

Guide to Faculty Searches and Recruitment

Guide to Faculty Searches and Recruitment

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SECTION 1 – INTRODUCTION

This guide is a summary of the most current recruiting and hiring policies. All search committees must read and follow the guide as they progress through the hiring process.

If you have any additional questions after reading the guide, please contact the Office of the Provost at 219-464-5310 or email Provost.Office@valpo.edu.



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SECTION 2 – TYPES OF SEARCHES AND RELEVANT PERMISSIONS

2.1 Tenure-Track Positions

2.1.1 Submission Date

All academic units desiring a tenure-track faculty position must submit a formal request to their dean by May 10. The dean considers and ranks all requests and submits them to the Office of the Provost by June 1. The provost will then consider them in the context of all other proposals for faculty appointments across the University.

2.1.2 Vacancies

Vacancies that occur outside of the normal approval timeline described above are generally filled for the next year only using a one-year-term (visiting) appointment approach and based on funding approval from the Office of the Provost.

2.1.3 Approvals

On or near the fall census date, the provost will inform the deans of tentative approvals. On or about October 1, all academic units will be informed about which positions have been officially approved and advertising can begin. Should there be a special need to advertise prior to October 1, the dean will need to make a special request to the provost.

2.2 Lecturers

2.2.1 Formal Request

All academic units desiring to hire a new lecturer (benefit eligible, non-tenure-track) position must submit a formal request to their dean by May 10. The dean considers and ranks all requests and submits them to the Office of the Provost by June 1. The provost will then consider them in the context of all other proposals for faculty appointments across the University.

2.2.2 Approvals

On or near the fall census date, the provost will inform the deans of tentative approvals. By October 1, all academic units will be informed about which positions have been officially approved and advertising can begin.

2.2.3 Guidelines

Specific guidelines for conducting searches for lecturer positions are described in **Section 8** of this Guide.

2.3 Visiting Positions

2.3.1 Formal Request

Deans may request approval from the provost to fill visiting positions as the need for such a position becomes apparent due to sabbaticals or other leaves.

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2.3.2 Guidelines

Specific guidelines for conducting searches for visiting positions are described in **Section 8** of this guide.

2.4 Strategic Hires

On rare occasions, tenure-track faculty hires may occur without a regular search for compelling reasons that are in the best interest of the University and in furtherance of its strategic plan and mission. To request such a hire, the chair (through his/her dean) or dean will write a letter to the provost documenting the (a) staffing need for the hire, (b) the qualifications of the person under consideration, and (c) how this particular person furthers the University's strategic initiatives or mission. The provost will determine if the staffing need is accurate, if funding is available, and, in consultation with the assistant vice president for diversity, equity, and inclusion and the president, whether the individual advances the University's strategic priorities and mission. If the provost approves the request, the candidate will still need to complete a successful on-campus visit before an appointment letter is offered. If the provost declines the request, the chair/dean can still submit a regular position request. The provost is not required to justify a denial of the request.

2.5 Hires with Tenure or Advanced Rank

2.5.1 Rank of Assistant Professor

Without prior approval of the provost of an exception, all searches will be at the rank of assistant professor and without immediate tenure.

2.5.2 Approval from Dean and Provost

During the course of a search, if the potential for hiring a candidate with advanced rank becomes viable, the search committee needs to obtain specific prior approval from the dean and provost for bringing such a candidate to campus for an interview. Such approvals will be rare given the potential negative impact on the hiring process and budgetary constraints. That is, once faculty salary budgets have been assigned at the start of the search process, it is difficult to identify additional funds to hire at an advanced rank.

2.6 Exception to Normal Approval Timeline

Occasionally, the provost may approve an exception to the normal timeline for hiring new faculty. Regardless of the situation, however, all subsequent and relevant hiring processes, as outlined in this guide, must be followed.

SECTION 3 - ROLE OF THE SEARCH PROCESS ADVOCATE (Former Diversity Advocate)

3.1 Search Process Advocates (SPA)

The Search Process Advocates (SPA) initiative underscores the critical need to diversify our faculty to foster inclusive excellence within our academic programs and reflect the changing demographics of incoming students. This training emphasizes that enhancing faculty diversity and implementing inclusive hiring practices is a collective responsibility of everyone in our university community. It also demonstrates how these practices align with retention and advancement policies within departments.

Expectations for Search Committee Members

Our ultimate goal is for all search committee members to become Search Process Advocates (SPA). Ideally, each member should complete SPA training before or at the start of the search process. This approach promotes a more inclusive and equitable hiring process, safeguarding junior faculty from marginalization when advocating for these values. If full committee training is not feasible, at least the search chairs should attend SPA training as soon as an open position is anticipated. Alternatively, each search committee should include at least one member of the department who has completed SPA training. Deans, department chairs, and search committee chairs must ensure that at least one committee member has completed SPA training before the search begins.

It is also beneficial for faculty serving as SPAs to have completed implicit bias training or to be well-versed in this concept. Research indicates that these practices are positively related to attracting a more diverse candidate pool.

To schedule SPA or implicit bias training, please contact:
Dr. Angela Vidal-Rodriguez
Assistant Vice President for Diversity, Equity, and Inclusion
omp@valpo.edu

3.2 SPA Training

SPAs have been trained to:

- Understand the educational pipeline for historically marginalized groups in higher education, its relation to job requirements, and how this affects the ability to attract a diverse talent pool.
- Identify barriers in the recruitment and hiring of individuals with historically marginalized in higher education and learn strategies to avoid perpetuating these barriers during the search and hiring process.
- Utilize effective advertising and networking practices to attract more diverse candidate pools.
- Recognize common biases when reviewing job applications and during the interview process.

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- Implement tools to promote an inclusive evaluation of applicants and discuss equity-minded considerations during the candidate selection process.
- Utilize the support offered by the DEI Office to facilitate more inclusive searches.

A specific SPA training session will be offered for faculty serving in a SPA role for a search commencing in the fall of an academic year. This session will be scheduled early in the fall semester after decisions about hiring are determined by the Provost Office. It is an expectation that at least one member of the search committee attend this training session, no matter how recently they have attended a SPA training in order to be refreshed with the latest information concerning the recruitment processes and ensuring knowledge and use of best practices.

The SPA should guide the search committee in identifying the marginalized groups to prioritize for recruitment. This discussion aims to diversify the program's professoriate and make it more representative of society. Through this conversation, the committee can make informed decisions about advertising, network communication, and selecting final candidates to invite to campus.

3.3 Evaluate Steps Needed to Enhance Diversity of Pool

Before the search process begins, the academic unit should evaluate its commitment to diversity by identifying specific activities that it will undertake to attract underrepresented groups of applicants. For example, it should identify steps to enhance the diversity of the candidate pool and take due diligence to uncover whether its good faith efforts have developed a sufficiently diverse pool. A good faith effort should look like the following:

- Training search committee members as Search Process Advocates;
- Utilizing effective networks to attract a diverse pool of candidates;
- Posting advertisements in publications that attract underrepresented groups;
- Sustaining ongoing internal discussions on the program's diversity gaps and how a diverse professoriate could strengthen it;
- Maintaining regular communication with the Assistant Provost and the Assistant Vice President for Diversity, Equity, and Inclusion during the search process to change direction if the search has not yielded a diverse pool, as needed.

Deans and department chairs should identify equity gaps in faculty representation and inform search committees of their goals to establish a representative faculty body in their colleges. Sharing the rationale behind these goals with search committee chairs is crucial. The Assistant Vice President for Diversity, Equity, and Inclusion is available to collaborate with deans and chairs to identify equity gaps and understand the benefits of closing them in alignment with their specific fields and programs.

Deans should also encourage search committees to undergo SPA training, ensuring that at least one member of the search committee has completed these trainings. Deans should also work with the Diversity, Equity, and Inclusion Office to receive updates on faculty and staff members who have completed SPA training to include them in search committees.

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3.5 Provost-Level Interviews

Campus interviews at the Office of the Provost level may also include the Assistant Vice President for Diversity, Equity, and Inclusion or a representative, depending on availability. This presence underscores the University's commitment to recruiting diverse candidates. Moreover, sharing our institutional DEI initiatives with candidates from historically marginalized groups has proven to be a promising practice that encourages them to seriously consider Valparaiso University.

3.6 Demographic Data Collection

The University collects faculty applicant data so it can ensure a fair and equitable workplace. Interfolio's ByCommittee software collects the necessary records for faculty applicants, and the HR office has access to this data.

SECTION 4 - BEGINNING A SEARCH

4.1 Use of Interfolio Faculty Search Tool

Upon receipt and approval of the position draft announcement by the dean and provost (see **Section 5.2**), the Office of the Provost staff will post all faculty positions to Interfolio.com. Interfolio is an online faculty recruitment system that efficiently manages collecting, organizing, and reviewing all applications for faculty positions.

4.2 Placement of Advertisements

Search committee chairs must first receive approval from their deans for any text used in the faculty position ads. The dean will then send the approved ad text to the provost. A template for a standard position announcement is provided below. The provost will inform the dean and the search committee chair when his office has approved ad text.

4.2.1 Required Elements

The advertisement text must incorporate the following critical information:

- Job title (*The job title (e.g., lecturer, instructor, assistant professor, etc.) advertised must correspond with the actual title in the letter of appointment and Colleague system.*)
- Job duties
- Job requirements
- Experience, if required, must be qualified and quantified. Do not use language such as “substantial or significant professional experience.”
- “Teaching” must be a listed job requirement
- Degree required must be specified as well as the field in which it was earned or a “closely related field”
- The Lutheran statement
- The diversity commitment of the University through recruitment
- The mandatory criminal background check statement

4.2.2 Position and Candidate Details

- Develop a position description that includes strategic scholarly areas, desired experience, and disciplinary background.
- Write the description that appeals to a broad applicant pool. Avoid narrowing the field so much that highly qualified applicants would be deterred from applying.
- Do not write a “replacement” ad for a faculty member who has left or retired from the department. Reflect on what are the current and future needs of the program and how this hire would be positioned to realize those goals.
- Use precise language about excellence. Superlatives such as “exceptional” or “distinguished” should be linked to teaching records, scholarship, and promise.

A standard position announcement template is provided below. A Word version of the position announcement template is also available on the Office of the Provost website at <https://www.valpo.edu/provost/2014/06/05/recruitment/>. **Any exceptions to the template must be approved by the dean and provost.**

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Position Title

Valparaiso University invites applications for the position of _____, in the Department (College) of _____ (URL _____). Valparaiso University (“Valpo”), a community of learning grounded in the Lutheran tradition of scholarship, freedom, and faith, prepares students to lead and serve both church and society. Located one hour southeast of Chicago on a 310-acre campus, Valpo is a comprehensive university with an enrollment of approximately 3,000 undergraduate and graduate students. Valpo is consistently recognized as one of the best private universities in the Midwest and has an increasingly diverse student body with vibrant DEI initiatives; thus, we seek individuals with a commitment to mentoring students from marginalized communities. Valpo is also in the process of becoming a Hispanic-Serving Institution.

[The next two paragraphs, describing the position and candidate qualifications, are supplied by the search committee. The text here is suggestive of format and content.]

The successful candidate will teach courses in _____, typically with a 21-credit teaching load, plus additional research and campus citizenship activities.

Candidates should have a Ph.D. (ABD considered) in _____ or a closely related field. Additionally, candidates should have experience at _____.

As a campus with an increasingly diverse student body, we are keenly interested in applications from individuals committed to mentoring students from underrepresented communities and strongly encourage those from historically underrepresented backgrounds to apply.

Please submit a cover letter, curriculum vitae, teaching statement, research statement, and contact information for three references to Interfolio at _____. In your cover letter, please include brief statements of (a) how you might contribute to the university’s distinctive mission and (b) what experiences you have had which will enable you to mentor a diverse student body. Candidates who submit names of references should expect that the search committee will contact these references in confidence and that credentials will be confirmed prior to hire. Candidates should also expect that the search committee will review their LinkedIn profile. Employment will require a satisfactory criminal background check. Applications will be considered until the position is filled; however, applicants are encouraged to apply by _____ for timely consideration.

Valparaiso University does not unlawfully discriminate and aims to recruit persons of various backgrounds and experiences to develop and support its culturally diverse intellectual community. Its entire EOE policy can be found at <http://www.valpo.edu/general-counsel/policies/equal-opportunity-policy/>.

Applicants will be given the following prompt in Interfolio for the teaching statement requirement: *Please provide a teaching statement that describes your philosophy and general approach to teaching as well as specific examples of practice, with attention to how you pedagogically engage a diverse student body.*

4.3 Provost’s Website/Inside Higher Education

All open faculty position announcements can be viewed in full on Interfolio by clicking on the following link, which is posted on the Office of the Provost website:

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<https://apply.interfolio.com/16338/positions>. Each position announcement is also posted online for 60 days on InsideHigherEd.com. Print ads are no longer required to satisfy visa requirements for foreign national candidates as long as the online advertisement is posted in a national publication for at least 30 days.

4.4 Financial Support for Other Advertisements

In addition, the Office of the Provost will pay up to \$400 toward the cost of additional ads as selected by the search committee. Any additional cost beyond the limit of \$400 will be paid by the department requesting additional ads. The Lilly Fellows Program places their own ads at their own cost after ad text has been approved by the provost and permission to search has been granted. Academic units are encouraged to post positions on applicable professional organization social media sites and job boards. The Office of the Provost maintains a list of websites that search committees might use to post ads which attract candidates from underrepresented groups.

The list is available at the following link:

<https://www.valpo.edu/provost/2014/06/05/recruitment/>.

Inform the Office of the Provost about all job postings so future advertising decisions can be made. Copies of all posted ads should be sent to the Office of the Provost for their records.

The Office of Diversity, Equity, and Inclusion may provide funding to support announcements in specialized outlets for historically marginalized professionals, facilitate visits by diverse candidates, and formalize network relationships that nurture pipelines from programs producing scholars from historically underrepresented backgrounds in the field.

For more information on exploring these funding opportunities, please contact Assistant Vice President for Diversity, Equity, and Inclusion Angela Vidal-Rodriguez at omp@valpo.edu.

4.5 Department and University Strategic Needs and Priorities

Once a search has been authorized, the dean and the department must work together to ensure that the search committee consists of members who are fully informed regarding departmental-level and university-level strategic needs and priorities. That is, as a search committee enumerates the various characteristics it seeks in a hire, it should also include in this mix characteristics sought by the University in faculty hires. The priorities defined in the University Strategic Plan should always inform the search. Thus, the search committee members should be committed to seeking a candidate who supports the University's larger mission, even as the candidate fulfills the specific needs of the academic unit. In this context, the University's vision of our Lutheran ethos, mission, and leadership, often manifested through service and its strong commitment to diversity, must be highlighted.

4.6 Networking to Drive Applications

Appendix A outlines ongoing activities a department/college is encouraged to do to build networks of people and organizations that can be used to drive diverse applicant pools when a vacancy occurs. In addition, once a search has begun, it is useful to utilize existing networks to further grow the application pool.

SECTION 5 – PRELIMINARY INTERVIEWS

Before moving to semi-final interviews, the dean should discuss general appointment terms (rank, salary ranges, tenure status, position assignments, start-up funds, program expectations, etc.) with the department chair and search committee chair, as appropriate.

5.1 Standard Questions

Since recruiting of foreign nationals is now routine, each semi-final interview candidate should be asked this question: “Are you legally authorized to work in the United States?” If a candidate says “no,” they will need visa assistance. (See **Section 11 – Hiring International Candidates** for additional information.) In particular, you should determine if the candidate is studying in the United States as a Fulbright Scholar.

Candidates should be asked about their teaching experience and their ability to use high impact learning practices in their classrooms. They should also be asked about their research agenda; these questions might focus on exploring the candidate’s understanding of the teacher/scholar model that the University embraces.

Candidates should be informed of the University’s Lutheran identity and heritage. The resulting discussion should be used to help the search committee begin to develop an understanding of the candidate’s interest in advancing the general mission of the University. Some example questions that could be used to engage in discussion of the mission of the University include:

- What about our mission attracted you?
- What gifts do you bring to this community and its mission?
- What are you curious about regarding our mission?

Candidates should be asked about their cultural competencies. Concentrating on an applicant’s diversity experience, education, and attitude can yield vital information concerning the applicant’s willingness to work with diverse colleagues and students as well as demonstrate the University’s commitment to diversity to all candidates being interviewed. (Potential questions are provided in **Section 6 - On-Campus Interviews**.)

It is illegal to ask applicants about their marital status, familial status, race, color, gender, ancestry, sexual orientation, national origin, age, disability, or veteran status. Because Valparaiso University is an institution whose purpose and character are primarily religious, it is legal to give employment preference to members who share the University’s religious affiliation. Candidates may be questioned about how their religious beliefs and affiliations might support the University’s mission.

5.2 Salary Statement

During the preliminary interview, candidates should be informed of the rank and salary range expected for the position. Within reason, the committee should answer any questions that the candidate might have about compensation. It is recommended to either include the salary range in the position announcement or be up front about the salary range when you invite semi-final candidates to a first interview.

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5.3 Format

Semi-final candidates are typically interviewed via video conferencing tools (i.e. Zoom, Google Meet, WebEx, etc.) or by phone (individual or search committee conference calls are appropriate). If possible, this interview should include a search process advocate.

5.3.1 Using Video Conferencing

If the search committee chooses to use video conferencing, please keep these tips in mind:

- Set an example and be as prepared as the candidate. Prepare questions in advance. Do not arrive late to the meeting. Determine whether you need to record the conversation.
- Be familiar with the technology. Adjust the volume if necessary. Make sure all the committee members are on-camera. Ensure the video conferencing program is updated ahead of time. Think about your location before starting. Is there clutter on your desk? Is the room well lit?
- Consider typing your questions into the chat area so all candidates can clearly see and understand what they are being asked.

5.3.2 Interviewing at a Conference

Personal interviews at national or regional professional meetings can be an effective way to achieve the first screening of semi-final candidates.

5.3.2.1 Provost's Support

The Office of the Provost may cover interview-related conference expenses for one interviewer. Please contact the assistant provost to determine the amount and type of financial support available. Typically, this support will cover the marginal costs associated with the search and not the routine costs of a faculty member attending the conference. College or departmental funds may cover expenses for additional interviewers to attend the conference.

5.3.2.2 Interview Settings

Under no circumstances should conference interviews be conducted in hotel bedrooms or rooms that may be mistaken for such. Interviews may only be conducted in public spaces or in rooms clearly marked as conference rooms. Under no circumstances should a candidate for a position accompany an employee of Valparaiso University to a private hotel room.

5.4 Evaluating Credentials

It is reasonable to assume that all semi-finalist candidates meet the basic qualifications for the position. At this point in the search, as the committee decides whom to invite to campus, it should assess the "value added" for different characteristics. For example, this is the point to determine whether a candidate's administrative experience, teaching experience, research experience, or cultural competency is more beneficial to the department than other types of experience. The SPA will help support this approach, acting as an advocate of diversity throughout the search process. After inviting a candidate to the on-campus interview, the committee should then begin contacting a candidate's list of references.

SECTION 6 – ON-CAMPUS INTERVIEW

6.1 Approvals and Verification of Diversity in Pool

When the search committee is prepared to invite candidates for on-campus interviews, the search committee chair must write a memo to the dean which

- (a) Briefly describes the efforts that the search committee has undertaken to diversify its candidate pool.
- (b) Identifies the **two** candidates that the search committee wish to bring to campus and briefly explains why they were chosen.
- (c) Identifies the next three candidates in the pool and briefly notes why they were semi-finalists.

The dean forwards this information to the provost, addressing any diversity recruitment issues and requesting permission to schedule campus visits for the top **two** candidates.

If the department or college cannot sufficiently demonstrate a reasonable effort to diversify the pool of applicants, the Office of the Provost may delay the campus visits until the issue is resolved. However, upon the recommendation of the dean, the visits may be allowed to proceed.

With the concurrence of the dean, the provost will authorize on-campus interviews for the top two candidates. The provost will also pre-approve (or not) candidates three through five to expedite sequential interviews with each of them if the first two candidates are both deemed unacceptable or decline an offer after their on-campus interviews.

The Provost Office will coordinate and cover the expenses and reimbursement of reasonable costs (up to \$1,500 per candidate) for all approved interviews. This amount covers the cost of airfare, hotel lodging, meals during the interview day(s), and other travel related expenses (e.g., parking, transportation to/from the airport). The unit or college where the search is being conducted is responsible for any amount exceeding the stated level of support and such meal expenses that go beyond the cost limits. To cover expenses beyond the cost borne by the Provost Office, a budget transfer to the appropriate Provost Office account will need to be completed. Expenses that cannot be covered by the Provost Office as described in **Section 6.4** should be paid by a College or Departmental **restricted account** separately.

6.2 Scheduling

Once a candidate has been approved for a campus interview by the search committee, the search committee chair should contact the Office of the Provost with the name and contact information of each candidate approved for campus interviews. The provost office staff will assist the search committee chair with lodging reservations, provide instructions for travel reimbursement, and schedule interview appointments for the candidates with the assistant provost and assistant vice president for diversity, equity, and inclusion, if available. The search committee chair is expected to communicate with the candidates directly.

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Candidates should book their own travel to and from the institution. The Office of the Provost will reimburse each candidate the reasonable cost of an economy class round trip flight. Only under exceptional circumstances will the Office of the Provost book the ticket for the candidate or approve a higher reimbursement rate.

To obtain the most economical rates, flights often must be booked **at least two weeks in advance**. This timeline is consistent with scheduling interviews with the dean and the assistant provost while the candidate is on campus.

Candidate visits will ideally be limited to a one-night stay, which may be increased to two nights if warranted by a particular situation, such as airfare cost savings or travel distance with the approval of the assistant provost. Outside of these particular situations, costs for any additional night's stay will be covered by the requesting department. Again, please consult with the provost office staff before having candidates book a two-night stay. Lodging expenses will be paid directly by the Office of the Provost (through a purchase order), not the candidate.

6.3 Elements of the Interview

The following elements are expected in a campus interview:

- a. Interview with the full search committee and other faculty in the academic unit.
- b. Interview with selected students.
- c. Candidate presentation to department faculty and students (e.g., a review of the candidate's current research, a demonstration/performance, a class lecture/discussion). Presentations of both a class lecture/discussion and scholarly work are preferred.
- d. Interview with the dean, followed by interview with the assistant provost at which the assistant vice president for diversity, equity, and inclusion may be present or her designee (these appointments do not have to be consecutive). (Lilly Fellows Program candidates will visit with the provost and with the assistant vice president for diversity, equity, and inclusion during a special weekend of events.)
- e. Interviews with faculty members in the program and programs closely associated with the position.
- f. Discussion of special program/equipment needs of final candidates (computers, instrumentation, support services, etc.).
- g. Attention should be given to the candidate's personal needs: housing, spouse employment, children, concerns, etc. The search committee should be prepared to answer candidates' questions on these topics. In addition, the Office of the Provost has created a Google recruitment folder that can be shared with candidates. The folder consists of useful information about benefits, Valpo course catalogs, the Faculty Handbook, and a Travel Expense Report form – all in one single location. Anyone who has the link can access the folder at https://drive.google.com/drive/folders/1v0BI3qwp7bk8jCeCOHxi_7WcUuoUo2wh?u_sp=sharing

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- h. For candidates from historically underrepresented groups, care should especially be given to include colleagues from these underrepresented groups in interview sessions and social settings.

6.3.1 Candidate Visit Schedule

An example of a candidate visit schedule is below:

Day 1

2:00	Depart airport (Key community points on the drive to campus)
3:20	Arrive in Valparaiso
3:30	Meeting with Faculty
4:00	Interview with Department Staff
4:30	Tour of campus
5:00	Brief Tour of the City of Valparaiso
5:30	Lodging
6:00	Dinner with academic unit members

Day 2

8:00	Breakfast with students
9:00	Interview with dean (45 minute max)
10:00	Chapel Break activity
10:30	Presentation (50 minutes w/questions)
11:30	Lunch with academic unit members
12:30	Interview with the Office of the Provost (45 minutes max)
1:30	Other activity
2:30	Exit interview with unit chair (30 minutes)
3:00	Depart for airport
5:00	Arrive at airport

6.4 Cost Limits

Departments or colleges should ensure that each candidate receives a Travel Expense Report form during their interview. Candidates should also receive instructions on how to turn in the completed form, with receipts, to the Office of the Provost (or Lilly Fellows Program office for Lilly Fellow candidates) for reimbursement for any other reasonable expenses paid personally. The candidate will be reimbursed for any individual meals at the per diem rate indicated in the current Valparaiso University Travel Policy – no receipts required.

The Office of the Provost will work with the search committee chair to help identify the most cost-effective option for transportation to and from the airport (regional bus service, shuttle service, rental car, mileage for pickup, etc.). *Uber/Lyft services should be used sparingly and only in the event all other travel options are exhausted or proven to be less cost-effective.* A candidate may drive his or her personal vehicle and be reimbursed for mileage at the prevailing rate, if this is more cost effective and/or time effective for the distance involved.

University employees/departments must follow the Valparaiso University Travel Policy and the Hospitality Policy for expenses related to interviewing candidates. For meals with prospective

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employees, the Hospitality Policy specifies that the number of attendees should be determined in advance by the area vice president. Per this requirement, the provost hereby gives **blanket approval for the following:**

- a. Meals for the candidate and **two** Valpo employees will be paid by the Office of the Provost (1 lunch, 1 dinner, and 1 breakfast);
- b. ALL expenses for additional Valpo employees and ALL alcohol must be charged to a department/college **restricted account**;
- c. If the department or college desires a larger social gathering, then a reception should be arranged at a faculty home or university space, and costs should be kept within modest bounds and charged to a department/college **restricted account**; and
- d. In addition to the above guidelines, a third employee at a meal, who represents diversity in at least one way (i.e. race, gender, etc.), will be paid for by the Office of the Provost if vetted and approved by the assistant vice president for diversity, equity, and inclusion. This additional employee is only authorized if the department believes his or her presence would help attract the candidate and if approved in advance.

We invite the committee to schedule one meal at Founders (**see Section 6.3.1**). This gives the candidate a chance to see students and experience the Union dining facilities. The Office of the Provost can assist with ordering vouchers from Parkhurst Dining for any candidate meals in Founders.

6.5 Sample Questions

During the on-campus interview process, some of the following questions should be asked to assess the candidate's cultural competencies. The questions are grouped to suggest themes that might be discussed at different points in the interview process.

Group 1 – Working Across Different Cultures and Social Identities

- Can you tell me about an experience working with students from historically marginalized populations?
- Please share an example of how you have changed your teaching practices to meet the needs of students with marginalized identities.
- Provide some examples of your past/current participation in organizations that represent historically underserved/underrepresented groups.
- Tell us about a time you worked with someone who had a significant social identity that was different from your own. What were the rewards and challenges of working with that person?
- Can you give me an example of an initiative that you carried out to address inequities for historically marginalized groups?

Group 2 – Cultural/Intercultural Competence

- Can you provide specific examples of how you have tailored your course content to relate to the lives, experiences, and cultural contexts of your students?

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- How do you assess and integrate the diverse backgrounds of your students into your teaching methods and course materials?
- How do you ensure that diverse communities are represented in your course content, materials, readings, examples, and other course products?
- Can you describe a time when you revised your course materials to better include perspectives from underrepresented communities?
- How do you actively highlight the contributions of diverse individuals in your field within your courses?
- Could you share an example of a lesson or project where you emphasized the work of scholars or professionals from diverse backgrounds?

Group 3 – Professional Development Around Cultural Competency

- What opportunities have you taken advantage of to participate in internal teams or committees focused on human diversity awareness?
- What activities outside of work have you engaged in that focus on addressing the needs of underrepresented groups?
- What are the most pressing issues in your field related to social justice and diversity, equity, and Inclusion.
- Describe how you will continue to develop your intercultural competence?
- How have you integrated multicultural issues as part of your professional development?
- Have you participated in diversity events and organizations at your institution or at other colleges and universities?

Group 4 - Cultural Competence In Action

- What teaching techniques do you use to engage and reach students from diverse backgrounds or with different learning styles?
- Have you received training on diversity, equity, and inclusion and how do you reflect that in your practice?
- Do you give back to your community? If so, how?
- If you volunteer, where and why?

SECTION 7 – MAKING AN OFFER

7.1 Approvals and Elements of an Offer

The academic unit chair or search committee chair creates the final candidate selection recommendation to the dean. Official university transcripts for the highest degree should be included with this recommendation. If official transcripts are not available, copies will suffice with the stipulation that official transcripts will be submitted as soon as possible.

7.2 Appointment Offer

Please note that the academic unit chair or search committee chair cannot make a verbal offer to a candidate without approval from the provost and dean. If the candidate would like to negotiate the verbal offer, the dean and provost must be consulted and approve any new offer that is made. The dean prepares a memo to the provost, requesting an appointment letter to the final candidate, including title, salary, credit toward tenure or visiting term, mailing address, email address, and other pertinent information. In no case shall a candidate's race, color, national and ethnic origin, age, gender, disability, sexual orientation be a factor in offering or not offering a candidate employment.

The provost consults with the assistant provost and the assistant vice president for diversity, equity, and inclusion regarding the appointment offer. Once approved, the written letter of appointment from the president will be prepared promptly, and normally the candidate will be granted two weeks from the date of issuance to accept or reject the offer. If a different deadline is preferred, include details with the appointment request from the dean to the provost.

7.3 Moving Stipend

The University does not reimburse for moving or house-hunting expenses. Instead, the candidate will be given a one-time stipend through payroll with appropriate taxes withheld. The Office of the Provost pays the cost of the stipend based on moving distance (\$750 for moves up to 500 miles, \$1,500 for 501-1,000 miles, and \$2,000 for over 1,000 miles – Lilly Fellows will fund at a different rate from their own accounts.) A dean may enhance the one-time stipend from Dean's Annual Fund dollars only and must include this in the memo to the provost. Letters of appointment to visiting faculty or fellows will include a stipulation that a second stipend will not be offered should they be offered a tenure-track position for the following year.

7.4 Background Checks

A mandatory criminal background check will be started at the same time that the letter of appointment is emailed. The department chair or search committee chair notifies the candidate by phone of the forthcoming offer. The chair and dean will be notified when the letter of appointment is emailed and when the signed letter of appointment is returned. They will also be notified about the status of the criminal background check. Please notify the Office the Provost about any rejected offers of appointment.

SECTION 8 – CONDUCTING SEARCHES FOR LECTURERS AND VISITING PROFESSORS

8.1 Lecturer Search Procedure

8.1.1 Scope of Search

For a lecturer or visiting appointment, the search committee will discuss the scope of a search with the dean. This discussion may include plans to seek candidates from underrepresented groups to fill the position. The dean will have discretion in these matters on a case-by-case basis. See the paragraphs below for specific search guidelines.

8.1.2 Advertisements

The scope of a search for lecturers is typically local or regional in scope. The Office of the Provost will provide support for advertisements related to lecturers.

8.1.3 Use of Interfolio Faculty Search Tool

Interfolio should be used as the support software in these searches.

8.1.4 Interview Procedure

If the search committee desires to conduct semi-finalist interviews first, they may interview as many candidates as they are comfortable interviewing in a timely manner. **Finalists for a lecturer position are interviewed in a sequential nature: one candidate is interviewed and a decision is made about an offer before interviewing a second finalist candidate.**

8.1.5 On-Campus Interviews

On-campus interviews are not necessary, but strongly encouraged for finalists. If they are not used, video conferencing, i.e. Zoom, Google Meet, WebEx, etc., are required. The Office of the Provost has limited funds available to bring lecturer candidates to campus for interviews.

8.1.6 Interview with Dean

Candidates must be interviewed by the dean in person or via video conferencing. Interviews in the Office of the Provost are not expected but welcomed. The information in the Provost Office's Google recruitment folder should also be shared with any candidates. Anyone who has the link can access the folder at

https://drive.google.com/drive/folders/1v0BI3gwp7bk8jCeCOHxi_7WcUuoUo2wh?usp=sharing

8.2 Visiting Search Procedure

8.2.1 Scope of Search

The scope of a search for a visiting professor can vary greatly, with the complexity generally increasing the earlier that the need for the position is identified.

- a. Candidates can be found via contacts with regional graduate schools.
- b. Candidates may be found via national searches.

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8.2.2 Advertisements

The Office of the Provost will provide support for advertisements related to visiting professorships.

8.2.3 Use of Interfolio Faculty Search Tool

Interfolio should be used as the support software in these searches.

8.2.4 Interview Procedure

If the search committee desires to conduct semi-finalist interviews first, they may interview as many candidates as they are comfortable interviewing in a timely manner. Finalists for a visiting position are interviewed in a sequential nature: one candidate is interviewed, and a decision is made about an offer before interviewing a second candidate.

8.2.5 On-Campus Interviews

On-campus interviews are not necessary. If they are not used, video conferencing, i.e. Zoom, Google Meet, WebEx, etc., are required. The Office of the Provost has limited funds available to bring candidates to campus for interviews. Visiting professor candidates do not need to interview with the assistant provost, but are encouraged to do so if there is an on-campus interview.

8.2.6 Interview with Dean

Candidates must be interviewed by the dean in person or via video conferencing. Interviews in the Office of the Provost are not expected. The information in the Provost Office's Google recruitment folder should also be share with any candidates. Anyone who has the link can access the folder at https://drive.google.com/drive/folders/1v0BI3qwp7bk8jCeCOHxj_7WcUuoUo2wh?usp=sharing

8.3 Full Search Requirement

If a position is converted to a tenure-track position, colleges or departments are required to conduct a full search, even if a lecturer or visiting faculty member currently occupies that position. Under no circumstance will hiring requirements be waived.

8.3.1 Treatment of Lecturer or Visiting Professor during Full Search

If a position held by a lecturer or visiting professor is converted to a tenure-track position, steps should be taken to ensure that the lecturer or visiting professor is treated in a manner consistent with other candidates, assuming that they apply for the position.

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SECTION 9 – HIRING INTERNATIONAL CANDIDATES

Please consult the director of international students and scholars in the Office of International Programs (OIP) as early as possible if your department is considering a foreign national for an open position.

This section focuses on H-1B and Legal Permanent Residence (LPR), which are the most common petitions submitted for foreign nationals who are hired for tenure-track positions. The H-1B category must be pursued for tenure track faculty positions if the individual does not otherwise have lawful permanent residency or work authorization.

Please refer to the Office of the Provost website for additional detailed information regarding foreign national recruiting needs: <https://www.valpo.edu/provost/2014/06/05/recruitment/>.

9.1 H-1B Process

1. Search and Screen Process:

- OIP encourages the search committee chair and/or department chair to keep records of the search and screen process, should an eventual application for lawful permanent residency be supported. See **Section 9.2** on Permanent Resident through Labor Certification (PERM).

2. Phone/Virtual Interview:

- Appropriate question: “Are you legally authorized to work in the United States?”
- Inappropriate question: “Are you a U.S. citizen or Green Card holder?”
- Inform the candidate that OIP will be consulted on what steps the University will pursue to secure work authorization.
- Take notes on any details the candidate volunteers and consult with OIP.

3. Verbal Offer and Verbal Acceptance:

- By the time you offer a position to a candidate, you should have already consulted with OIP regarding the next steps.
- Departments must pay the H-1B beneficiary the actual wage level paid to all other individuals with similar experience and qualifications for the specific position or the prevailing wage determined by the Department of Labor (DOL) for the occupation in the area of employment, whichever is higher (<http://www.flcdatcenter.com>).
- Contact OIP when you have offered the position and the candidate has verbally accepted the position.

4. OIP and the University’s immigration attorney will identify prevailing wage, ensure that the offered wage meets the H-1B requirement, and prepare the United States Citizenship and Immigration Services (USCIS) and Department of Labor forms.

5. If there is a **change** in employment locations, job responsibilities, or reduction in salary, it may be necessary to refile the H-1B and labor certification application.

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9.2 Permanent Resident through Labor Certification (PERM)

Special Handling for Faculty:

Processing must be commenced immediately upon hire so that the Department of Labor filing can be made within 18 months of the initial offer letter date. A **competitive recruitment** process must be conducted. Advertisements must be placed with sources that the University normally uses in recruiting faculty positions.

Advertisement:

- An advertisement can be posted online on the career page of a national publication related to the occupation (e.g., The Chronicle online) for at least 30 days. For online posting, print a copy from the website when the job is posted and before it is taken down. Please include the date of posting and the URL of the website.
- Alternatively, one print advertisement (i.e., Chronicle of Higher Education) must be placed. A copy of the tear sheet that shows the name and date of the publication is needed. If the advertisement contains any requirements for the position, the candidate must be able to document that he/she gained all of the requirements prior to joining the University, including obtaining a degree if the advertisement states that it is required for the position.

The **advertisement text** must contain the following:

- Job Title (The job title advertised must correspond with the actual title in the letter of appointment and Colleague system.)
- Job Duties
- Job Requirements
- Experience, if required, must be qualified and quantified. Do not use language such as “substantial or significant professional experience.”
- “Teaching” must be a listed job requirement.
- Degree required must be specified as well as the field in which it was earned, or a “closely related field.”

We begin to have issues when the advertisement is overly detailed and the selected applicant does not possess all of the requirements contained in the advertisement.

9.3 Fees, Sponsorship Responsibilities, and Record Keeping Requirements (H-1B and PERM)

Fees:

- The employer must pay all H-1B related fees, and the faculty may not reimburse the University for these fees. For tenure-track positions, “the Provost’s Office will cover the costs associated with filing the H-1B visa and PERM **certification** fee but will not cover the premium processing fee or additional PERM fees,” as stated in the recruitment memo from the Office of the Provost dated September 2013. The processing of Form I-140 and Form I-485 are beyond the PERM certification process, and will not be covered by the Office of the Provost. Departments are encouraged to either budget for this or ask the faculty member to budget for this expense.
- If there is a **change** in employment locations, job responsibilities, or reduction in salary, it may be necessary to refile the H-1B and labor certification application. The Office of

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the Provost generally does not cover the filing and legal fees associated with such amendment. The college or department will be responsible for the fees and the faculty may not reimburse the college or department for these fees.

Sponsorship Responsibilities:

In order for a labor certification to be filed under PERM, the following steps must be taken:

- Discuss request with Office of International Programs.
- Departments must pay the employee at least the prevailing wage as determined by the DOL.
- The employer pays all costs associated with the preparation, filing, and obtaining a labor certification (Form ETA9083) – including attorney fees and advertisements.
- All applicants must be considered for the position on a timely basis and the University must report how it determined whether each application was (or was not) the most qualified applicant for the position.
- Records must be kept for five years from the date of the PERM approval.

Record Keeping Requirements for PERM:

The following documents must be kept for five years from the date of the PERM approval:

- Copies of all resumes and applications for all applicants
- Completed resume review
- Copy of recruitment report
- Copies of all advertisements
- Copy of prevailing wage (OIP has a copy)

Note: If a department or the beneficiary misses the 18-month window for Special Handling, or if a print/online advertisement was not used, or if the print/online advertisement does not qualify for the special handling procedure, then the standard labor certification regulations apply. See Standard Labor Certification section on the Office of the Provost website at <https://www.valpo.edu/provost/2014/06/05/recruitment/>

SECTION 10 – INTERFOLIO BENEFITS, ACCESS, AND SUPPORT

10.1 Interfolio Benefits

Interfolio's online faculty search system was designed to make the search process more efficient.

- Application requirements can be tailored to the needs of each position.
- Candidate documents and data are collected online, including confidential letters of recommendation and supplemental questions, and stored securely.
- Committees can communicate with applicants at any state of the search.
- Committees can review applications on their own timeline, from anywhere.
- Each committee can customize evaluation criteria, workflow, and committee structure.
- Committees can evaluate candidates with customizable scoring rubrics.
- Process ensures adherence to institutional standards.
- EEO data is collected up front as part of the candidate's application.

10.2 Interfolio Access

If you are a new "user" of the Interfolio system, then you will need to request access by contacting the staff in the Office of the Provost. Once your information (name and email) is entered into the system, you will receive a welcome email from Interfolio, which will link you to a page to create a password. Your account username is your Valpo email.

10.3 User Roles

Interfolio has four different user roles. A user's role determines his/her capabilities in the program. Some users may have more than one role.

1. **Search Committee Evaluators** – Evaluators are assigned to one or more search committees by a Committee Manager or Administrator. They can view, add labels, and rate and comment on applications.
2. **Committee Managers** – Committee Managers supervise searches at the department level. They can edit settings and statuses, view reports, communicate with candidates, and evaluate applications.
3. **Administrators (Office of the Provost)** – Administrators create, manage, and monitor searches at the organizational level to which they have access. Institutional administrators can control settings and view positions, applications, and reports across an entire institution.
4. **EEO Officers (Human Resource Services)** – Equal Employment Opportunity Officers monitor and run EEO reporting on open positions to which they have access.

10.4 Creating a Position

Once the position announcement text is approved by the dean and provost, the staff in the Office of the Provost will create the position in Interfolio.

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Creating a search is a seven-step process that guides the user through the process of creating a set of requirements for the position, giving members of the search committee access, and creating a landing page with a unique URL that will serve as the online application for the open position.

These are the steps involved:

1. Position Description and Dates
2. Required Documents
3. Evaluation Settings
4. Application Forms
5. Search Committee Members
6. Internal Notes
7. Review and Publish

Please note: The Interfolio system sends reminder notices to candidates with incomplete applications **if a closing date has been established for the position**. If your announcement text does not include a firm closing date, applicants will NOT receive reminders to complete their applications before the deadline.

Once the position is created, the staff in the Provost Office will notify the search committee chair that the position has been created and provide him/her with the unique URL for the position (which can then be used in any other advertising for the position). The committee chair will then be able to access the position to edit the text, dates, or required documents, add search committee members, change the position's status (accepting applications, reviewing applications, interviewing finalists, position closed), or set evaluation criteria. Please note, at least one evaluation criteria must be created in order to rate candidates.

If a search committee chair is unable to find the name of a search committee member, he/she must notify the Provost Office staff, who will then add the name to the system.

10.5 Acknowledgement of Successful Application Submission

When a position is created in Interfolio, the Provost Office staff will also set up a generic Valpo automated email that will acknowledge successful application submissions. Please note - applicants will not receive this automated email if they fail to click the final submit button when uploading their application documents.

Email Example:

Subject: *Thanks for Submitting Your Application*

Thank you for submitting an application for a position at Valparaiso University. We greatly appreciate the time and effort you have invested in the application process.

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10.6 Help Center

Interfolio provides user support through its online portal. If you have already established your account, you can access detailed help by signing into your account:

<https://account.interfolio.com/login>

and visiting the Product Help Center:

<http://product-help.interfolio.com/>

If you have questions about how to accomplish a specific task, try searching the extensive knowledge base of articles with step-by-step instructions at the online Product Help Center or search the articles included in Appendix A of this guide.

If you cannot find answers to your questions online, please email help@interfolio.com or call (877) 997-8807 (9 a.m. – 6 p.m. Eastern Time, Monday thru Friday) for support.

Appendix A - PRE-SEARCH NETWORKING

A.1 Purpose of Networking

One of the most important approaches to diversifying your candidate pool is the practice of networking. Networking is best described as our individual and collective ability to connect with colleagues inside our academic discipline and in professional organizations. It is the intentional process of building relationships that can be leveraged to help increase applicant participation in the hiring processes.

For people of underrepresented populations, the networking process, i.e. reaching out in advance of a position opening, often has a powerful influence on their decision to apply and/or potentially work at an institution. Underrepresented populations frequently have additional considerations when applying for a position, such as the institution's location and/or access to their cultural needs, the social climate of the campus, whether the external community is friendly and welcoming, and whether they can find a place of worship. Because of these issues, building a rapport with our potential candidates is important to ensure that they know our institution is a welcoming workplace.

Networking is likely to be the primary tool used to diversify an applicant/candidate pool. Advertising is not enough and often does not yield diverse candidate pools; relationships do. It is important to understand that networking is not a one-time event but should be seen as an ongoing and sustained practice that should be happening as much as possible. The art of networking in both the short and long term can pay dividends in helping you achieve the goal of diversifying your candidate pools, which could ultimately increase your chances of hiring candidates whom you identify as bringing more diversity to your academic community.

A.2 Networking Best Practices

A.2.1 Change Culture

Change your culture by making everyone responsible for networking in order to present a positive image of your department.

A.2.2 Networking Plan

Build a networking plan. Spend time with your colleagues to find out who knows who, what schools you have relationships with, and how many colleagues of underrepresented backgrounds you know and can tap into for assistance in helping you to network more and better. Thus, a department should routinely discuss its collective contacts with

- Graduate program directors
- Department chairs at HBCUs and HSIs
- Leaders in minority-focused professional organizations
- Alumni with contacts within the under-represented community

A.2.3 Additional Contacts

Develop a plan that includes reaching out in the following ways:

- Attendance at key conferences and professional meetings

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- Participation in recruitment fairs, even when you are not recruiting
- Developing a wider set of professional partnerships
- Intentionally cultivating individual relationships

A.2.4 Candidate File

Create a potential candidate file with emails, business cards, or contact information of candidates you would like to recruit to your campus when a vacancy becomes available.

A.2.5 Nominations

When you have a vacancy, it is important to make contact with both of the following networks for nominations and applications:

- Contacts, particularly in your discipline, having influence with potential candidates and
- Potential candidates themselves.

Appendices B and C
Interfolio Support –
Common Questions for a New Search
and
Full-Time Faculty Position Request Form

Edit Search Committee Membership (Add/Remove Users)

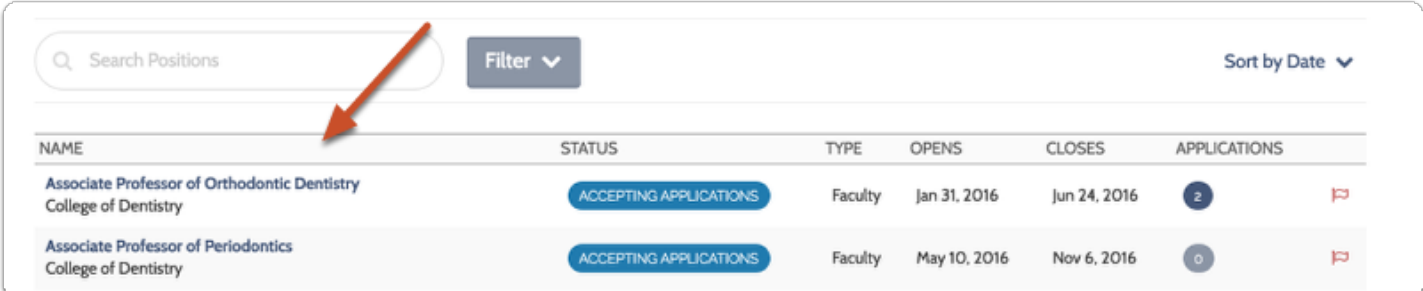
In order to be added to a search committee, a person must first be added to the program as an Interfolio Faculty Search user.

Committee Managers and Administrators often add users to a search committee during the process of creating a position, but it is simple to edit the membership of an existing search committee from the "Applications" page of a position.

First, make sure the committee member has been added as a Interfolio Faculty Search user

! If your potential committee member is not already an Interfolio user, you will need to [add them to the program](#).

Find and click the position title to open the list of applicants for the position



NAME	STATUS	TYPE	OPENS	CLOSES	APPLICATIONS
Associate Professor of Orthodontic Dentistry College of Dentistry	ACCEPTING APPLICATIONS	Faculty	Jan 31, 2016	Jun 24, 2016	2
Associate Professor of Periodontics College of Dentistry	ACCEPTING APPLICATIONS	Faculty	May 10, 2016	Nov 6, 2016	0

Click "Positions Actions" and then the View Committee Option

Demo University > Positions >

Assistant Professor of Landscape Architecture

Position Actions ▾

Unit	Status	Opens	Closes
Department of Architectural History	Accepting Applications change	Sep 1, 2015	Aug 16, 2015

APPLICANTS (5 of 5)

Keyword Search [Filter](#)

[Saved Views](#)

<input type="checkbox"/>	Applicant Name	Date Updated	Applicant Status	Tags	My Overall Rating

Position Actions ▾

- Edit Position
- View committee
- View position details
- View referral sources
- Tour this page
- Add new applicant
- Close position

Click "Edit"

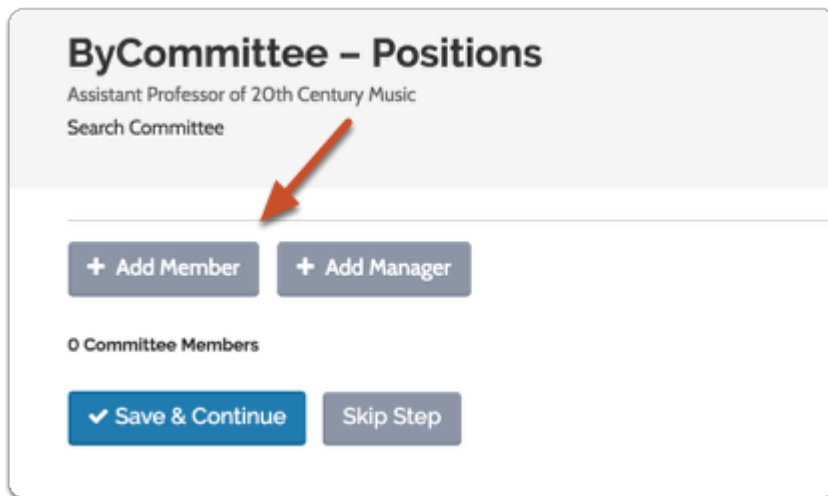
Committee

Managers
Sandra Carol

Evaluators
Biertha Groening
Maxwell Rush
Stephanie Bigsley
Beverly Brown

[Edit](#) [Close](#)

Click "Add Member" to call up a list of available Interfolio users who can serve on your committee



The screenshot shows a web interface titled "ByCommittee - Positions". Below the title, it says "Assistant Professor of 20th Century Music" and "Search Committee". There are two buttons: "+ Add Member" and "+ Add Manager". A red arrow points to the "+ Add Member" button. Below the buttons, it says "0 Committee Members". At the bottom, there are two buttons: "✓ Save & Continue" and "Skip Step".

Search for the user by first or last name, and click "Add" to add them to the committee

 As you are typing, matches of existing Interfolio users will appear.

Add Member ✕

Sort By Name ▾

FIRST NAME	LAST NAME	EMAIL	
Frank	Brown	fbbb@demo.edu	+ Add
Patrick	Dawkins	pdddd@demo.edu	+ Add
Sylvia	Grangerford	emaline@demo.edu	+ Add
Jennifer	Iscott	jsssi@demo.edu	+ Add
Deborah	Largent	dllll@demo.edu	+ Add
Winks	Lawndale	lawndale@demo.edu	+ Add
Frank	Lee	fl@demo.edu	+ Add
Andrea	Lyli	alll@demo.edu	+ Add
Darrin	Magnus	dmmm@demo.edu	+ Add
Arnold	Mink	am@demo.edu	+ Add

First Previous 1 2 Next Last

Close

Click "Add Manager" to call up a list of available Committee Managers for your committee

ByCommittee – Positions

Associate Professor of Orthodontic Dentistry

Search Committee

+ Add Member
+ Add Manager

6 Committee Members

Sandra Carol	Committee Manager
Biertha Groening	Evaluator
Maxwell Rush	Evaluator

Click "Add" to add the user as Committee Manager

i This list displays users who have been assigned the role of Committee Manager for the

unit in which you are working. If you don't see the user you are looking for you, may need to [assign the user the role of Committee Manager](#) for the unit in which you are editing the position.

Add Manager ✕

Q Search Sort By Name ▾

FIRST NAME	LAST NAME	EMAIL	
Sandra	Carol	sct@demo.ede	+ Add
Sylvia	Grangerford	emaline@demo.edu	+ Add
Deborah	Largent	dlll@demo.edu	+ Add

Close

Keep adding members and/or managers until you have your committee assembled, and click "Update"

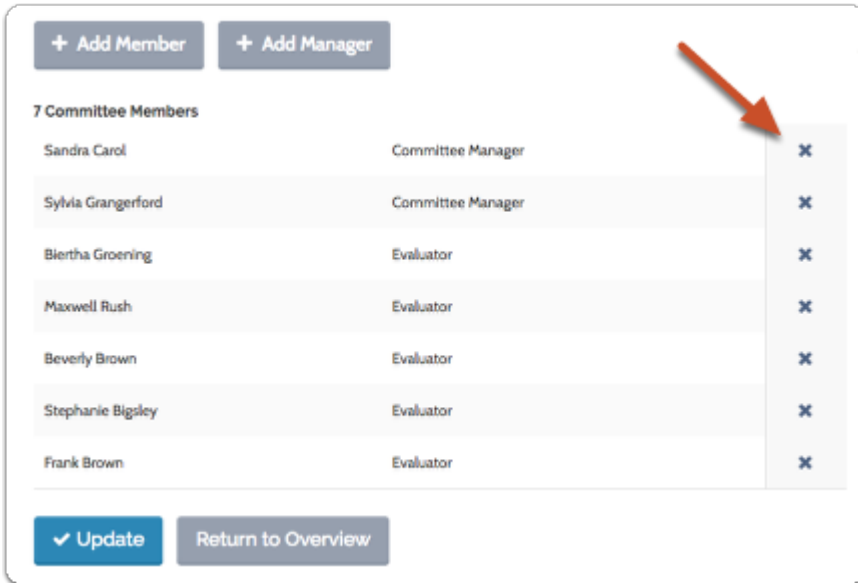
+ Add Member + Add Manager

7 Committee Members

Sandra Carol	Committee Manager	✕
Sylvia Grangerford	Committee Manager	✕
Biertha Groening	Evaluator	✕
Maxwell Rush	Evaluator	✕
Beverly Brown	Evaluator	✕
Stephanie Bigsley	Evaluator	✕
Frank Brown	Evaluator	✕

Update Return to Overview

To remove a member, simply click the X next to the user's information.



The screenshot displays a user interface for managing committee members. At the top, there are two buttons: "+ Add Member" and "+ Add Manager". Below these, the text "7 Committee Members" is shown. A table lists the members with their names and roles. To the right of each row is a small "X" icon for removal. A red arrow points to the "X" icon for Sandra Carol. At the bottom, there are two buttons: "Update" (with a checkmark) and "Return to Overview".

Name	Role	Action
Sandra Carol	Committee Manager	X
Sylvia Grangerford	Committee Manager	X
Biertha Groening	Evaluator	X
Maxwell Rush	Evaluator	X
Beverly Brown	Evaluator	X
Stephanie Bigsley	Evaluator	X
Frank Brown	Evaluator	X

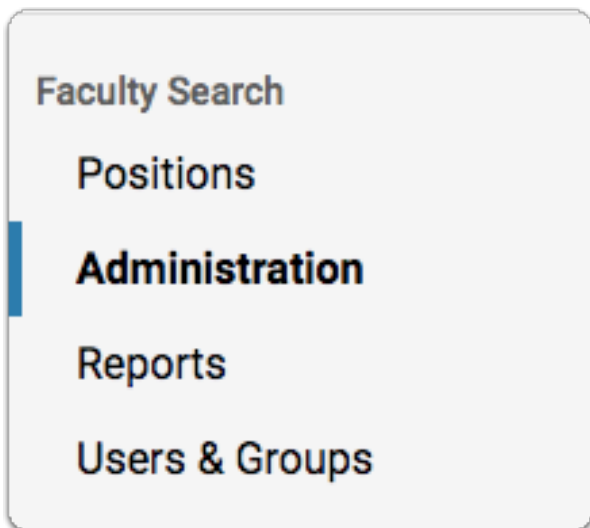
Establish Custom Ratings Criteria and/or Set Up a Blind Review

If permissions allow, Committee Managers can set custom evaluation criteria for rating applicants on a five-star scale. It is also possible to set up a "blind review" in which Evaluators will not see the comments and ratings left by others.

Custom ratings criteria and/or a blind review can be [set during the process of creating a position](#), or when editing a position.

The directions below explain how to add criteria and set a blind review when editing a position.

Select Positions from the navigation bar on the left-hand side



Find and click the position title to open the list of applicants for the position

The screenshot shows a job listing interface. At the top, there is a search bar labeled "Search Positions" and a "Filter" button. To the right, there is a "Sort by Date" dropdown menu. Below the search bar is a table with the following columns: NAME, STATUS, TYPE, OPENS, CLOSES, and APPLICATIONS. Two positions are listed:

NAME	STATUS	TYPE	OPENS	CLOSES	APPLICATIONS
Associate Professor of Orthodontic Dentistry College of Dentistry	ACCEPTING APPLICATIONS	Faculty	Jan 31, 2016	Jun 24, 2016	2
Associate Professor of Periodontics College of Dentistry	ACCEPTING APPLICATIONS	Faculty	May 10, 2016	Nov 6, 2016	0

Select Position Actions, and then choose the Edit Position option in the drop-down

The screenshot shows the details for a position titled "Assistant Professor of Landscape Architecture". The page includes a breadcrumb trail "Demo University > Positions >". The position details are as follows:

Unit	Status	Opens	Closes
Department of Architectural History	Accepting Applications change	Sep 1, 2015	Aug 16, 2015

Below the details is an "APPLICANTS (5 of 5)" section with a search bar and a "Filter" button. A "Position Actions" dropdown menu is open, showing the following options:

- Edit Position
- View committee
- View position details
- View referral sources
- Tour this page
- Add new applicant
- Close position
- My Overall Rating

At the bottom, there is a table of applicants with the following columns: Applicant Name, Date Updated, Applicant Status, and Tags. One applicant is listed:

Applicant Name	Date Updated	Applicant Status	Tags
Sasha Brown INCOMPLETE	Jan 25, 2018	Hired	+

THIS POSITION IS:

Closed to new applicants

It opened on Jan 31, 2016. [change](#) | [clear](#)

It closed on Jun 24, 2016. [change](#) | [clear](#)

"Apply Now" page is **published**. [view](#) | [change](#)

POSITION STATUS:

Accepting Applications

With this status active:

- Applicants can view this status.
- Applicants can update their application materials.
- Evaluators can review applications to this position. [change](#)

EDIT POSITION...

- 1 Description & Dates
- 2 Required Documents
- 3 Evaluation Settings
- 4 Application Forms
- 5 Search Committee
- 6 Internal Notes

On the Evaluation Settings page:

1. Click "Add Criterion" to add a custom criterion to the list
2. Click X to delete a criterion
3. Select "Blind Review" if you don't want Evaluators to see comments and ratings entered by their fellow committee members

ByCommittee – Positions

Associate Professor of Orthodontic Dentistry

Evaluation Settings

3 Criteria

Drag and drop the criteria in the list below to change the order they will appear in the application review process.

Note: at least one criterion must be created in order to rate candidates.


Teaching	
Scholarship	
Research	

[+ Add Criterion](#)

Blind Review

Evaluators should not see others' comments and ratings

[✓ Update](#) [Return to Overview](#)

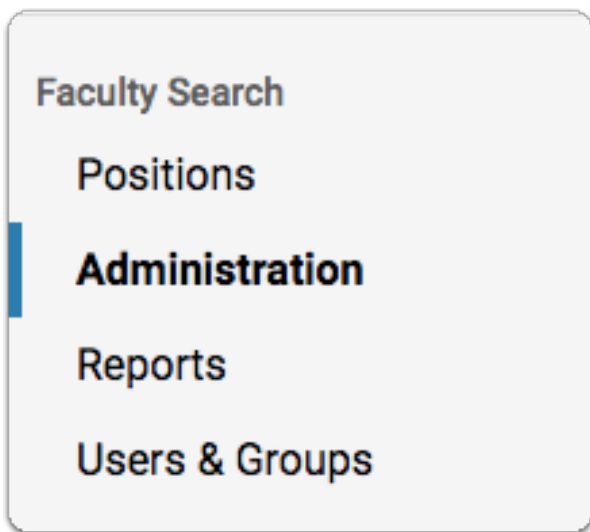
 If evaluators comment during a blind review, and the blind review setting is turned off, then evaluators associated with the search will be able to see summary information but not specific results.

If users with the proper permissions want to see ratings by the evaluator that they will need to run an applications report.

Edit an Existing Position

Committee Managers and Administrators can edit position settings and information from the Review Position screen in Interfolio Faculty Search.

Select the Positions option from the Navigation bar



Select the position to edit

The screenshot shows the top section of the Interfolio Faculty Search interface. At the top left is a search bar with a magnifying glass icon and the text 'Search Positions'. To its right is a 'Filter' button with a downward arrow. Below these is a table with two columns: 'NAME' and 'STATUS'. The table contains three rows of position data. An orange arrow points to the first row.

NAME	STATUS
Associate Professor of Orthodontic Dentistry College of Dentistry	ACCEPTING APPLICATIONS
Associate Professor of Periodontics College of Dentistry	ACCEPTING APPLICATIONS
Associate Professor of Music and Composition Jazz Studies	APPROVAL REQUIRED

Click the Positions Actions button and select Edit Position

Demo University > Positions >

Assistant Professor of Landscape Architecture

Unit
Department of Architectural History

Status
Accepting Applications [change](#)

Opens
Sep 1, 2015

Closes
Aug 15, 2016

Position Actions ▾

- Edit Position
- View committee
- View position details
- View referral sources
- Tour this page
- Add new applicant
- Close position

APPLICANTS (5 of 5)

Keyword Search [Filter](#)

Applicant Name [▲](#) Date Updated [◆](#) Applicant Status Tags My Overall Rating [◆](#)

Sasha Brown [View](#) Jan 25, 2018 Hired [+](#) ★★☆☆☆

Select a step to edit from the sidebar

Click the name of any of the six steps listed in the "Edit Position..." sidebar to edit information and settings for the position.

THIS POSITION IS: [?](#)
Closed to new applicants

It opened on **Jan 31, 2016**. [change](#) [clear](#)

It closed on **Mar 14, 2016**. [change](#) [clear](#)

"Apply Now" page is **published**. [view](#) [change](#)

POSITION STATUS: [?](#)
Accepting Applications

With this status active:

- Applicants **can** view this status.
- Applicants **can** update their application materials.
- Evaluators **can** review applications to this position. [change](#)

EDIT POSITION...

- Description & Dates**
- Required Documents**
- Evaluation Settings**
- Application Forms**
- Search Committee**
- Internal Notes**

Other edits possible from the Review Position page

From the Review Position page you can edit all of the information and settings established when creating the position:

1. Set the open and close dates of the position
2. Click "view" to see published landing page for the position. Click "change" to unpublish landing page.

3. Click "change" to set status of a position and select associated permissions (e.g., allow Evaluators to review applications, allow applicants to update applications and/or view status).

Note: While some areas are easy to change at any time, such as the members of the committee, we recommend exercising caution when editing other areas, particularly the required documents and application forms. Changes to required documents and forms initiated after the position opens may result in issues with the complete/incomplete status of individual applications.

ByCommittee – Positions

Associate Professor of Orthodontic Dentistry
Review Position

THIS POSITION IS: ⓘ

Open to new applicants

It opened on **Jan 31, 2016**. [change](#) | [clear](#) 1

It will close on **Jun 24, 2016**. [change](#) | [clear](#)

🔒 "Apply Now" page is **published**. [view](#) | [change](#) 2

POSITION STATUS: ⓘ

Accepting Applications

With this status active:

- Applicants **can** view this status.
- Applicants **can** update their application materials.
- Evaluators **can** review applications to this position.

[change](#) 3

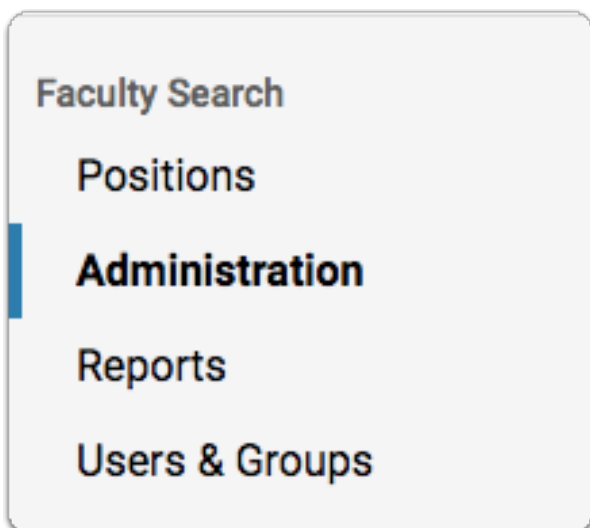
Email Applicants

Committee Managers and Administrators can email applicants individually or in groups, as well as create automated email notifications in Interfolio Faculty Search.

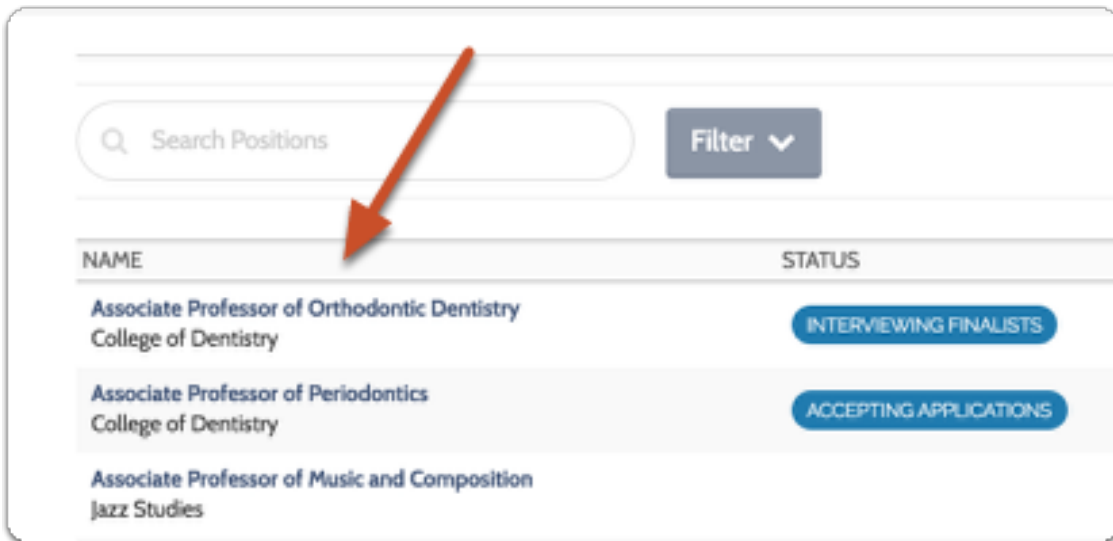
! **Note:** When messaging more than one applicant, recipients will never see the names or email addresses of other applicants being contacted.

Navigate to applications for the position you are managing:


1. Select Positions from the Navigation bar



2. Click the position title to access applications for the position

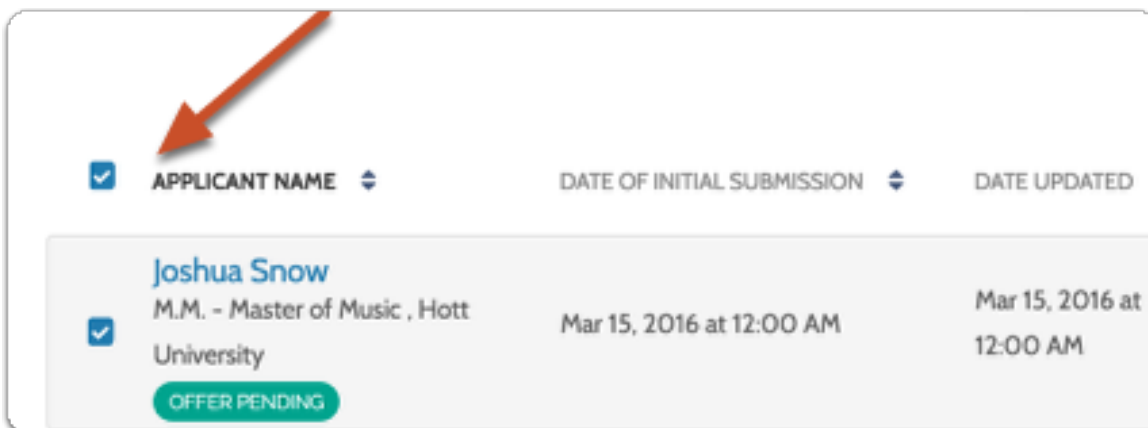


To email multiple applicants at the same time:

 To email a group of applicants, it is best to do so from the Applications page.

1. Check the box next to the name(s) of applicants you want to email

 Note: Selecting "Applicants" at the top of the table will select all applicants in the list.




2. Click "Email" to open a window where you can type your message to all selected applicants


Demo University > Positions > Assistant Professor of Landscape Architecture Position Actions ▾

Unit: Department of Architectural History Status: Accepting Applications [change](#) Opens: Sep 1, 2015 Closes: Aug 16, 2018

APPLICANTS (5 of 5)

Keyword Search Filter  Saved Views ▾ Columns ▾

Read **Email** Status ▾ Tag ▾ ⋮

<input checked="" type="checkbox"/>	Applicant Name ▲	Date Updated ⬆	Applicant Status	Tags	My Overall Rating ⬆
<input checked="" type="checkbox"/>	Sasha Brown INCOMPLETE	Jan 25, 2018	Hired		★ ★ ★ ☆ ☆

3. Enter your message, click "Preview" to see how it will appear to the recipients, and send when you are ready

Email Applicants

Recipients

Eric Beamer James Grimm
Franklin Minicz

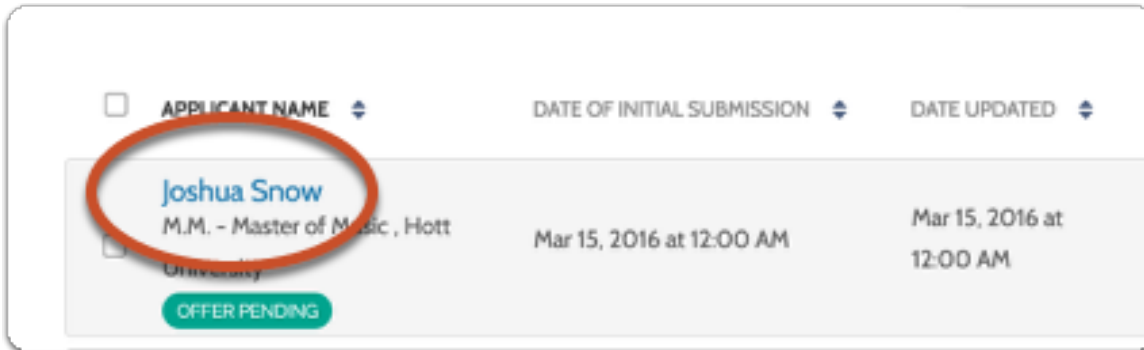
Subject *

Message *

Preview
Send
Cancel

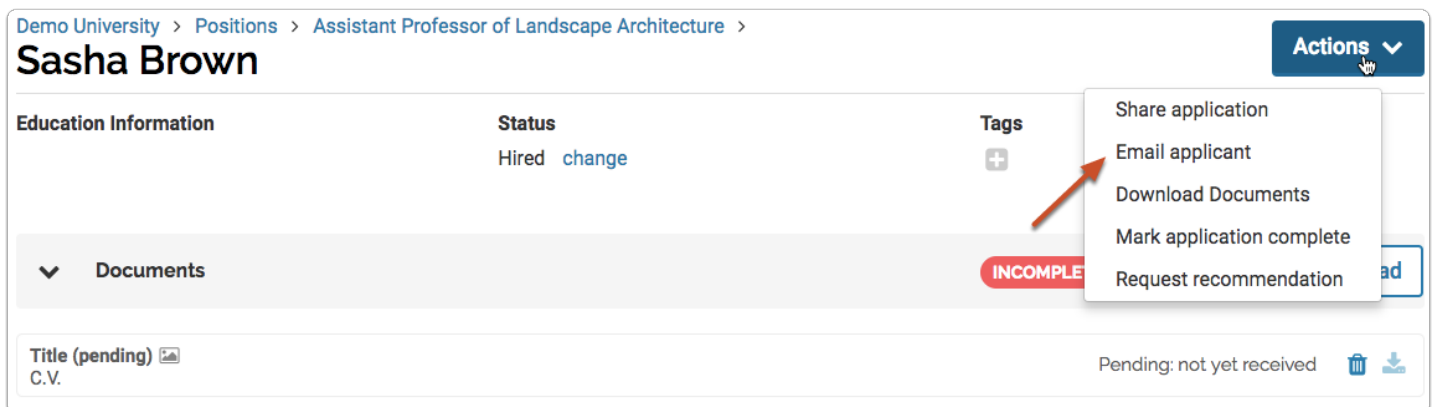
To send an email to just one applicant from the "Applicant Profile" page:

1. Click the applicant's name to open their "Applicant Profile"



<input type="checkbox"/> APPLICANT NAME	DATE OF INITIAL SUBMISSION	DATE UPDATED
<input type="checkbox"/> Joshua Snow M.M. - Master of Music, Hott University OFFER PENDING	Mar 15, 2016 at 12:00 AM	Mar 15, 2016 at 12:00 AM

2. Click on the Actions button and select Email applicant



Demo University > Positions > Assistant Professor of Landscape Architecture >

Sasha Brown

Education Information **Status** **Tags**

 Hired [change](#) +

Documents INCOMPLETE

Title (pending) Pending: not yet received

C.V.

Actions ▾

- Share application
- Email applicant
- Download Documents
- Mark application complete
- Request recommendation

About applicant notification message templates:

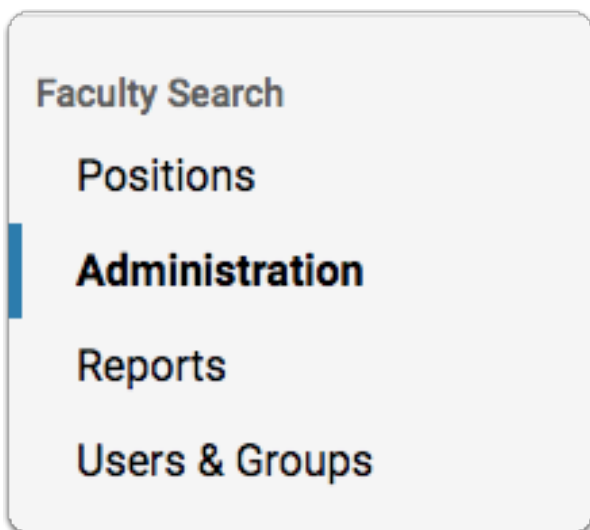
[See here for more information on creating message templates.](#)

Assign or Change a Position Status

Administrators and Committee Managers can change the status of a position in ByCommittee Faculty Search from the Applications page or the Review Position screen.

To change position status from the Applications page:

1. From the Navigation bar, select Positions.



2. Click the position title to view the list of applicants

Search Positions Filter

NAME	STATUS
Associate Professor of Orthodontic Dentistry College of Dentistry	SENDING INVITATIONS FOR CAMPUS VISITS
Associate Professor of Periodontics College of Dentistry	ACCEPTING APPLICATIONS
Associate Professor of Music and Composition Jazz Studies	
Assistant Professor of 20th Century Music Department of Critical and Comparative Studies in Music	ACCEPTING APPLICATIONS

3. Click the Change button for the position's Status field.

Demo University > Positions > **Assistant Professor of Landscape Architecture** Position Actions

Unit	Status	Opens	Closes
Department of Architectural History	Accepting Applications change	Sep 1, 2015	Aug 16, 2018

APPLICANTS (5 of 5)

Keyword Search Filter Saved Views Columns

HIGHEST DEGREE EARNED:	APPLICATION STATUS:	TAGS:	PROGRESS:
No choices available.	<input type="checkbox"/> Shortlist <input type="checkbox"/> Hired <input type="checkbox"/> Interview <input type="checkbox"/> Longlist	No choices available.	<input type="checkbox"/> Incomplete RATINGS: <input checked="" type="radio"/> My Rating <input type="radio"/> Overall

4. Select a new status from the dropdown menu

Note: Notice the "Close Position" status at the bottom of the list. See here for more information on [closing a ByCommittee search](#).

Demo University > Positions >

Assistant Professor of Landscape Architecture

Position Actions ▾

Unit	Status	Opens	Closes
Department of Architectural History	Accepting Applications change	Sep 1, 2015	Aug 16, 2018

APPLICANTS (5 of 5)

Keyword Search

Reviewing Applications
Interviewing Finalists
Position Closed

Saved Views ▾ Columns ▾

HIGHEST DEGREE EARNED:	APPLICATION STATUS:	TAGS:	PROGRESS:
No choices available.	<input type="checkbox"/> Shortlist <input type="checkbox"/> Hired	No choices available.	<input type="checkbox"/> Incomplete

5. Confirm and notify applicants

The "Change Status" window reminds you of the permissions associated with the active status and gives you the option to compose and send an email to applicants about the change.

Change Status ✕

Please confirm you wish to change the status of this position to **Interviewing Finalists**.

WITH THIS STATUS ACTIVE:

- Applicants cannot view this status.
- Applicants cannot update their application materials.
- Evaluators can review applications to this position.

Send a message to all applicants with this change

Confirm
Cancel

To change position status from Review Position page:

1. Click "change" to open the "Position Status" window

ByCommittee – Positions

Associate Professor of Orthodontic Dentistry
Review Position

THIS POSITION IS: ⓘ

Open to new applicants

It opened on **Jan 31, 2016**. [change](#) | [clear](#)

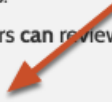
It will close on **Jun 30, 2016**. [change](#) | [clear](#)

🔒 "Apply Now" page is **published**. [view](#) | [change](#)

POSITION STATUS: ⓘ

Interviewing Finalists

With this status active:

- Applicants **cannot** view this status.
- Applicants **cannot** update their application materials.
- Evaluators **can** review applications to this position. 

[change](#)

2. Apply an existing status or create a new one

Position Status ✕

Interviewing Finalists change ▼

Applicants can view this status when it is active.

Applicants can update their application materials while this status is active

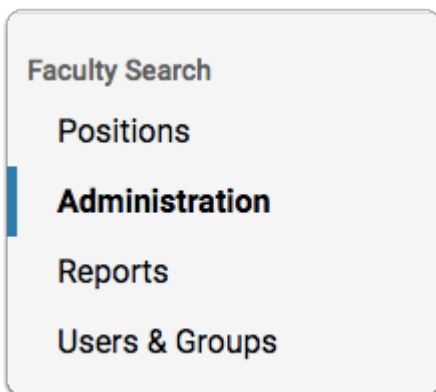
Evaluators can review applications while this status is active.

✓ Save Cancel

Assign or Change an Application Status

Committee Managers or Administrators can assign or change an application status in Interfolio Faculty Search from the Applications page or the Applicant Profile page.

Select the Positions page from the Navigation bar

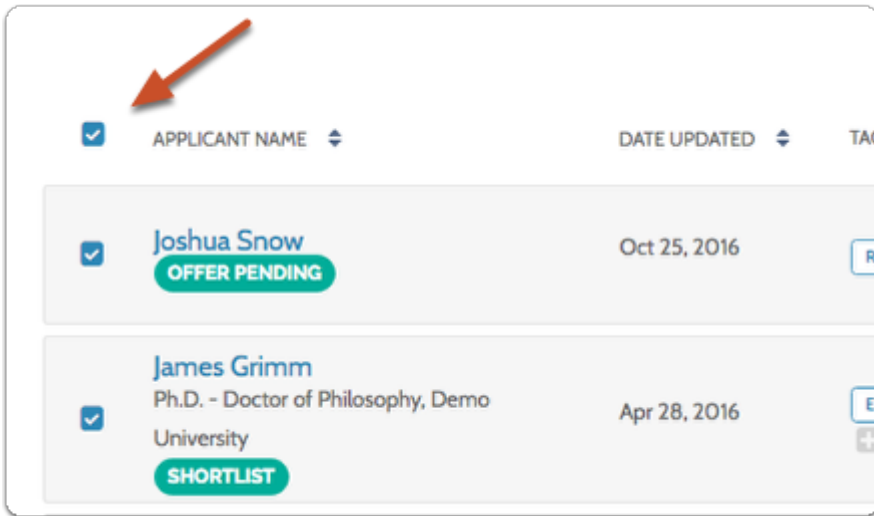


Click the position title

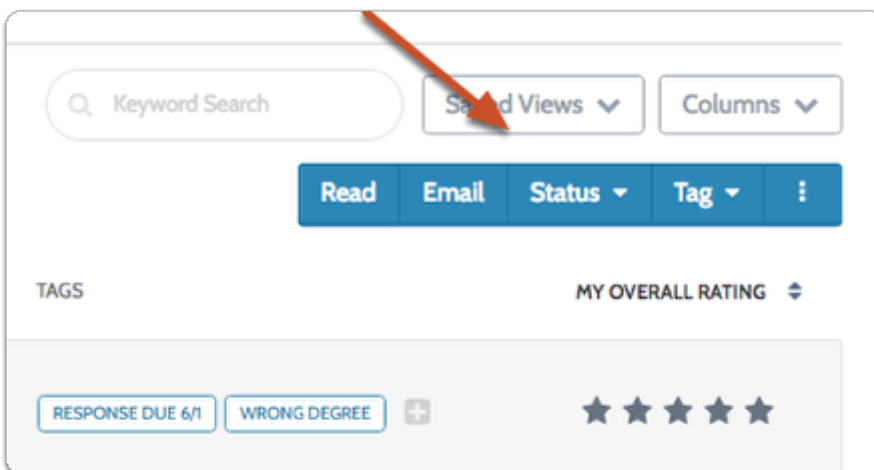
A screenshot of the 'Positions' page. At the top, there is a search bar labeled 'Search Positions', a 'Filter' dropdown, and a 'Sort by Date' dropdown. Below is a table with columns: NAME, STATUS, TYPE, OPENS, CLOSES, and APPLICATIONS. An orange arrow points to the first row's name.

NAME	STATUS	TYPE	OPENS	CLOSES	APPLICATIONS
Associate Professor of Orthodontic Dentistry College of Dentistry	ACCEPTING APPLICATIONS	Faculty	Jan 31, 2016	Jun 24, 2016	3
Associate Professor of Periodontics College of Dentistry	ACCEPTING APPLICATIONS	Faculty	May 10, 2016	Nov 6, 2016	0
Associate Professor of Music and Composition Jazz Studies	APPROVAL REQUIRED	Faculty	Jun 5, 2016		0

Select one or more applications



Click the "Status" button that appears to the right of the page

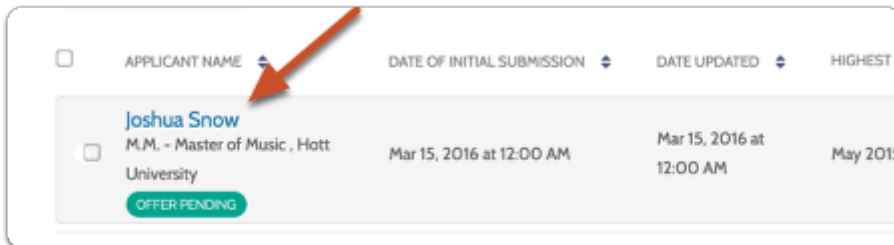


Select the appropriate status to apply to the selected applications

 You can also remove a status this way

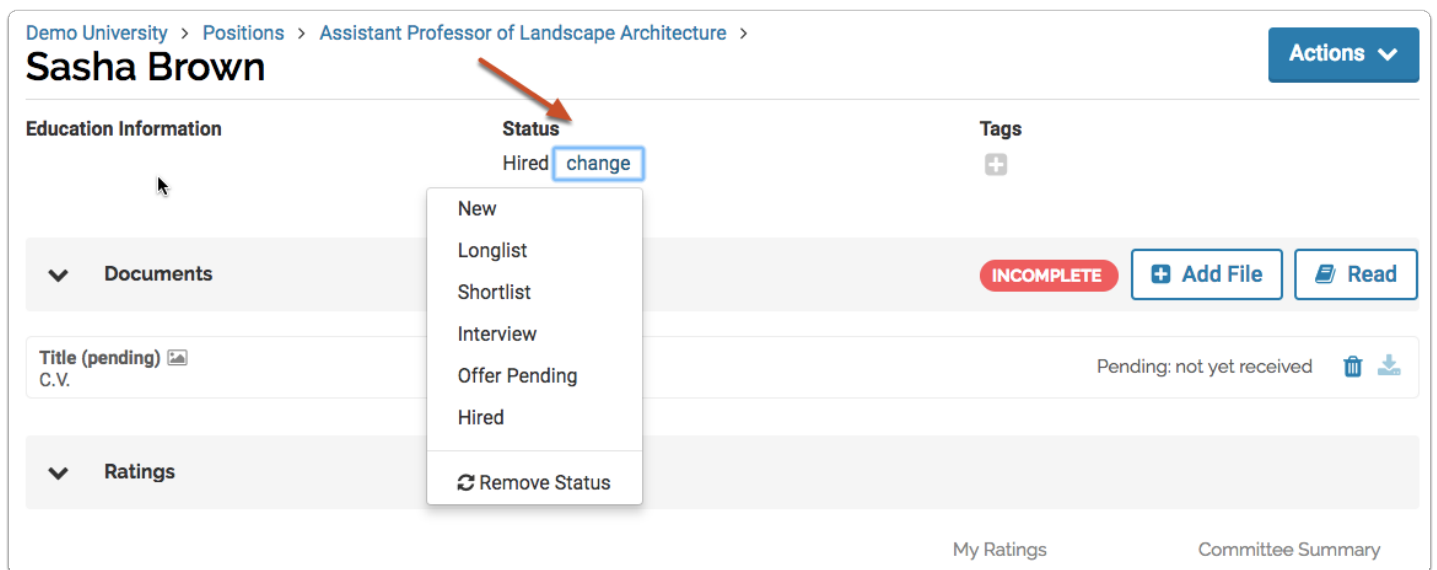
You can also assign or change an application status from the Applicant Profile page:

Click the applicant's name to open the Applicant Profile



<input type="checkbox"/>	APPLICANT NAME	DATE OF INITIAL SUBMISSION	DATE UPDATED	HIGHEST D
<input type="checkbox"/>	Joshua Snow M.M. - Master of Music, Hott University OFFER PENDING	Mar 15, 2016 at 12:00 AM	Mar 15, 2016 at 12:00 AM	May 2015

Click the change button near the current status to update the Position's status.



Demo University > Positions > Assistant Professor of Landscape Architecture > **Sasha Brown** Actions

Education Information

Status
Hired change

- New
- Longlist
- Shortlist
- Interview
- Offer Pending
- Hired
- Remove Status

Tags
+

Documents

Title (pending) C.V.

Ratings

INCOMPLETE + Add File Read

Pending: not yet received

My Ratings Committee Summary

Guide to Faculty Searches and Recruitment

APPENDIX C



**Full-Time Faculty
Position Request Form**

Submit to the Dean's Office by May 10.

Dean submit prioritized requests to Office of Provost by June 1.

Department/College:

Discipline/Specialty:

Proposed Rank:

Proposed Salary:

Name and Current Salary of individual _____
being replaced (or new request)

Name and Current Salary if Visitor is _____
holding the spot (or new request)

Describe the history of this appointment. Is this a new request, a replacement for a recent retirement or voluntary departure, the restoration of long-running vacancy?

Describe the curricular scope/implications of this appointment (key courses, constituents served, etc.).

Guide to Faculty Searches and Recruitment

How many TLC did the unit's tenure-track faculty deliver during the just ending academic year?

(Data available from the January WLC report.) What was the minimum number of TLC expected of these faculty? Describe any action taken or planned by the unit to move the actual TLC delivered closer to the minimum expected. Describe any barriers to taking action within the unit.

Comment on enrollment trends, growth potential, disciplinary standards, and other trends that may justify this appointment.

Describe your department's salary situation relative to starting salaries in your discipline. What salary compression or inversion issues might this appointment create?

Guide to Faculty Searches and Recruitment

Identify any elements of the Strategic Plan that this appointment supports or advances.

Submitted by

Date

Received by Dean

Date

Once you have completed this form, save the file with a new name and e-mail it to the Dean.