



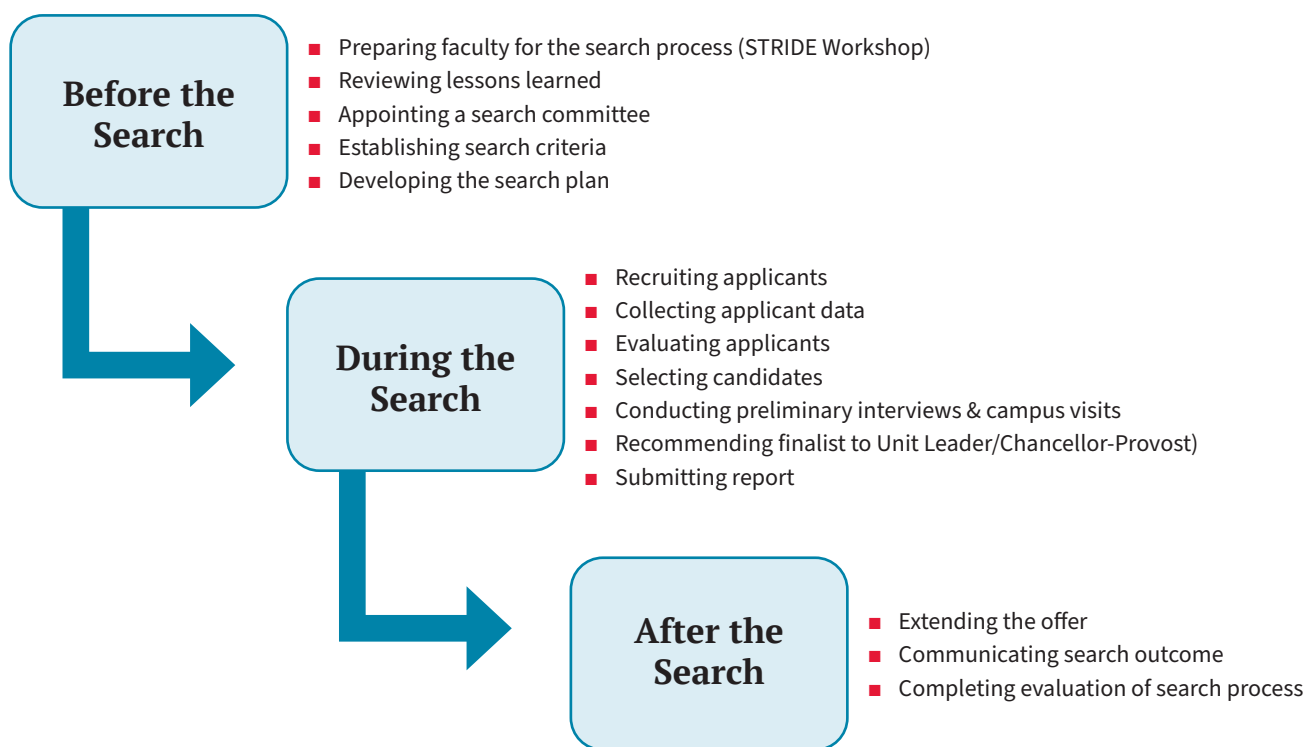
RUTGERS

UNIVERSITY | NEW BRUNSWICK



Best Practices in Search and Hiring for Tenured/Tenure Track Faculty

The Steps



Before the Search:

❑ **Preparing faculty for a search.** Begin with a plan for hiring that includes a discussion with department faculty, the chair, and the Dean (see Appendix A: Academic Appointments Manual_July 2021). The Division of Diversity, Inclusion and Community Engagement (DICE) is available to provide training to faculty. The STRIDE (Strategies and Tactics for Recruiting to Improve Diversity and Excellence) Workshop addresses dos and don'ts during the search process with a section focused on *Inclusive Hiring Resources*. Resources for faculty search best practices can be found at: nbdiversity.rutgers.edu/faculty-diversity/stride-program. Dr. Corinne Castro, Senior Director for Faculty Diversity and Inclusion, serves as the contact person at DICE, managing faculty-centric diversity and inclusion initiatives.

- Determine which faculty trainings will be required or supplemental for the search committee.
- Review appropriate and illegal/inappropriate comments/questions, making sure the search committee and faculty are aware of what can and cannot be asked during the search and interview process (see Appendix B for Appropriate/ Inappropriate Topics and Interview Questions). It is illegal to ask candidates questions about their:
 - Age or genetic information
 - Birthplace, country of origin or citizenship
 - Disability
 - Gender, sex or sexual orientation
 - Marital status, family, or pregnancy
 - Race, color, or ethnicity
 - Religion



- ❑ **Reviewing lessons learned.** Examine the ways in which previous applicants were recruited for the position. Address challenges and find solutions prior to beginning a new search process. Document the entire interview process for the next cycle of hires.
 - What worked well?
 - What needed improvement?
 - Which outlets were used to broadly announce the position?
 - What attempts were made to recruit women and underrepresented minority groups?
 - What proportion of the past applicant pool were women and underrepresented minority groups?
 - What were the implications of past hires for the unit as a whole?
- ❑ **Appointing a diverse search committee.** Compose a search committee of faculty with different types of expertise. Consider all aspects of what faculty members can contribute—do not overly focus on one area. Ensure that faculty participation is fair and equal, with a wide representation of diversity. Women and minoritized faculty should not be expected to do more service than other faculty. Consider possible inequities when asking individuals to service on the search committee. Ensure that there is a person on the committee who will provide an advocacy role with an explicit focus on diversity, equity and inclusion.
- ❑ **Establishing the search process and selection criteria.** Working with the Chair/Dean/Vice Provost, the search committee understands how the position is defined, ensuring the position is consistent with department needs/values. One person or group should not influence the entire process. Selection criteria should be clear and transparent. Use inclusive and non-gender specific language. Review for language or phrases that may be inadvertently harmful or offensive.

Applications for the position are submitted using a standard process (i.e., ROCS). Agreement on what materials candidates will need to submit along with their cover letter and CV (e.g., diversity statements, scholarly articles, evidence of teaching) is determined in consultation with the Dean. Required documents are the same for all candidates who apply.

- ❑ **Developing the search plan.** Identify where the position announcement will be posted to ensure broad visibility. Use language that demonstrates commitment to diversity, equity and inclusion.
 - Establish timeline for the search process to include an outline of required approval points by Dean
 - Target websites, periodicals that attract diverse applicants, special interest groups, and professional organizations with diversity, equity and inclusion mission
 - Keep a record of where the job announcements are posted
 - Networking to encourage applications from a diverse candidate pool
 - Develop a list of procedures for screening candidates for preliminary interviews for on-site campus visits (see Appendix C for evaluation tools to assist in applicant and candidate evaluations).
 - Use screening tools for evaluating candidates for preliminary interviews and finalists for on-campus interviews
 - Conduct preliminary interviews to gain a clearer assessment of candidate fit for the position (30-45 minute videoconferencing interviews)



During the Search:

- ❑ **Maintaining active recruitment process.** Proactive recruitment to ensure a diverse applicant pool
 - Responding to applicant queries
 - Being mindful and consistent of how you are engaging in networking
 - Tracking/re-requesting missing recommendation letters

- ❑ **Documenting applicant data.** Consider building a local database (shared spreadsheet) of candidates or populate the local database with candidate data from ROCS. Collect demographics on applicant pool and candidates invited for preliminary and on-campus interviews.

- ❑ **Evaluating candidates.** Understanding the requirements/qualifications for the position. Use multiple evaluation criteria of each candidate to include research, teaching and diversity contributions. Consider the candidates' ability to bring intellectual diversity and the effectively work with diverse students and colleagues.

- ❑ **Selecting Candidates for Interviews.** Establishing search committee consensus on candidate selection procedures. Selection process includes:
 - Initial screening and review of candidates
 - Select candidates that meet the position criteria based on evaluation tools
 - Review shortlist based on identified criteria of candidate strengths and limitations.
 - Submit search committee recommendations for 1st round 30-minute preliminary interviews (via videoconferencing) to Dept Chair/Dean
 - Submitting search committee recommendations for 2nd round on-campus interviews to Dept Chair/Dean

- ❑ **Planning Campus Visits and Job Talks for Finalists.** All procedures for campus visits should be as similar as possible. Consider timing of the visits to ensure opportunities for faculty, staff and students to meet the finalists. Each candidate receives guidance on expectations of the on-campus interview and clear instructions for the job talk prior to the visit.
 - Scheduling interviews with faculty and chair
 - Provide schedule for candidate
 - Accommodations for candidate
 - Publicizing the job talk
 - Develop a plan for unforeseen consequences (e.g., weather-related, unexpected changes in schedules).
 - Communicating with candidate at end of the on-campus visit regarding the process going forward

- ☐ **Recommending finalists for the position.** Final recommendations of the short list finalists are guided by fit with the position criteria using the agreed-on evaluation process. Narrative in the report should include focus on strengths and limitations of each finalist. Determine in advance if the short list of finalists sent to the Dean/ Chair or other hiring authority will be ranked or unranked. An unranked list may provide more flexibility to the final negotiator and less stigma toward successful candidates who may not have been ranked as the top choice.
- ☐ **Submitting a final search committee report. The search committee final report will be submitted to the Dean/Unit Leader/Chancellor-Provost Office.** The search committee will produce a report of the search process which includes the following information:
 - Where the position was posted/ publicized
 - Data on candidates interviewed (i.e., long list of preliminary candidates and finalists)
 - Statement from the Diversity Advocate on efficacy of efforts to attract and consider candidates from a broad diverse applicant pool.
 - Recommendation of finalists (the “short list”) with justifications for selection

After the Search:

- ☐ **Selecting a Candidate and extending the offer. Appropriate level** approvals are required before an offer is made. Work with your Dean/Vice Provost to develop and send an offer letter that includes salary, startup package, lab space, equipment, course releases, expectations and job responsibilities and tenure clock/expectations (see Appendix A for guidelines for offer letters).

In anticipation of the arrival of the new faculty member, determine a process for assisting a new faculty member with:

- Onboarding and welcoming
 - Housing
 - Introduction to faculty/staff/students and broader RU community
 - Office space
 - Mentoring plan for junior faculty
- ☐ **Communicating search outcome.** Include a procedure for contacting finalists regarding the outcome of the search in a timely manner. Share the results of the search with the Vice Provost for Faculty Advancement & Faculty Affairs, provide an announcement to the faculty/school/Chancellor-Provost Office. If no candidate is acceptable or accepts an offer, determine next steps.
 - Reconsider the preliminary candidate list
 - Review position criteria and candidate match
 - Conducting a new search
 - Indicate a failed search
 - ☐ **Post-offer evaluation of search process.** Hold a post search debriefing meeting. Review all aspects of the search including composition of the committee, processes/techniques that worked well, and did not work well, availability of resources used, satisfaction with time allotted to conduct and complete the search, overall outcomes. Identify areas of strength and areas in need of improvement.