

BEST PRACTICES CHECKLIST FOR RUNNING A FACULTY SEARCH:

FROM IDENTIFICATION OF NEEDS TO
INVITATION TO INTERVIEW

Resource Page #1

CLARIFY FACULTY NEEDS PRIOR TO SEARCH

DEPARTMENT CHAIR

- Appoints committee after position needs are identified
- Call additional faculty meetings, as necessary, to discuss and refine the position further
- Informs committee of requirement to complete Search Committee training in Canvas before access to applicant files is provided
- Invite College Equity Advisor and Human Resources Partner to attend the first search committee meeting to complete in-person training

FACULTY MEMBERS

- Identify departmental needs prior to formation of search committee
- Discuss and prioritize departmental needs and desires for new faculty positions

PREPARE POSITION ANNOUNCEMENT AND EVALUATION MATRIX

ENTIRE SEARCH COMMITTEE

- Develops long and short versions of position announcement for use in print and web publications
- Reviews evaluation matrix, drafted by University Human Resources staff, by which candidates will be screened
- Reaches consensus on relative importance and weighting of matrix criteria
- Meets and defines position further, identifying specific research/teaching/extension needs. Drafts job position announcement

DEPARTMENT CHAIR

Makes final revisions in position announcement

ADVERTISE POSITION

DEPARTMENT CHAIR AND ENTIRE SEARCH COMMITTEE

- Discuss, identify, and implement specific advertising and networking strategies to improve recruitment of women and underrepresented groups
- Request faculty support to implement these strategies and broaden applicant pool diversity

DEPARTMENT CHAIR

Works closely with Office of Equal Opportunity (OEO) and Human Resources to publicize position.

CONDUCT INITIAL SCREENING OF APPLICANT

FOR APPLICANT POOLS OF ANY SIZE, ENTIRE SEARCH COMMITTEE

- Reviews all applications confidentially to protect the identity of applicants
- Discusses applications with no one but other search committee members

INDIVIDUAL SEARCH COMMITTEE MEMBERS

For searches with small pools (fewer than 50), all committee members review all applications using the evaluation matrix

May divide workload in large searches (over 50 applications) by doing the following:

- Work with another committee member to evaluate an assigned subset of applications
- Work with another committee member to review assigned applications using matrix criteria
- Randomize assignment of applications to committee members
- All committee members should feel free to review their colleagues' decisions.
- Request that the whole committee review any specific applications that warrant special attention.

CONDUCT IN-DEPTH SCREENING OF APPLICATIONS

ENTIRE SEARCH COMMITTEE

- Meets to review and discuss individual committee members' evaluations of candidates, based on evaluation matrix
- All members may present their evaluations during the discussion of each candidate, or the committee chair may assign specific candidate files to individual committee members to present (in case of large number of applicants). All members should be familiar with all files.
- Systematically discusses all viable candidates for the position (those not eliminated because they did not meet all required qualifications or because they were lowly rated in first screen).

Sorts applicants into three categories:

- Group 1: Very strong candidates (working short list), who are recommended for closest further look. The committee should aim for a list of 12 or fewer

candidates from which they will select a group to interview

- Group 2: Reasonably strong candidates (backup for short list); these individuals may become candidates on the short list at a later time
- Group 3: Clearly less qualified candidates (can be eliminated at this point for all practical purposes, given the number ranked higher in the pool)
- Using the evaluation matrix criteria, identifies why all applicants in Group 3 or those eliminated in the initial screening have not been ranked in the top two groups.
- Checks references for those in Group 1 at this stage, or at any later stage, as long as all candidates in the same group are treated consistently at that stage.
- Maintain all required documentation

COMMITTEE CHAIR

- Concludes the in-depth screening meeting(s) by reviewing candidate groupings and identifying reasons for applicant elimination from the pool
- Requests consensus from the group for the decisions made to eliminate applicants (Group 3)
- Coordinates with department chair to assure that needed communications are made with applicants and notifies those who are not selected for the finalist pool.

CONDUCT FINAL
SCREENING OF
APPLICANTS
(SELECTION OF
CANDIDATES
FOR ON-CAMPUS
INTERVIEWS)

ENTIRE SEARCH COMMITTEE

- Arranges phone interviews for all those in the top group
- Individual committee members conduct phone interviews to determine each candidate's interest, assess communication skills, clarify résumé
- Integrates results from phone interviews and obtains consensus on which candidates among the top group should be invited for an interview
- Identifies reasons why other applicants were selected for interviews. Identifies reasons why the applicants invited to campus were chosen
- Considers whether any lower-ranked applicants require reconsideration or reevaluation of rank. Pauses to consider whether any other reconsiderations should be made (especially to move a candidate from Group 2 to Group 1)
- Agrees upon consensus evaluation matrix scores

DEPARTMENT CHAIR

If pool is large, transmits committee matrix to UHR team with request for approval to interview top applicants (by phone, if large number, or in person if small number)

INDIVIDUAL SEARCH COMMITTEE MEMBERS

- Review highest ranking applications again, reviewing and refining the evaluation matrix as needed. Review other lower-ranking applications, as necessary, to assure themselves that all candidates have been judged fairly
- Alert other committee members by email if they think an eliminated application deserves additional screening or consideration and request reconsideration

GET
ADMINISTRATIVE
APPROVAL AND
INVITE CANDIDATES
TO INTERVIEW

DEPARTMENT CHAIR

- Submits consensus matrix to UHR to request interviews
- Upon approval, invites identified candidates to campus

ENTIRE SEARCH COMMITTEE

- Plans the campus visit for candidates
- Becomes informed about best practices for conducting interviews
- Takes responsibility for hosting candidates

SEARCH COMMITTEE CHAIR

- Arranges to send packet of information to candidates about ISU, Ames, and Iowa. Makes contact with invited candidates to answer any questions they have
- Arranges for candidates to meet with individuals and groups according to their specific needs or requests, while maintaining consistency in interview experience for all candidates