Faculty Searches
Processes and Best Practices

Resources and references
Diversity and Recruitment Training, Search Handbook, and Search Checklist:
https://provost.asu.edu/academic-personnel/search
https://provost.asu.edu/academic-personnel/search/sample-documents/faculty-search-forms

Hiring Plan Development
Every summer, CHS leadership will develop a hiring plan to be submitted to the Provost for approval. Hiring plans will be generated by evaluating a) strategic hiring needs to support and/or supplement current translational teams and grand challenges, b) curricular/teaching gaps within and across programs, c) discipline salary standards, and d) budgetary resources available, with input from the existing faculty (as relevant). Typically, approval from the Provost's Office occurs in early October, after Fall 21st day with a clear understanding of enrollment growth.

Additional hiring needs that may arise after the hiring plan is first approved may be requested separately in consultation with the academic and faculty success leadership, and will require Dean and Provost approval.

Search Committee Development and Training Requirements
While Provost approval of hiring plans, and therefore the ability to post these positions, does not occur until October, search committees will be established in early Fall in order to best support the timeliness of the posting. Search committees will be established by:

1. Each August, faculty will have the opportunity to self-nominate to participate in search committees via Qualtrics survey
2. Based on the results of the Qualtrics survey, the Assistant/Associate Deans will establish groups of 4-5 faculty to comprise the search committee(s)
   a. Particular attention will be paid to ensure appropriate search committee composition based on track, rank, and expertise
   b. The Assistant/Associate Deans will designate a search committee chair with the requisite knowledge and skills to lead the search committee. The search committee chair is responsible for ensuring all committee members review the required training and presentations, and ensure all policies and guidelines for the search are followed.
3. In order to ensure adherence to ACD 111-01 (https://www.asu.edu/aad/manuals/acd/acd111-01.html), the Personnel Committee will vote on the composition of the search committee, and provide feedback as relevant for additional membership.
4. The search committee chair and members are required to complete and review the following information before the first committee meeting and search ad is finalized:

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a. All committee members are required to complete the following:
   i. Provost’s Office Diversity and Recruitment Training: attend in-person offered once a year in September/October, or if not able to attend, review the Diversity and Recruitment Workshop Presentation: https://provost.asu.edu/academic-personnel/search
   ii. Consistent with our college-wide efforts to enhance diversity, the following must be reviewed:
      1. Unconscious Bias in Search Committees presentation
   iii. The Search Committee Chair is required to complete all of the above, plus review the Faculty Search Handbook found here: https://provost.asu.edu/academic-personnel/search

Search Plan and Advertisement Development

Once established, the first task of the search committee, under the leadership of the committee chair, is to complete the Search Plan and Job Advertisement. The job advertisement should be drafted using the provided CHS template, with attention to the specific desired and required qualifications to be successful in the position. It is critical to note that evaluation of the candidate pool is based on these criteria; individuals who do not meet qualifications listed as required on the job advertisement are not eligible to be considered for the position. As a result, the committee should thoughtfully evaluate what criteria are required versus desired so as to not unnecessarily limit the candidate pool.

Additionally critical is the development of a search plan that will allow for appropriate candidate recruitment. Each tenure-track committee will be provided a budget of $2000 for search advertisements and $1,000 for non-tenure; the committee is encouraged to balance paid versus unpaid mechanisms for advertising (e.g. use of listservs, organization’s free on-line job boards, etc. versus ad placement in an electronic newsletter or website) to ensure the greatest reach of ad placement. Tenure-track searches only must be posted in the Chronicle of Higher Education on-line and both tenure-track and non-tenured positions must be posted (at no charge) in Diverse: Issues in Higher Education on-line. Tenure-track positions must be posted a minimum of 45 days and non-tenure positions a minimum of 30 days. Tenure-track and non-tenure positions must be advertised. Please consider new and additional opportunities to post the position that might increase interest among diverse applicants. This includes reaching diverse populations through advertising and professional contacts, as well as other strategies. Please refer to the diversity and recruitment training presentation for strategy ideas.

Once completed by the committee, search plans and advertisements should be submitted to Academic HR for review and feedback. Positions are posted only after approval from Academic HR and Faculty Success Hub Assistant/Associate Deans. Once approved, the appropriate administrative support personnel will assist in the placement of paid advertising; committee members are responsible for ensuring dissemination of ads via unpaid mechanisms (e.g. listservs, organization’s free on-line job boards).
**Initial Candidate Review**

All candidate reviews occur via Interfolio; **candidates cannot be discussed via email.** Candidates are reviewed only based on submitted materials and using the articulated required and desired criteria as articulated in the job plan. Search committees should also attend to the College's established appointment, retention, and promotion criteria ([https://employees.chs.asu.edu/faculty-success/personnel-processes/appointment-retention-promotion](https://employees.chs.asu.edu/faculty-success/personnel-processes/appointment-retention-promotion)) when determining a candidate's appropriateness for the posted rank and track of the position. Upon the committee member’s individual review(s) of candidate files, the appropriate administrative specialist will assist in setting up a meeting for the committee to determine which candidate(s) will be offered an initial telephone/Zoom interview.

**Interviews**

All committees should conduct initial phone/Zoom interviews in order to narrow down the pool of qualified applicants prior to requesting in-person interviews. It is critical that all candidates receive a similar vetting process, and committees are recommended to develop a set of interview questions for both phone and in-person interviews. When conducting interviews, whether in person or by phone, committee member notes **must be submitted to Academic HR.**

Once the candidate pool is narrowed down to no more than three finalists, the search committee chair should submit the Applicant List and finalists' CVs to Academic HR. These materials are then vetted by the Assistant/Associate Deans of Faculty Success, and Provost’s Office (for tenure-track only) before extending the invitation for in-person interviews. Note: there is no requirement to bring multiple candidates to campus; if, after telephone/Zoom interviews only one candidate is deemed qualified to come to campus, it is acceptable to only bring in one finalist.

When scheduling in-person interviews, the committee chair will coordinate with the appropriate administrative specialist an interview experience that will allow for the greatest breadth and depth of exposure of the candidate to relevant faculty and student groups, again attending to the need for the candidates to have similar experiences. Typically, non-tenure eligible in-person interviews are half to full day interview experiences, tenure and tenure-track candidate interviews are often two full days. The candidate should, at a minimum:

- Have an in-person interview with the search committee
- Give a presentation to CHS faculty and students
- Meet with the degree/program coordinator and academic program lead (if not already on the search committee)
- Receive a tour of the facilities
- Meet with individual faculty (in and outside of CHS) that may be part of a collaboration with the candidate (particularly relevant for TT faculty candidates)
- Meet (as appropriate) with Nancy Osgood, biostatistics core, translation team leaders, Medical Director, etc. (tenure/tenure-track only)
- Meet with the relevant Assistant/Associate Dean(s) (e.g. faculty success, academic success, research success)
• Meet with Dean Helitzer (tenure/tenure-track only)

Search committees are encouraged to solicit feedback from faculty who meet with the candidate to inform their decision-making processes; this feedback is often solicited via a Qualtrics survey that is disseminated by the appropriate administrative specialist. Results of the Qualtrics survey, and all interview notes, are submitted to Academic HR at conclusion of the interview process.

Selecting a Candidate

Upon completion of the in-person interviews and solicitation of relevant feedback, the administrative specialist will assist in setting up a final committee meeting to review the finalists and make a recommendation for hire. Once the committee determines the best candidate, the search committee chair should contact the references provided on the candidate’s application. The candidate should be notified that their references will be contacted, but the candidate should not be given any type of offer of employment.

If there are no concerns from reference checks and the committee agrees to move forward, the Applicant List should be updated and submitted along with a justification for hire to Academic HR for review; the Assistant/Associate Deans of Faculty Success and Dean will also review and approve before a verbal offer can be extended. Justifications should provide sufficient detail to articulate why a candidate should be extended an offer, and include:

- Candidate name
- Rank (if open rank search)
- Brief justification for the position
- Summary of candidate qualifications, highlighting how they meet the articulated needs of the aforementioned justification
- Recommended starting salary (within the previously approved salary range from the hiring plan)
- Recommended workload allocation (e.g. 80% teaching, 20% service)
- Justification for any administrative role(s) as articulated on the job advertisement
- Recommended start date

Hiring a Candidate

Once approval is given to extend a verbal offer to the finalist candidate the Associate Dean is typically the person to call the candidate and offer the position for tenure-track searches. For non-tenure searches, the search committee chair will typically contact the candidate. There is some ability to negotiate start date, salary, and terms (with approval from relevant Assistant/Associate Deans), but there must be a clear justification to do so.

Upon verbally accepting the position, the search committee chair should relay the final information to Academic HR who will draft the official offer letter in conjunction with the relevant Assistant/Associate Dean of Faculty Success.

For tenure-track only, the associate dean of faculty success will negotiate start-up package terms and relay this information to Academic HR.

Note that moving expenses are only covered for tenured/tenure-track candidates.

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**General Recommendation:**
- CHS discourages the hiring of recent graduates of our programs. The transition from student to colleague is often a difficult one, and as such, hiring directly out of a graduate program is not recommended. Candidates are much stronger when they have had the opportunity to work, either in the industry or at another university, for at least 2-3 years after graduation.
- If a finalist has been previously employed at CHS (e.g. as a faculty or academic associate), the committee should request to review teaching evaluations to ensure prior success in the classroom.