Faculty Recruitment and Initial Appointment Checklist

A = Candidate  B = Department/Search Chair  C = College Dean  
D = Provost’s Office  E=Search Coordinator

When conducting faculty searches, there are certain criteria that need to be applied by the search committee relating to online applicant tracking. An online tool that will provide the following options is to be used by the search committees:

1. Applicants must be able to apply for the position online
2. Real-time Affirmative Action Data must be available at any time during the search

The Provost’s Office supports the license fee for the Academicjobsonline product, but other software systems that meet the above criteria may be used by the committee.

PLEASE NOTE: REFER TO YOUR COLLEGE’S REQUIREMENTS FOR ADDITIONAL INFORMATION

PART I: PREPARING FOR THE SEARCH

1. When you are notified by your dean that your search has been approved, select a search committee according to your college and university guidelines. Each search committee must include at least one member from outside the department. See R&P 2.2.3.1 for guidelines on joint searches.

   This committee is to meet to do the following before any documents are submitted to the Provost Office.

   a. Refer to the online Best Practices Toolkit Search Committee Preparation.
   b. Discuss and develop the criteria that will be used during the search to vet candidates – note: this is a preliminary list of criteria and can be changed if the committee finds it is necessary.
   c. Develop a draft of the advertisement that will be submitted with the paperwork to the Provost (consult online Best Practices Toolkit for guidance on language to use in the advertisement to promote candidate pool diversity and to ensure Department of Labor (DOL) requirements are covered in the event of an international hire).

   Advertisement Guidelines:
   • If searching for a senior faculty member with tenure on appointment, this is REQUIRED to be stated in the advertisement
   • Please review the OISS guidelines on writing advertisements in order to meet DOL guidelines
   d. Develop a list of publications/journals where you will advertise.
   e. Develop a list of 10 relevant universities, schools and departments you plan to contact. As appropriate (e.g., some Professor of Practice positions), this list will also include contacts in industry, profession, etc.
   f. Develop a list of minority scholars whose help you plan to solicit in filling the position.
   g. Develop a description of search committee plans to increase the diversity of the candidate pool. The search committee may ask the candidate to develop a diversity statement as part of the application package.
   h. Search committees may consult with the Deputy Vice President for Equity and Community and Associate Provost for Academic Diversity throughout the search process to ensure measures are taken to build a diverse pool of candidates.

2. Best practice sessions will be scheduled that will outline topics such as (1) reviewing current processes, (2) building a diverse applicant pool (3) tips and questions for interviews (4) how to evaluate candidates (5) avoiding unconscious bias. The Deputy Vice President for Equity and Community and Associate Provost for Academic Diversity can serve as a resource to the search committee during the search process.

3. For dual career information, the search chair may contact Jill Forrest in the Provost Office at jsf212@lehigh.edu.
PART II: OUTLINE OF REQUIRED SEARCH DOCUMENTATION

Materials to be included in hiring packet sent to the Provost Office:

1. Faculty Employment Request form with signatures. Documentation to include what applicant tracking software system will be used by the search committee.

Recruitment Plan Packet:

a. Permission to Advertise Request form with signatures.

b. A draft of the advertisement in Microsoft Word format. Please note that if using Academicjobsonline (AJO) those advertisements may not be placed in external outlets before setting up the account on AJO to ensure the correct link to the application site can be included in the advertisement. Please see Part III, Item 1 below for further instructions on what is necessary to set up the account.

c. A list of the publications/journals in which you plan to advertise and the length of each advertisement.

d. A print advertisement is no longer required as long as the protocol below is followed:
   - Online advertising must be in an approved national publication. Inside Higher Ed is a DOL approved online outlet. The Provost Office posts all open positions to this website.
   - The position may also be posted in discipline specific journals if the search committee chooses to do so.

e. A list of at least 10 relevant universities, schools, and departments you plan to contact. As appropriate (e.g., for some Professor of Practice positions), this list will also include contacts in industry, professional organizations, etc.

f. A list of the women and minority scholars whose help you plan to solicit in filling this position. You should identify at least five women and five minority scholars outside of Lehigh. As appropriate (e.g., for some Professor of Practice positions), this list will also include contacts in industry, professional organizations, etc.

g. A description of search committee plans to increase the diversity of the candidate pool.

h. A list of search committee members following guidelines established by your college. Each search committee must include at least one member from outside the department. See R&P 2.2.3.1 for guidelines on joint searches.

Forward the Recruitment Plan Packet to the Dean’s office for approval. The Dean’s office will forward an approved packet to the Provost’s Office.

PART III: LAUNCH/CONTINUING THE SEARCH

1. When the Provost Office receives the Faculty Employment Request packet, the search advertisement will be forwarded to the Office of International Students and Scholars for an initial review in an effort to prevent significant roadblocks in the immigration process (in the event a foreign national is hired). The Provost Office will communicate any revisions. When the request to hire is approved, the Provost’s Office will notify the Dean, Department Chairperson and Search Chairperson via email. The Provost’s Office will post the faculty position advertisement on the web on Lehigh’s internal website; and the Inside HigherEd website at no cost. Please forward the advertisement via e-mail to Daniele Holland at drh514@lehigh.edu in a Word document format. If using Academicjobsonline, you will need to establish an account so that the application link can be included in the advertisement. Training on how to use the AJO site is necessary in order for you to set up the account to generate the required application link. Please contact Janele Krzywicki, Faculty Affairs Manager, at jak511@lehigh.edu to schedule training. Please note: advertisements cannot be posted in any venues until the correct link is obtained.

2. Throughout the search process, the search committee coordinators (if using AJO) may run affirmative action data at any time. This will give the committee a snapshot of the composition of the applicant pool throughout the process. As noted above, obtaining real-time affirmative action data during the search process is required, whether using Academicjobsonline or another applicant tracking system.
PART IV: EVALUATING CANDIDATES AND THE CAMPUS INTERVIEW

B Evaluating the initial list of preferred candidates/Associate Dean Review: This process needs to take place before skype/conference interviews are scheduled.

1. The criteria to select individuals for the initial list of preferred candidates should be consistent.
2. When the list of candidates are identified, notify the Associate Dean who will review them within AcademicJobsOnline.
3. After review, the Associate Dean notifies the search chair that the committee can move forward with the list of candidates or makes recommendations of additional candidates for the committee to review.
4. When the committee interviews the candidates, the same questions should be asked during each candidate encounter.

B Interviewing and evaluating candidates – Campus interviews

1. Please refer to your college hiring guidelines to outline on campus interviewing expectations.
2. When creating the interviewee’s agenda remember:
   a. Review the contents of the Tri-Folder folder with the candidate
   b. It is best practice to have a neutral pair of people not involved in evaluating the candidate to have 30 minutes on the itinerary where the candidate can ask additional questions and review university resources for diversity and faculty success can be shared. To arrange this discussion through the Office of Diversity, Inclusion, and Equity, please use the Scheduling Tool found at: https://advance.cc.lehigh.edu/news/new-tool-faculty-candidate-campus-visit-scheduling
   c. Consider scheduling each candidate to meet with current faculty in pairs. This minimizes the impact of implicit bias and reduces redundancy for the candidate.
   d. Use the guidelines for questions; remember some questions are actually illegal.
   f. Use a rubric; remember to rate each candidate against the criteria and then decide who meets the criteria the best.
   g. Please note the candidates are evaluating Lehigh as much as you are evaluating the candidate.
3. The candidate must meet with the Provost in searches for appointment at full professor and searches that involve tenure on initial appointment.

It is important to note that the department and/or Dean’s office fund search expenses. This includes all costs associated with advertising, travel, meals, etc.

PART V: HIRING

D 1. Verbal Offers: The search committee will make their recommendation to the dean. Prior to negotiations with the candidate, the dean will seek approval from the provost to extend a verbal offer to the candidate. The Dean will submit the offer information to the Provost via paper or email, with a copy of the candidate’s vita. After the Provost approves the verbal offer, negotiations may begin with the candidate.

B, C 2. Once the verbal offer is accepted by the candidate, the department prepares the following packet requesting a written offer for the Dean and Provost’s approval:
   a. Recommendation for Appointment
   b. Lehigh University Affirmative Action Compliance Statement
   c. Reference letters for candidate of choice
   d. CVs of at least the 3 top candidates (including candidate of choice)
   e. Recommendation letters from the Chair and Dean
   f. The startup package and any other approved conditions of employment will be sent to the Provost’s Office to be used in the offer letter.
3. Once approval has been given to make an offer, the Provost’s Office has the sole responsibility of issuing the “official” appointment letter for the university that will contain all conditions of employment and the salary and other compensation arrangements. The Provost has communicated that Chairs and the Dean will not make any other commitments (verbal or written) that are in addition to the official appointment letter.

Part VI: POST HIRING

1. For candidates who decline a faculty offer: After the written offer is accepted and the search is closed, the Dean/Department Chair (or person who extended and negotiated the offer) prepares a brief summary which is submitted to the Provost with the reason the top candidate(s) for the position turned down the offer. A summary report can be prepared, or the Department Chair/Dean may choose to use the form created by the Provost’s Office, found at [http://www.lehigh.edu/~inprv/faculty/forms.html](http://www.lehigh.edu/~inprv/faculty/forms.html). We understand that this is sometimes difficult to do during the search cycle. At the end of each search cycle (sometime during the summer), the Provost’s Office will reach out to search chairs as a reminder to gather this information.

2. All faculty search chairs, search committee members and search coordinators should expect to participate in a “Lessons Learned Feedback Session” at the end of each search cycle—sometime in May of every year.

3. Department Chairs and Department Coordinators should maintain welcoming communications with new faculty members. In order for a new faculty member to feel part of the Lehigh community from time of offer, onboarding new faculty should be managed at the department level. This will provide the faculty member with one point of contact for various onboarding information. Some examples are noted below:
   a. Obtaining a Lehigh ID and email address
   b. Completing Hiring paperwork – I-9 and W-2 forms
   c. Ordering computer equipment
   d. Answering other logistical questions

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