equal opportunity statement. The following language should appear in all advertisements: *As an affirmative action/equal opportunity employer, Elizabethtown College is seeking candidates who will enhance the diversity of its faculty, staff and administration.*

Once the Associate Provost for Academic & Faculty Affairs has approved the final draft of the advertisement, it should be uploaded to PeopleAdmin into the Internal Posting Documents tab in order for final approval to be secured by Human Resources and the Provost & Senior Vice President for Academic Affairs.

The Office of Human Resources is responsible for placing position advertisements. Advertisements will be placed on the Human Resources website and in higher education and discipline-specific publications and/or electronic listings including HigherEdJobs, Hispanic Outlook, Diverse Issues in Higher Education, and The Chronicle of Higher Education. The Search Chair should consult with the Associate Provost for Academic & Faculty Affairs and the Employment Manager in Human Resources to discuss other venues for advertising the position.  A full listing of advertising resources can be found on the Human Resources website under Forms and Resources/Hiring and Recruiting/Recruitment Resources.

**Step 5.  Enhancing the Applicant Pool through Outreach Efforts.**

The Search Chair should work collaboratively with the Associate Provost for Academic & Faculty Affairs, Human Resources, the Office of Diversity, and search committee members to establish an outreach strategy to strengthen and expand the applicant pool.  Strategies could include:
- Announcing the opening to the faculty and staff at Elizabethtown and requesting help in locating applicants who might meet the qualifications of the position and bring greater diversity to the College.

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[1] McMurtrie, B.  How to Do a Better Job of Searching for Diversity. *The Chronicle of Higher Education* [Online] September 11, 2016.  https://www.chronicle.com/article/How-to-Do-a-Better-Job-of/237750  (accessed April 17, 2019)
[2] Questions to Ask to Help Create a Diverse Applicant Pool. *The Chronicle of Higher Education* [Online] September 11, 2016.  https://www.chronicle.com/article/Questions-to-Ask-to-Help/237747 (accessed April 17, 2019)
[3] See *Search Committees:  A Comprehensive Guide to Successful Faculty, Staff, and Administrative Searches, Second Edition* (Lee, C.D., editor), page 55, for a more comprehensive list.

- Requesting that the advertisement be posted in discipline-specific publications and other demographic-specific publications (e.g., Physician Assistant Education Association (PAEA).
- Reviewing the *Diverse Issues* databases to identify programs producing the greatest number of potential applicants from underrepresented groups and sending messages to directors of those and other programs.
- Drawing on professional networks to identify potential applicants.
- Taking advantage of recruitment opportunities at discipline-specific or other higher education meetings and conferences.
- Inviting the Director of Diversity to partner in recruiting at a professional conference.
- Working with Human Resources, the Associate Provost for Academic & Faculty Affairs and the Office of Diversity to explore additional strategies to attract applicants from underrepresented groups.

## Step 6. Monitoring Applications.

All applicant information is received through PeopleAdmin, and committee members will be able to review the materials in PeopleAdmin. Upon submission of materials, candidates receive through PeopleAdmin an acknowledgement message confirming receipt of their information.

## Interview and Selection Process

## Step 7. Establishing the Evaluation Criteria and Screening Instruments.

Using the position description and the organizational expectations and requirements as a guide, the Search Committee should establish the evaluation criteria and upload them to PeopleAdmin into the Internal Posting Documents tab for review and approval by the Associate Provost for Academic & Faculty Affairs and Human Resources.[4] It is helpful at this stage to identify which criteria will be used in the first stage of screening and which will be used in later stages of the screening. In addition, the Search Committee should establish the screening instruments that will be utilized during each stage of the process—initial screen of all applicants, phone/Zoom interviews, and on campus interviews.[5] The instruments utilized should be uploaded to PeopleAdmin for review by Human Resources and inclusion as part of the permanent search record.

## Step 8. Developing a list of candidates, questions, and plan for initial interviews.

Once the evaluation criteria and screening instrument have been established and applied, the search committee reviews applications to determine a list of candidates for first round interviews. The Search Chair indicates selected candidates in PeopleAdmin by moving them in the workflow based on their interview status, then uploads brief summary into the Internal Posting Documents tab on PeopleAdmin, the reason the individuals were selected and others were not. Human Resources & Associate Provost for Academic & Faculty Affairs conducts an independent review within two business days and may suggest additions to this initial list.

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[4] See *Search Committees: A Comprehensive Guide to Successful Faculty, Staff, and Administrative Searches, Second Edition* (Lee, C.D., editor), page 64, for a list of general search criteria.
[5] Examples of screening instruments can be found in Chapter 9—"Screening and Evaluating Candidates" in *Search Committees: A Comprehensive Guide to Successful Faculty, Staff, and Administrative Searches, Second Edition* (Lee, C.D., editor).

The Search Committee should discuss the list with the Associate Provost for Academic & Faculty Affairs and discuss and determine whether candidates will be interviewed at a professional conference, by telephone, or by video conference (e.g., Zoom), this stage is known as the 1st interview in PeopleAdmin. The Search Chair should also consult with the Associate Provost for Academic & Faculty Affairs about who among the search committee will conduct the initial interviews. Regardless of format, all interviews should be conducted by at least two members of the search committee, and a standard set of interview questions should be developed and uploaded to PeopleAdmin into the Internal Posting Documents tab. Interview questions must deal solely with the essential functions of the position, relate directly to the criteria, and must not concern personal information. *The Interview Checklist Dos and Don'ts* document provided by Human Resources located on the Human Resources website under Forms and Resources/Hiring and Recruiting/Faculty Hiring Process and Procedures should be reviewed by all Search Committee members before interviews commence.[6]

### Step 9.  Developing a list of candidates, questions, and plan for on-campus interviews.

Once the evaluation criteria and screening instrument have been applied to identify the "short list" of candidates for on-campus interviews, this stage is known as in PeopleAdmin as the 2nd interview.  The Search Committee should recommend finalists for campus interviews to the Associate Provost for Academic & Faculty Affairs, along with a brief summary of the rationale/evaluation, which should also be uploaded to PeopleAdmin into the Internal Posting Documents tab.  The appropriate number of finalists to invite to campus is determined in consultation with the Associate Provost for Academic & Faculty Affairs.   For tenure track searches, it is typical that three finalists are invited to campus, but for visiting positions it is likely that fewer finalists will be brought to campus.

Campus visits (2nd interview) should be comparable for each finalist and should include: a teaching presentation, interviews with members of the department and Search Committee, a meeting with the Associate Provost for Academic & Faculty Affairs, a meeting with the Provost & Senior Vice President for Academic Affairs (for permanent positions), time with students (e.g., lunch or breakfast), and some introduction to the campus and the region.  Interview questions should be developed in advance of the campus visit and uploaded to PeopleAdmin into the Internal Posting Documents tab for inclusion in the search record.  A well designed campus visit will minimize the redundancy in questions asked of a candidate by various constituencies, but rather, will leverage different meetings to secure different types of information.  The Search Committee should establish a clear plan for soliciting feedback from all constituencies who meet with the candidates.  Additional administrative details about the planning and execution of the campus visit are provided as a separate document.

### Step 10.  Completing Reference Checks.

As part of the selection process and prior to recommendation(s) for hire, at least two reference checks (extending beyond review of reference letters) must be completed by a single search committee member on all finalists.  Reference calls are an important means by which the Search Committee can learn more about finalists.  Calls can be made either before an invitation to campus, in preparation for the scheduled campus interviews, or following campus interviews.  Best practices are to request from the candidates three to five additional reference recommendations from which the Search Committee member can choose

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[6] Elizabethtown College Human Resources Office "Interview Checklist Dos And Don'ts"
https://www.etown.edu/offices/human-resources/forms-resources/Dos_Donts.pdf  (Accessed April 17, 2019)

to ask a series of standard questions.[7]  Reference questions should be uploaded to PeopleAdmin into the Internal Posting Documents tab for inclusion in the search record.  If the Search Committee chooses to make use of additional checks such as scanning social media, it is important that the same review be conducted for all candidates and at the same point during the search process. For reference, a Telephone Reference Check document provided by Human Resources is located on the Human Resources website under Forms and Resources/Hiring and Recruiting/Faculty Hiring Process and Procedures.

**Step 11.  Making the Recommendation to the Associate Provost for Academic & Faculty Affairs and Provost & Senior Vice President for Academic Affairs.**

The chair of the Search Committee should provide the official committee recommendation to the Associate Provost for Academic & Faculty Affairs in writing, along with the rationale for the recommendation.  The Associate Provost for Academic & Faculty Affairs will share both the Committee recommendation and his/her recommendation with the Provost & Senior Vice President for Academic Affairs, who makes the final determination about extending an offer.  The Associate Provost for Academic & Faculty Affairs or Provost & Senior Vice President for Academic Affairs may seek additional information in order to understand the committee's recommendation and will meet with the Chair or the full Search Committee if they have concerns or reservations about the recommendation.

Once approval to extend an offer has been secured, the Associate Provost for Academic & Faculty Affairs prepares an offer which is approved by the Provost & Senior Vice President for Academic Affairs.  The Associate Provost for Academic & Faculty Affairs will benchmark the salary range using CUPA-HR data and other relevant benchmarking information.  If the Department Chair has discipline-specific information that might help in determining a recommended salary range and/or information about unique space needs, a recommendation related to lateral credit, etc., that information should be shared with the Associate Provost for Academic & Faculty Affairs at this stage if not before.

The Associate Provost for Academic & Faculty Affairs extends the offer to the candidate and discusses salary, rank, lateral credit, start-up needs, and other terms, including the necessary background checks.  The Associate Provost for Academic & Faculty Affairs will notify the department chair when the offer has been extended, when verbal commitment has been received, and when a signed contract letter has been received.  The search remains open until a signed appointment letter has been returned.

**Notifying Candidates and Closing the Search**

Once the Associate Provost for Academic & Faculty Affairs notifies the Search Committee Chair that a signed contract letter has been received, the Chair should communicate with the all applicants who were interviewed, both via phone and campus finalists that the search has been completed and that another candidate has been selected. The Search Committee Chair is responsible for moving all applicants in the workflow according to their status (1st interview, 2nd interview, withdrawn, not interviewed/not hired. Following that professional courtesy, the Employment Manager in Human Resources should be notified in order that the search can be closed in PeopleAdmin.  This final step ensures that all candidates receive notification that the search has been completed.

Any printed application materials, notes, or records of the search should be shredded.

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[7] See "Telephone Reference Check" provided by Elizabethtown College Human Resources for some suggested questions.  https://www.etown.edu/offices/human-resources/forms-resources/Reference%20Checks.pdf (Accessed April 17, 2019)

Under some circumstances, a search may be closed without recommending an appointment and/or without a hire.  In these instances, the Search Chair will follow the same procedures outlined above for closing the search. At that time, a proposal may be submitted for a search in the following year, and, if approved, all steps for initiating a search are to be followed.

**Onboarding the Faculty Member**

Human Resources will coordinate with the new faculty member a date/time of their HR orientation to review necessary onboarding paperwork and benefits.  Also, prior to the semester starting, all new faculty members are expected to attend "New Employee Orientation" hosted by HR for mandated training. The Department Chair, in consultation with the Associate Provost for Academic & Faculty Affairs should make necessary arrangements for the new faculty member and maintain open lines of communication to ensure a smooth transition.  Needs may include:  submitting key request to campus security, office assignment; cleaning/improvements of office and/or lab, and development of a professional development plan, etc. New Faculty orientation commences in the two weeks leading up to the start of classes, and at the start of the semester, new faculty members are assigned a faculty mentor from outside the academic department.  Departments are also encouraged to establish a plan for either formal or informal mentoring of a new faculty colleague.