

Guide to Faculty Searches and Recruitment

2018-19 Guide to Faculty Searches and Recruitment

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SECTION 1 – INTRODUCTION AND FLOWCHART

The Guide to Faculty Searches and Recruitment replaces the recruiting and hiring section of the Deans and Chairs Handbook. This guide is a summary of the most current policies. All search committees must read and follow the guide as they progress through the hiring process.

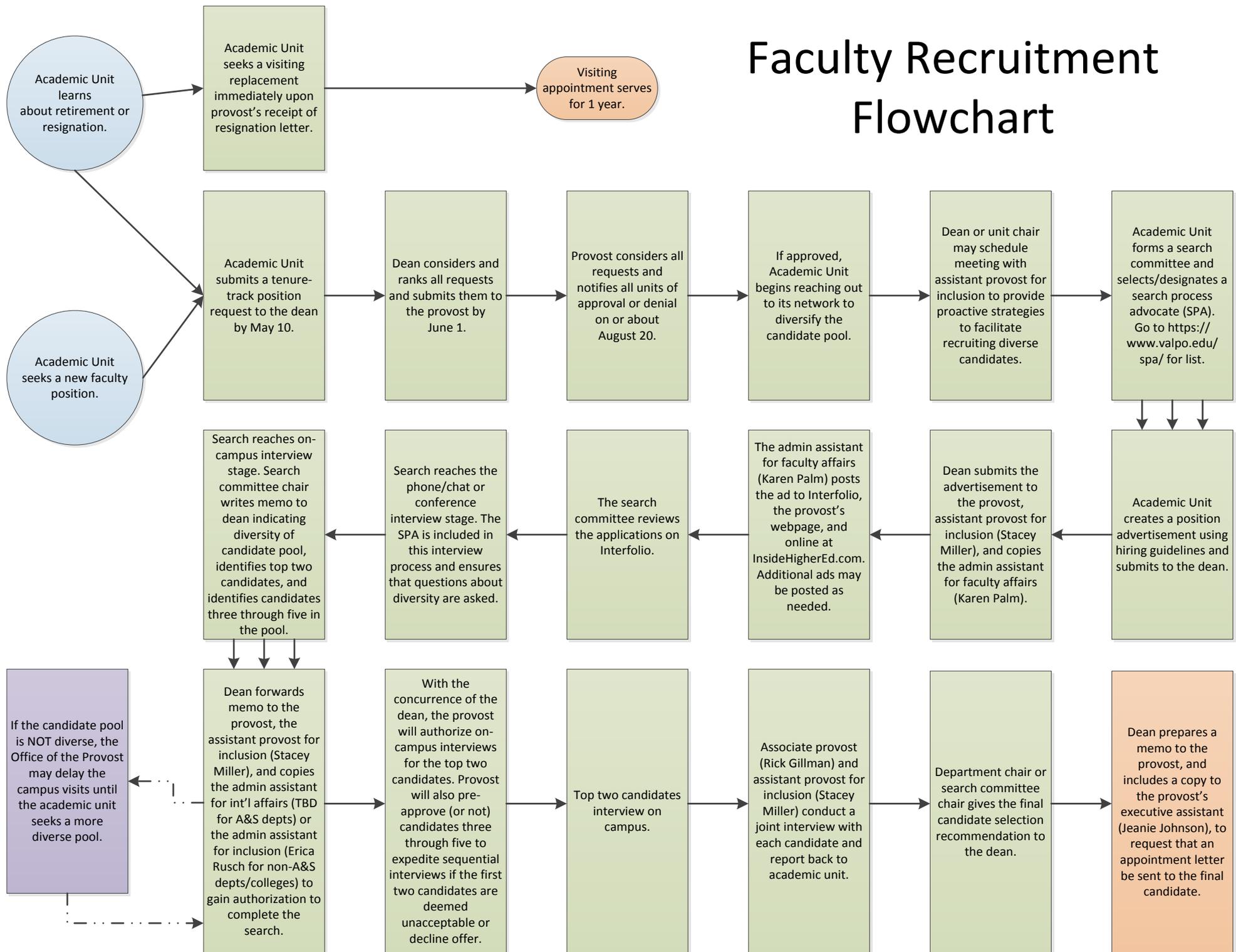
A flowchart of the faculty recruitment process is included on page 2 and additional detailed information about the process is found throughout the guide.

If you have any additional questions after reading the guide, please contact the Office of the Provost at 464-6718.



Mark L. Biermann
Provost and Executive Vice President for Academic Affairs

Faculty Recruitment Flowchart



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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 about August 20, 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 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 about August 20, 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 10 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 10 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 provost for 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

If during the course of a search, 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.

SECTION 3 - PRE-SEARCH NETWORKING

3.1 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 process of being networked with, i.e. reached out to in advance of a position opening, often has a powerful influence on their decision to

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apply and/or potentially work at an institution. Underrepresented populations frequently have additional considerations when applying for a position such as the institutions 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, it is important to build a rapport with our potential candidates to ensure that they know our institution is a welcoming place to work.

Networking is likely to be the primary tool used to diversify your applicant/candidate pool. Advertising is not enough and more often than not 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 on-going 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.

3.2 Networking Best Practices

3.2.1 Change Culture

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

3.2.2 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 under-represented 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

3.2.3 Additional Contacts

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

- Attendance at key conference and professional meetings
- Participation in recruitment fairs, even when you are not recruiting
- Developing a wider set of professional partnerships
- Intentionally cultivating individual relationships

3.2.4 Candidate File

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

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3.2.5 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.

SECTION 4 - ROLE OF THE SEARCH PROCESS ADVOCATE (former Diversity Advocate)

4.1 Defining SPA

Search Process Advocates (SPA) have been introduced to the faculty search/hiring process to support the search committee chair in promoting hiring best practices for faculty within their respective discipline.

When the search begins, a search process advocate (SPA) must be identified. The SPA is usually a member of the academic unit, although, if desired, the unit may work with the assistant provost for inclusion to find a suitable SPA from the campus at large. The assistant provost for inclusion must be notified of the choice.

4.2 SPA Training

SPAs have been trained to communicate the following critical concepts as a member of their hiring committee:

- What affirmative recruitment *is*, and what it *is not*.
- How to discuss these concepts comfortably with other colleagues and fellow search committee members.
- Respond and interrupt the resistance that sometimes stems from the unconscious bias behaviors and thoughts we all carry.
- Communicate the best practice and successful steps of a hiring process.

The SPA should guide the search committee through a discussion which identifies the underrepresented groups whose hiring will be prioritized by the committee. Having this internal conversation may guide the committee to advertising choices, how to communicate with its network of contacts, and which final candidates to invite to campus.

4.3 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:

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- Active engagement of the SPA;
- Active participation and engagement in the SPA's training on unconscious bias;
- Using your network to attempt to attract a diverse pool of candidates;
- Posting ads in publications that attract underrepresented groups; and
- Ongoing sustained conversations about diversity and engagement with the SPA, the Associate Provost for Faculty Affairs, and the Assistant Provost for Inclusion and Student Success Services as needed.

SECTION 5 - BEGINNING A SEARCH

5.1 Use of Interfolio Faculty Search Tool

All faculty positions will be posted on Interfolio.com by the Office of the Provost staff upon approval of the ad text by the dean, provost, and assistant provost for inclusion (see Section 4.3). Interfolio is an online faculty recruitment system that efficiently manages the collection, organization, and review of all applications for faculty positions.

5.2 Placement of Advertisements

Search committee chairs must 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, assistant provost for inclusion [send to inclusion@valpo.edu with email subject: *Position Approval – Position Title* (replacing "Position Title" with the appropriate information)], and the administrative assistant for faculty affairs in the Office of the Provost. The text must incorporate critical information about the position, the Lutheran Statement, the Diversity Commitment of the University, and the Mandatory Criminal Background Check Statement – see Section 5.2.1. The assistant provost for inclusion will inform the administrative assistant for faculty affairs and the search committee chair when ad text has been approved by her office and by the provost.

5.2.1 Required Elements

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."

The mandatory statements approved by the General Counsel and the Council of Deans are provided below:

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a. Lutheran Statement

Candidates should be interested in working at a university engaged in issues in Christian higher education in the Lutheran tradition.

b. Diversity Commitment of the University

The ad should include the University's Equal Opportunity statement as well as language that asks all candidates to share the University's commitment to diversity:

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

and

Successful applicants will demonstrate a commitment to cultural diversity and the ability to work with individuals or groups from diverse backgrounds. In addition to strong academic qualifications and excellence in teaching, the University highly values experience in working across cultural and other significant differences.

c. Mandatory Criminal Background Check Statement

Employment at Valparaiso University will require a satisfactory criminal background check.

5.3 Provost's Website/Inside Higher Education

All postings will be placed on the Office of the Provost website with full ad text. In addition, the administrative assistant for faculty affairs in the Office of the Provost will post an online ad at 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.

5.4 Financial Support for Other Advertisements

In addition, the Office of the Provost will pay up to \$400 toward the cost of an additional ad as selected by the search committee. The Law School and Lilly Fellows Program place their own ads at their own cost after ad text has been approved by the assistant provost for inclusion and 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 of all job postings made so that future advertising decisions can be made. Copies of all posted ads should be sent to the Office of the Provost.

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5.5 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 members of the search committee 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, both the University's vision of our Lutheran ethos, mission, and leadership, as are often manifested through service, and its strong commitment to diversity need to be highlighted.

SECTION 6 – DIVERSITY OF CANDIDATE POOL

6.1 Meet with Assistant Provost for Inclusion

The deans and the department chair should specifically ensure that the search committee members are favorable to diversity. It is recommended that each academic unit schedule at least one meeting with the assistant provost for inclusion who will provide proactive strategies to facilitate recruiting diverse candidates.

6.2 Provost-Level Interviews

All campus interviews at the Office of the Provost level will include the assistant provost for inclusion or a representative. The presence of the assistant provost for inclusion at provost-level interviews brings attention to the University's commitment to diversity and can provide encouragement to minority candidates to consider Valparaiso University seriously.

6.3 Affirmative Action Reporting Program

The University's Affirmative Action Reporting program requires collecting faculty applicant data. Interfolio's ByCommittee software collects the necessary records for faculty applicants, and the HR office has access to this data.

SECTION 7 – 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.

7.1 Standard Questions

Because 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

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candidate says “no”, they will need visa assistance. (See Section 10 – 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 research agenda; these questions might focus on exploring the candidate’s understanding of the teacher/scholar model that the university embraces. They should also be asked about their teaching experience and their ability to use high impact learning practices in their classrooms.

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.

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 commitment to diversity as well as demonstrate the University’s commitment to diversity to all candidates being interviewed. (Potential questions are provided in Section 8 - On-campus interviews below.)

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 their religious beliefs and affiliations and how they might support the University’s mission.

7.2 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.

7.3 Format

Semi-final candidates are typically interviewed by phone (individual or search committee conference calls are appropriate) or via chat tools (i.e. Skype, Google Hangout, WebEx, etc.). If possible, this interview should include the search process advocate.

7.3.1 Using Skype or WebEx

If the search committee chooses to use Skype or WebEx, 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.
- Be familiar with the technology. Adjust the volume if necessary. Make sure all the committee members are on-camera.
- Think about your location before starting. Is there clutter on your desk? Is the room well lit?
- Determine whether you need to record the conversation. Plug-ins may be available.

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7.3.2 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.

7.3.2.1 Provost's Support

The Office of the Provost may cover interview-related conference expenses for one interviewer. Please contact the associate provost for faculty affairs 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.

7.3.2.2 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.

7.4 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.

SECTION 8 – ON-CAMPUS INTERVIEW

8.1 Approvals and Verification of Diversity in Pool

When the search committee is prepared to invite candidates for on-campus interviews, the search committee chair should 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 and assistant provost for inclusion, with a copy to the administrative assistant for international affairs (for A&S departments) or the

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administrative assistant for inclusion (for non-A&S departments or colleges), addressing any diversity 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 department seeks a more diverse pool of applicants. However, upon the recommendation of the dean, the visits may be allowed to proceed. The assistant provost for inclusion will notify the administrative assistant for international affairs or inclusion when it is appropriate to proceed with travel arrangements and interviews.

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.

Costs for all approved interviews will be borne by the Office of the Provost.

8.2 Scheduling

Once a candidate has been approved for a campus interview by the assistant provost for inclusion, contact the administrative assistant for international affairs (for A&S departments) or the administrative assistant for inclusion (for non-A&S departments or colleges) with the name and contact information of each candidate approved for campus interviews. The administrative assistant will discuss travel and lodging details and provide instructions for reservations.

The Office of the Provost will reimburse each candidate the reasonable cost of an economy class roundtrip flight. Under exceptional circumstances, the Office of the Provost may 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 provosts while the candidate is on campus.

Candidate visits will 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.

8.3 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.

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- d. Interview with the dean, followed by interview with the associate provost for faculty affairs at which the assistant provost for inclusion will 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 provost for inclusion during a special weekend of events.) If the faculty member is expected to teach graduate-only courses or is hired primarily to support a graduate program, then the candidate should also meet with the dean of the Graduate School or designee to ensure graduate faculty status.
- e. Interviews with faculty members in 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.
- h. For underrepresented candidates, care should especially be given to include colleagues from underrepresented groups in interview sessions and social settings.
- i. The candidate receives a Faculty Handbook, Valpo course catalogs, and other documents on a flash drive during the visit with the Office of the Provost. (Lilly Fellows Program should ask the Office of the Provost for a flash drive for each of their candidates.)

8.3.1 Candidate Visit Schedule

An example of a candidate visit schedule is below:

Day 1

1:05	Depart airport on bus
3:15	Arrive Valparaiso bus stop Key community points on the drive to campus
3:30	Tour of campus
4:30	Guest House
5:30	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 associate provost and assistant provost for inclusion (45 minutes max)
1:30	Other activity
2:30	Exit interview with unit chair (30 minutes)
3:00	Depart for Valparaiso bus stop

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3:10	Depart on bus for airport
5:30	Arrive at airport

8.4 Cost Limits

During the interview in the Office of the Provost, each candidate will be given a Travel Expense Report Form on a flash drive. Candidates will also receive instructions on how to turn in the completed form, with receipts, to the Office of the Provost (or Law School for law faculty candidates or Lilly Fellows Program office for Lilly Fellow candidates) for reimbursement for any other reasonable expenses paid personally. The Office of the Provost will only pay for the round trip cost of an airport shuttle service (e.g. Coach USA). The Office of the Provost will not reimburse rental car costs. A candidate may instead drive his or her personal vehicle and be reimbursed for mileage at the prevailing rate, if this is more cost and/or time effective for the distance involved. 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.

University employees/departments must follow the Valparaiso University Travel Policy and the Hospitality Policy for expenses related to interviewing candidates. For meals with prospective 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. The non-breakfast meals for the candidate and **two** Valpo employees will be paid by the Office of the Provost;
- b. ALL expenses for additional Valpo employees and ALL alcohol must be charged to a department/college **restricted account**;
- c. If a larger social gathering is desired by the department or college, 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 provost for 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 recommend that committees invite students to have breakfast with candidates at Founders (see section 8.3.1 and section 8.5). This is a nice way to begin the interview day.

8.5 Use of the University Guest House

Candidates will be housed in the University Guest House unless it is fully reserved. If possible, the Office of the Provost will reserve rooms with private baths, but this is not always feasible. Information about checking into and out of the Guest House will be provided to the search committee chair by the Office of the Provost.

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As part of the reservation at the Guest House, guests receive a \$10 coupon for breakfast at Founders. The Office of the Provost will provide the search committee with two additional \$10 coupons for breakfast at Founders. The Office of the Provost will not pay for off-campus breakfasts.

8.6 Diversity Questions

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

Group 1

- What communities have you worked in that are different from your own, and what was your role?
- What was the most important lesson you learned from that experience?
- Provide some examples of your past/current participation in organizations that represent historically underserved/underrepresented groups.

Group 2

- 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?

Group 3

- What does cultural/intercultural competence mean to you?
- What learning activities or experiences have you participated in related to diversity?
- Describe how you will continue to develop your intercultural competence?

Group 4

- What on-going professional development activities have you participated in that focus on diversity awareness?
- How have you applied that learning to your professional life?
- What opportunities have you taken advantage of to participate in internal teams or committees focused on diversity awareness?
- What activities outside of work have you engaged in that focus on addressing the needs of underrepresented groups?

Group 5

- When have you told the truth and paid the price?
- Do you give back to your community? If so, how?
- If you volunteer, where and why?

Group 6

- In this position, how do you think you might be able to support the department's or college's philosophy toward diversity?
- Do you have experience working in culturally diverse communities?
- 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?

Guide to Faculty Searches and Recruitment

- How will your efforts with regard to diversity also support our distinctive Lutheran, Christian ethos and mission?

SECTION 9 – MAKING AN OFFER

9.1 Approvals and Elements of an Offer

The department chair or search committee chair gives 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.)

9.2 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 dean after consultation with the provost. The dean prepares a memo to the provost, and includes a copy to the provost's executive assistant, requesting that an appointment letter be sent to the final candidate, including title, salary, credit toward tenure or visiting term, mailing address, email address, and other pertinent information.

The provost consults with the president 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.)

9.3 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 – Law School and 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.)

9.4 Background Checks

A mandatory criminal background check will be started at the same time that the letter of appointment is mailed. 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 mailed, will be notified as the criminal background check progresses, and will be notified when the signed letter of appointment is returned. Please notify the Office the Provost about any rejected offers of appointment.

SECTION 10 – CONDUCTING SEARCHES FOR LECTURERS AND VISITING PROFESSORS

10.1 Lecturer Search Procedure

10.1.1 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 paragraph below for specific search guidelines.

10.1.2 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.

10.1.3 Use of Interfolio Faculty Search Tool

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

10.1.4 Interview Procedure

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 candidate.

10.1.5 On-Campus Interviews

On-campus interviews are not necessary, but strongly encouraged. If they are not used, Skype interviews are required. The Office of the Provost has limited funds available to bring lecturer candidates to campus for interviews.

10.1.6 Interview with Dean

Candidates must be interviewed by the dean in person or via Skype. Interviews in the Office of the Provost are not expected but welcomed. The search committee chair shall contact the Office of the Provost to obtain a flash drive that contains a copy of the Faculty Handbook.

10.2 Visiting Search Procedure

10.2.1 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. In this case, there is a low threshold for the diversity of the pool.
- b. Candidates may be found via national searches. In this case, there is a greater expectation that the pool be diverse.

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10.2.2 Advertisements

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

10.2.3 Use of Interfolio Faculty Search Tool

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

10.2.4 Interview Procedure

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.

10.2.5 On-Campus Interviews

On-campus interviews are not necessary. If they are not used, Skype interviews are required. The Office of the Provost has limited funds available to bring candidates to campus for interviews.

10.2.6 Interview with Dean

Candidates must be interviewed by the dean in person or via Skype. Interviews in the Office of the Provost are not expected but welcomed. If the Office of the Provost does not interview a visiting candidate, the search committee chair shall contact the Office of the Provost to obtain a flash drive that contains a copy of the Faculty Handbook.

10.3 Full Search Requirement

Under no circumstance will having a faculty member in a lecturer or visiting position remove the requirement of conducting a full search if the position is converted to a tenure-track position.

10.3.1 Treatment of 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.

SECTION 11 – HIRING INTERNATIONAL CANDIDATES

Please consult Janice Lin, associate 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.

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This document will focus 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 at http://www.valpo.edu/provost/files/2014/06/Foreign-National-Recruiting-Needs_August-2017-FINAL.pdf

11.1 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 10.2 on Permanent Resident through Labor Certification (PERM).

2. Phone 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.

11.2 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.

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Advertisement:

- One print advertisement (i.e., Chronicle of Higher Education), OR alternatively, an advertisement 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, please 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.
- 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.”

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. The Law School will cover the costs for their H-1B and Permanent Residency beneficiaries.
- 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 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 H-1B beneficiary the actual wage level paid to all other individuals with similar experience and qualifications for the specific position or the

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prevailing wage determined by the DOL for the occupation in the area of employment, whichever is higher.

- The employer pays all costs associated with the preparation, filing, and obtaining a labor certification including attorney fees and advertisements. The Office of the Provost will pay for tenure track or tenured positions only.
- All minimally qualified individuals, as stated in the job advertisements, must be considered.
- Records must be kept for five years from the date of the PERM approval.

Record Keeping Requirements:

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

- Copies of all resumes and applications
- Completed resume review
- Copy of recruitment report
- Copies of all advertisements
- Copy of prevailing wage

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 http://www.valpo.edu/provost/files/2014/06/Foreign-National-Recruiting-Needs_August-2017-FINAL.pdf).

SECTION 12 – NOT USING INTERFOLIO FOR SEARCHES

12.1 Faculty Affirmative Action Reporting

For 2018-19, Interfolio's ByCommittee software collects the necessary records for faculty applicants. However, if a college/department receives special permission NOT to use Interfolio, then that college or department will be responsible for following the procedures listed below.

The following procedures have been established to collect and maintain data on faculty applicants as required by our Affirmative Action Reporting program.

1. The Office of Human Resource Services (HR) will be notified by the Office of the Provost of every faculty advertisement placed so HR is fully informed of all openings for which applications are being solicited. HR will assign a number to each posting.
2. HR will provide a blank Faculty Applications Log to the searching department (paper and electronic format). The department will maintain this log of all applicants for the particular job posting and will submit to HR at completion of search.

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3. Every applicant will receive an acknowledgement letter from the searching department (paper or electronic format). This letter will have the added statement: “To assist in our compliance with federal reporting laws, we encourage you to complete and return the enclosed Valparaiso University Applicant – Self Identification Form to our Office of Human Resource Services.”
4. Included with this acknowledgement letter will be a separate letter from the affirmative action officer along with a copy of the Self Identification Form. HR will provide these forms to the department (paper and electronic format) at the same time as the blank Faculty Applications Log is provided. This information will indicate that the completed Self Identification Form can be submitted electronically from our website or via U.S. mail directly to the Office of Human Resource Services.
5. HR will start another log and will make database entries of all Self Identification Forms. At this time, HR will record the database ID of each applicant.
6. Human Resources will provide an EEO report of all Self Identification Forms received for each search when requested by the searching department via email at human.resources@valpo.edu.
7. The department will submit the completed log to HR once each search is complete but no later than June 30. The first page of every applicant vitae must be attached to this log. HR will compare the department log of applicants to their log of Self Identification Forms and will add additional names to database as necessary. HR will follow-up on or near May 1 for missing log sheets from searches they know are in progress to ensure full reporting before the end of each fiscal year.
8. Departments must retain complete copies of all faculty applications for three full academic years should review of our Affirmative Action Program records be requested.

SECTION 13 – INTERFOLIO BENEFITS, ACCESS, AND SUPPORT

13.1 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.

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- Process ensures adherence to institutional standards.
- EEO data is collected up front as part of the candidate's application workflow.

13.2 Interfolio Access

If you are a new "user" of the Interfolio system, then you will need to request access by contacting the administrative assistant for faculty affairs 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.

13.3 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. They also flag positions that may not meet an institution's diversity requirements.

13.4 Creating a Position

Once the position ad text is approved by the dean, provost, and assistant provost for inclusion, the administrative assistant for faculty affairs in the Office of the Provost will create the position in Interfolio.

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

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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 ad 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 administrative assistant for faculty affairs 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 administrative assistant for faculty affairs, who will then add the name to the system.

13.5 Acknowledgement of Successful Application Submission

When a position is created in Interfolio, the administrative assistant for faculty affairs 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.

13.6 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/>

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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.

Edit Search Committee Membership (Add/Remove Users)

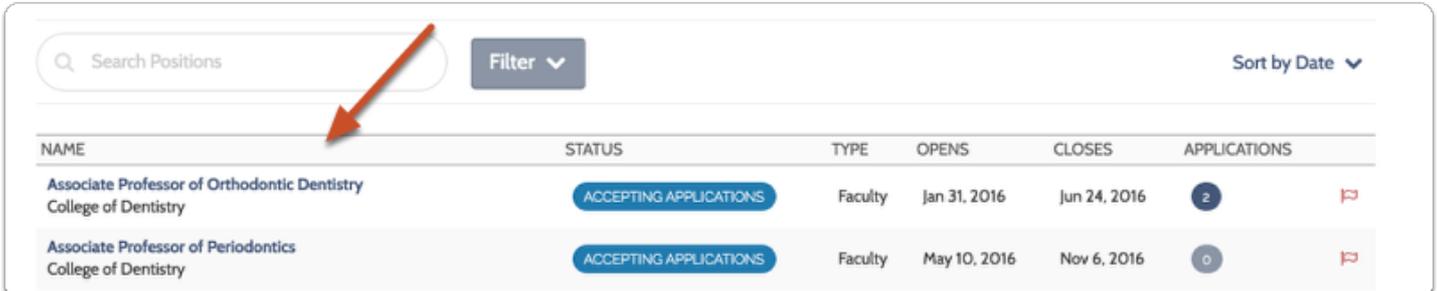
In order to be added to a search committee, a person must first be added to the program as an Interfolio Faculty Search user.

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

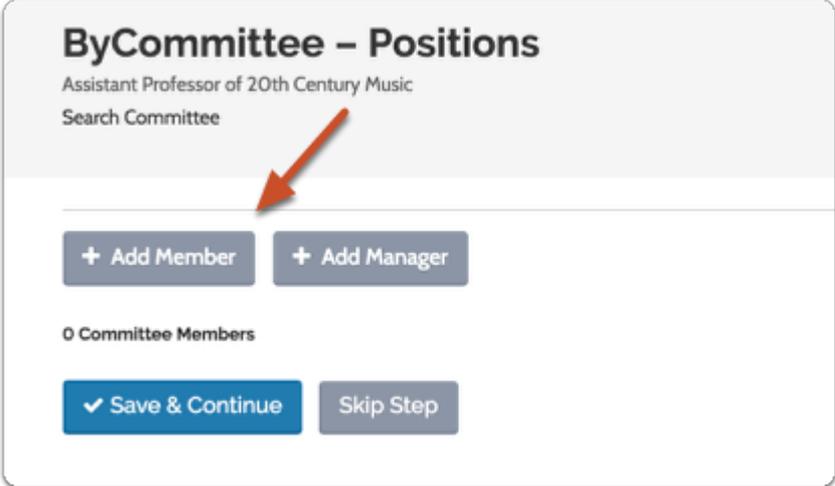
Sandra Carol

Evaluators

Biertha Groening
Beverly Brown
Maxwell Rush
Stephanie Bigsley

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

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



ByCommittee - Positions
Assistant Professor of 20th Century Music
Search Committee

+ Add Member + Add Manager

0 Committee Members

Save & Continue 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 ✕

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"

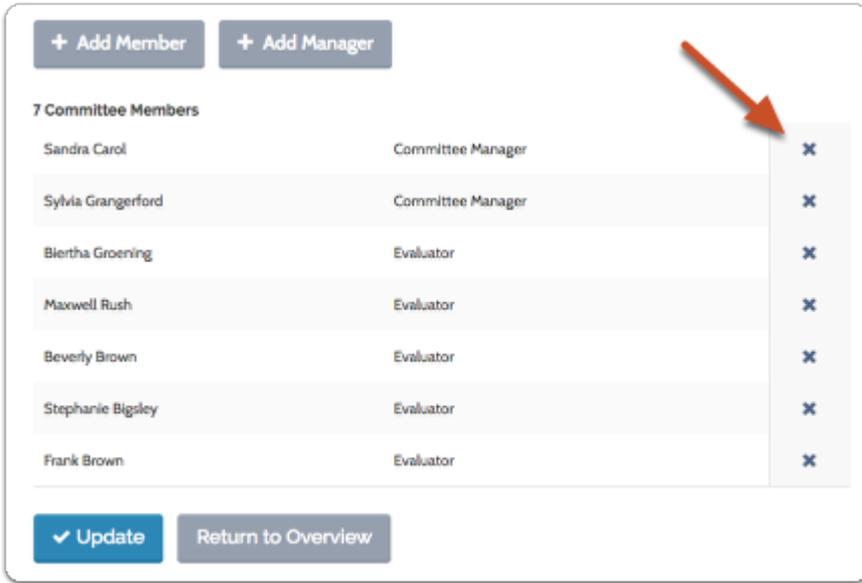
+ Add Member
+ Add Manager

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, which is highlighted by a red arrow pointing to the first row (Sandra Carol). At the bottom of the interface, there are two buttons: "Update" (with a checkmark icon) 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

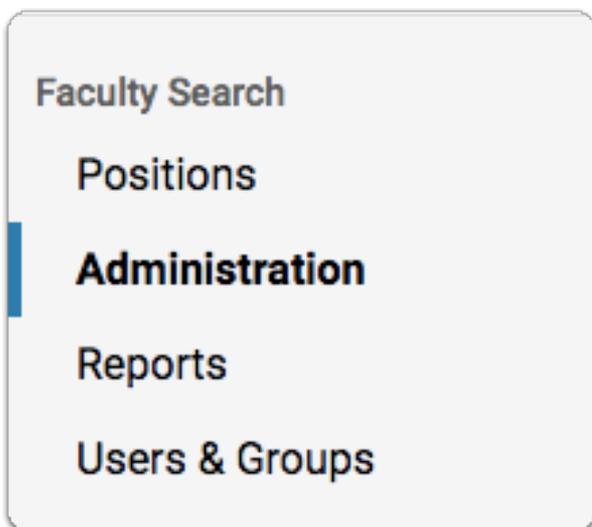
Establish Custom Ratings Criteria and/or Set Up a Blind Review

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

Search Positions Filter Sort by Date

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

Demo University > Positions > Assistant Professor of Landscape Architecture

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

APPLICANTS (5 of 5)

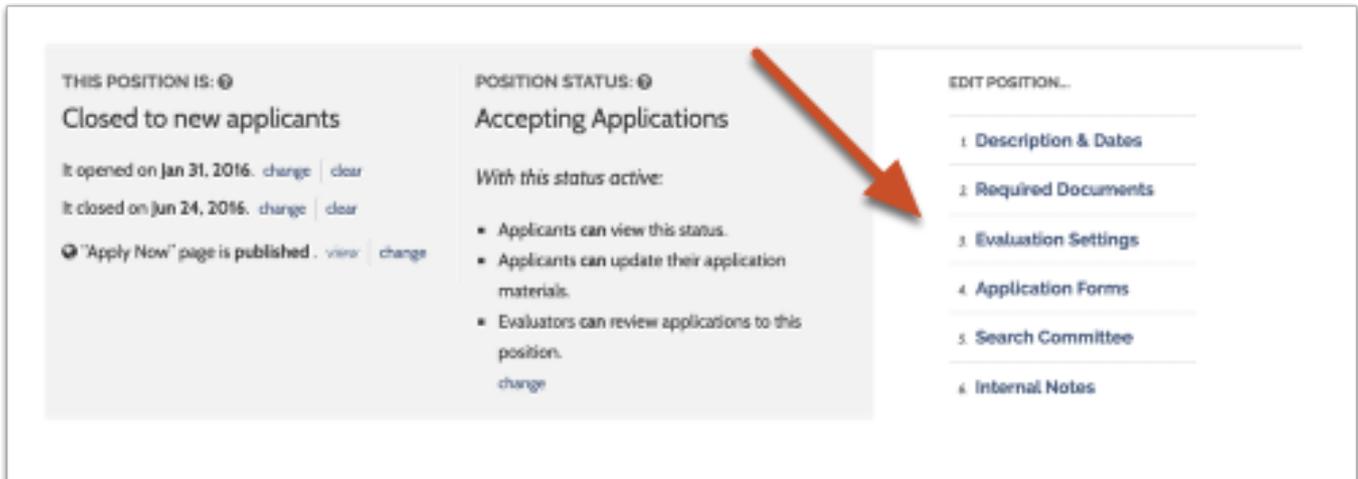
Keyword Search Filter

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

Position Actions

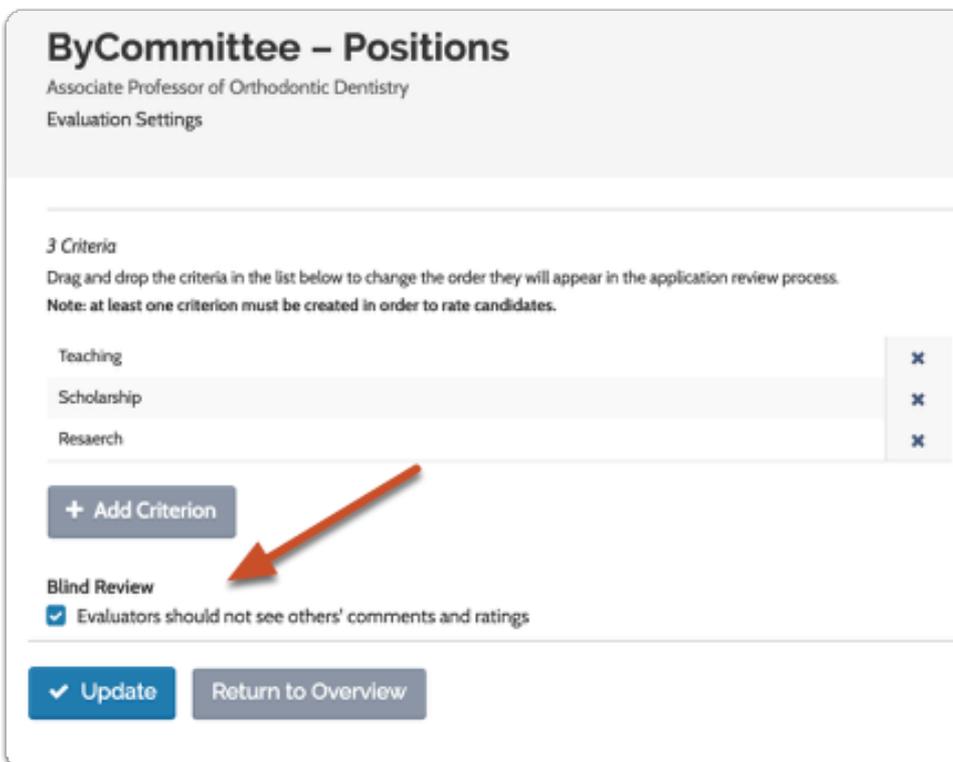
- Edit Position
- View committee
- View position details
- View referral sources
- Tour this page
- Add new applicant
- Close position

Click "Evaluation Settings" to the right of the page



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



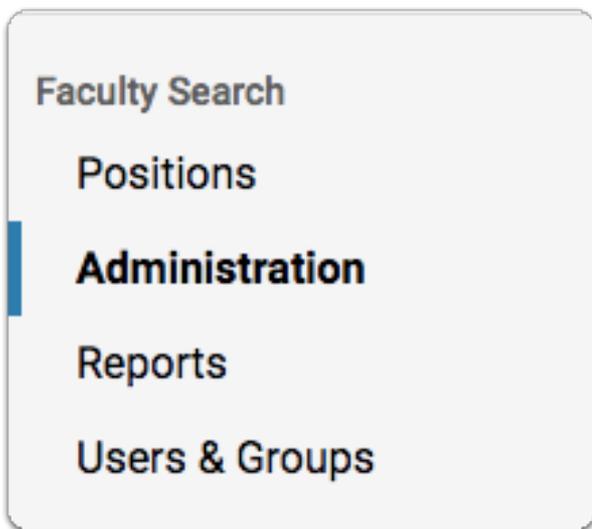
 If evaluators comment during a blind review, and the blind review setting is turned off, then evaluators associated with the search will be able to see summary information but not specific results.

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

Position Actions ▾

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

Unit: Department of Architectural History | Status: Accepting Applications [change](#) | Opens: Sep 1, 2015 | Closes: Aug 15, 2016

APPLICANTS (5 of 5)

Keyword Search Filter

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

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

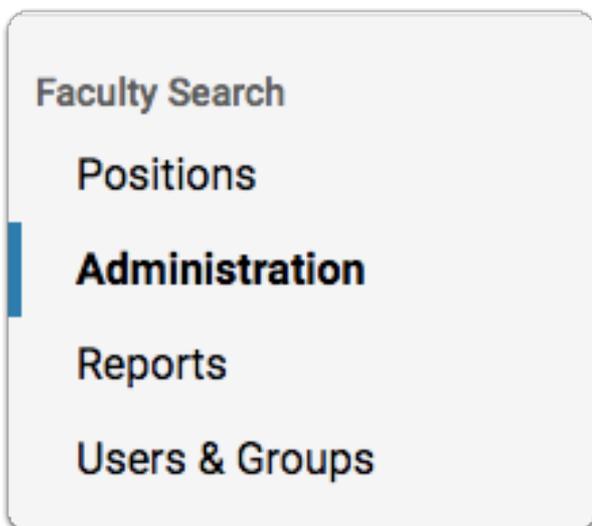
Email Applicants

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

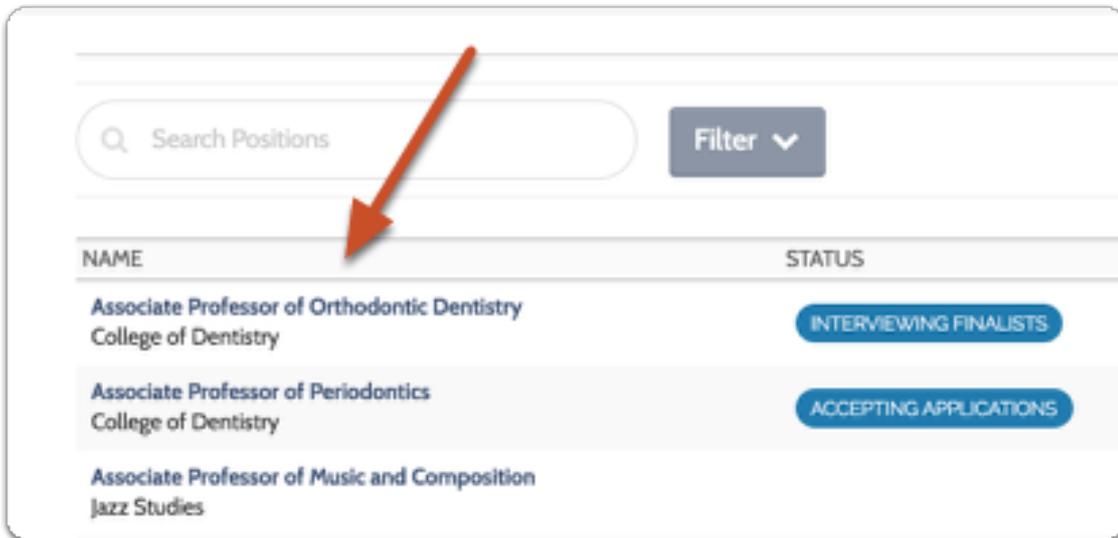
! **Note:** When messaging more than one applicant, recipients will never see the names or email addresses of other applicants being contacted.

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

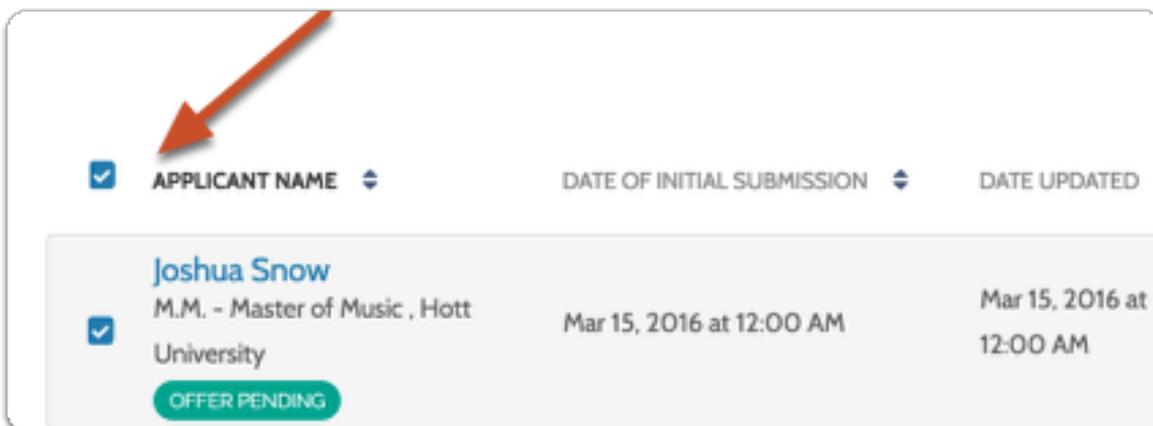


To email multiple applicants at the same time:

 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
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

Actions ▾

Education Information	Status	Tags
	Hired change	+

Documents

INCOMPLETE

Title (pending) C.V.

Pending: not yet received

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

About applicant notification message templates:

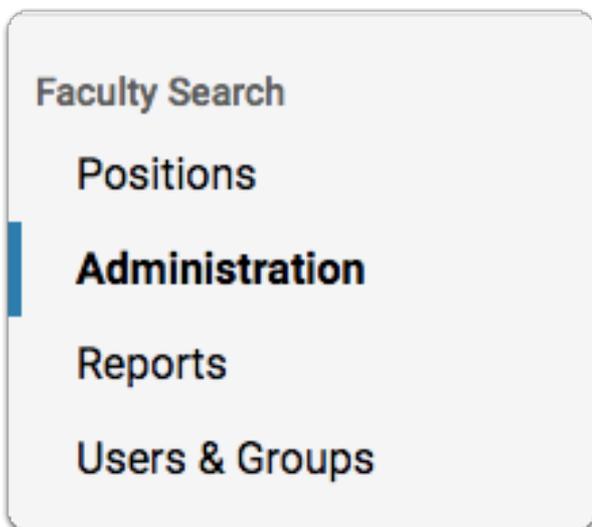
[See here for more information on creating message templates.](#)

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

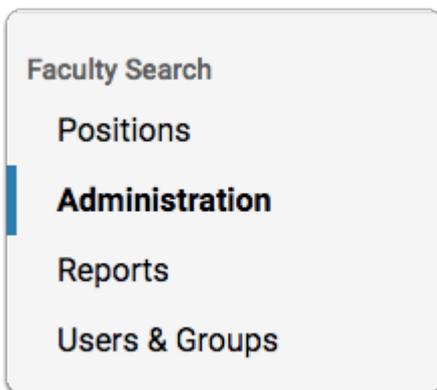
Evaluators can review applications while this status is active.

✓ 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.

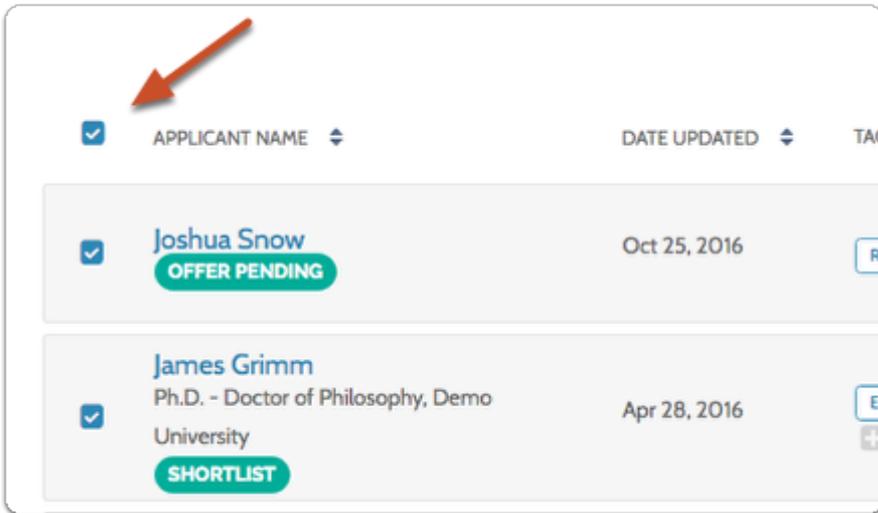
Select the Positions page from the Navigation bar



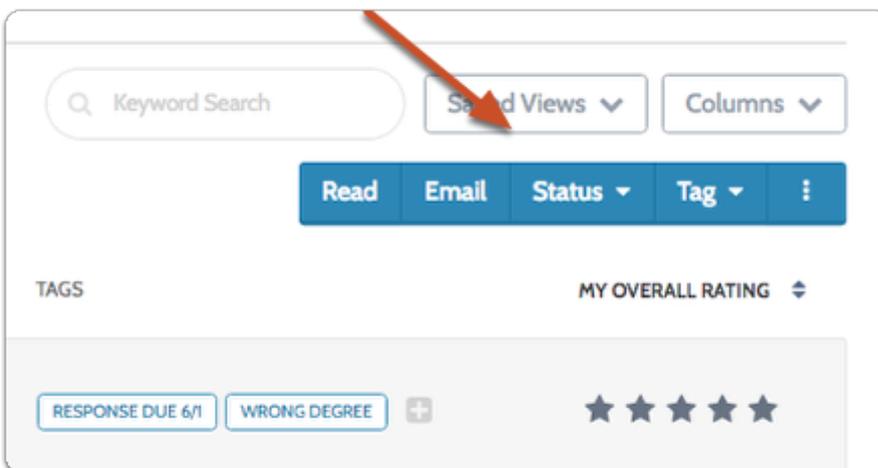
Click the position title

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

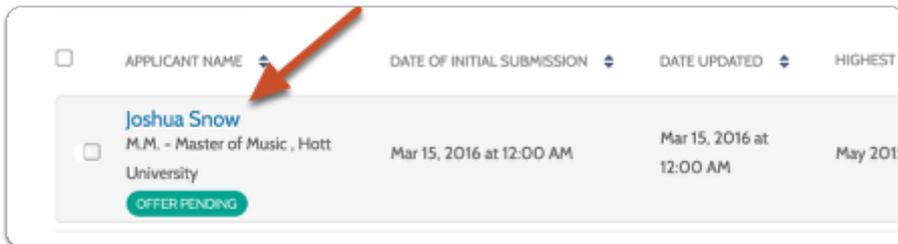


Select the appropriate status to apply to the selected applications

 You can also remove a status this way

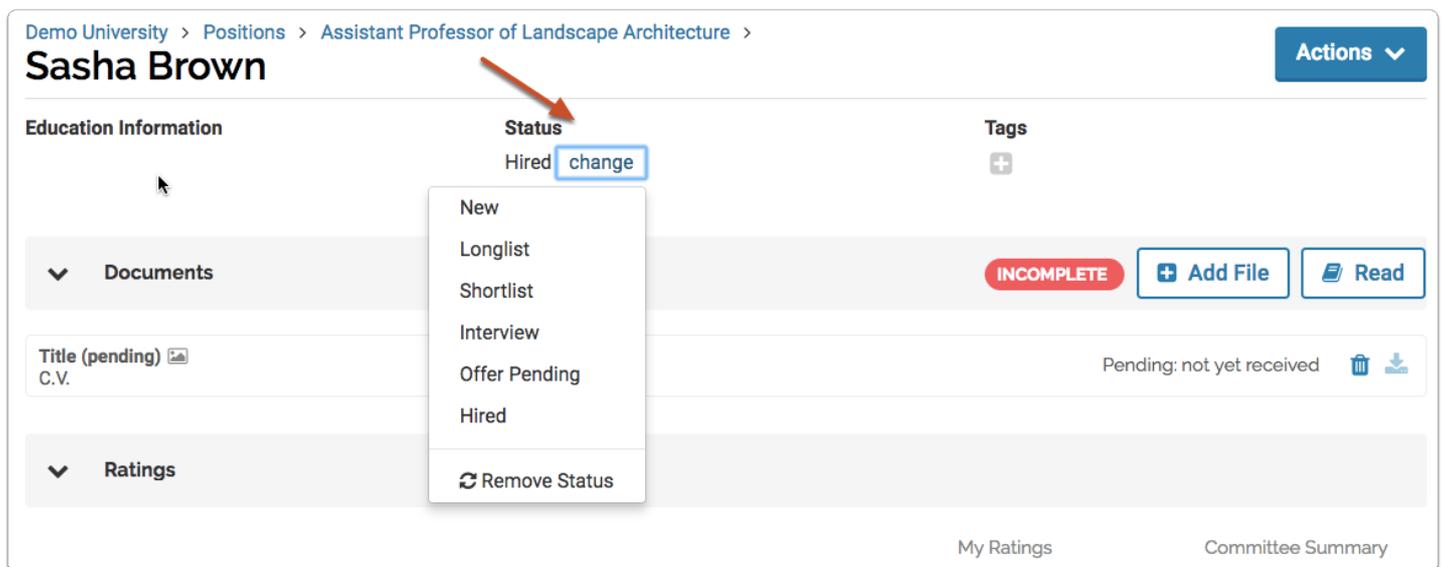
You can also assign or change an application status from the Applicant Profile page:

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 B



**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.