



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

- _____ B 1. When you are notified by your dean that your search has been approved, select a diverse 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. Search committee chairs should familiarize themselves with the entire recruitment process. They may refer to can refer to this [check list for chairs to](#) ensure the process runs efficiently, equitably, and successfully. Additionally, chairs seeking support for attending to committee dynamics during especially critical meetings can [consult this supplemental guide about critical "high stakes/high emotions" meetings](#).
 - a. Refer to the [online Best Practices Toolkit](#) for Search Committee Preparation. It covers suggested practices and provides tools and tips to help you be successful in preparing a job ad, a recruitment plan to attract a diverse pool, how to create a rubric, etc.
 - b. Know the data about demographics in your field and discuss diversity, equity, and inclusion in the context of the field, your hiring unit, and the search process.
 - c. 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.
 - d. Develop a draft of the advertisement with those criteria in mind and submit the ad with the paperwork to the Provost. Advertisement guidelines to note include:
 - a. If searching for a senior faculty member with tenure on appointment, this is REQUIRED to be stated in the advertisement
 - b. Please [review the OISS guidelines](#) on writing advertisements in order to meet DOL guidelines in the [event of an international hire](#).
 - c. Consult [online Best Practices Toolkit](#) for guidance on language to use in the advertisement to promote candidate pool diversity
 - e. Develop a robust Recruitment Plan, per the [Permission to Advertise Request](#) directions; see also Part II Section 2 below.
 - f. The search committee may ask the applicant to develop a Statement on Contributions to Diversity, Inclusion and Equity” as part of the application package. [Become familiar with the purpose and key principles of evaluating such a statement with this brief guide](#).
2. Attend a workshop on the *Best Practices for Recruiting an Excellent and Diverse Faculty* scheduled through the ADVANCE Center. All faculty on a search committee are expected to attend one of the workshops. They outline topics spanning the current hiring procedures and

requirements, search committee member roles, unconscious biases, how to evaluate candidates, planning the interviews, onboarding processes, etc. and provide an opportunity to consider different situations with other colleagues. Departments with active searches should reach out to the [ADVANCE Center](#) as soon as they are notified of their upcoming search.

3. For dual career information, the search chair may contact the [Project Manager for Dual Career](#).
4. The [ADVANCE Center](#) and 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.
5. In consultation with LU Facilities, the Provost's Office devised a process to make hiring and start-up of new faculty more efficient, less costly, and faster as it relates to space and facilities requirements. This process is intended primarily to assess specialty space needs such as laboratories, workshops, studios, etc. Offices should also be account for in terms of space allocation, but may not require cost estimates or a safety assessment. The detailed process outline can be found [here](#) Departments are encouraged to collaborate with Facilities during the pre-search review in order to provide a preliminary assessment. As the search progresses, and finalists are identified, the department/college will work closely with Facilities to provide any updates on the space needs. When top candidates are identified, a meeting can be organized with a representative from Facilities. **In order to help facilitate this process, we ask that the search chairperson or department chairperson complete [Lab Planning Information](#) form found here. This will help provide Facilities with the known space requirements for the hire. Once the candidate has accepted and signed their offer letter, space assignment is confirmed by the Space Planning Committee, and Facilities/EHS will meet with the candidate to finalize the project.**

PART II: OUTLINE OF REQUIRED SEARCH DOCUMENTATION

Materials to be included in the Recruitment Plan Packet sent to the Provost Office:

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| _____ | B, C. | 1. Faculty Employment Request form with signatures. Documentation to include what applicant tracking software system will be used by the search committee. |
| _____ | B, C | 2. Recruitment Plan Packet: <ol style="list-style-type: none">a. Permission to Advertise Request form with the necessary Recruitment Plan parts and with signatures.<ol style="list-style-type: none">i. 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.ii. A list of the publications/journals in which you plan to advertise and the length of each advertisement.iii. A print advertisement is no longer required as long as the protocol below is followed:<ul style="list-style-type: none">• 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.iv. 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, non-profits, etc.v. Faculty are often recruited to the pool via personal networks, please list the women and underrepresented colleagues at other institutions that you will inform of the search. You should identify at least ten scholars from groups underrepresented in your field from outside of Lehigh.vi. A robust description of search committee plans to increase the diversity of the applicant pool.b. A list of search committee member assembled by the 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

- _____ B, D 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 [Inside Higher Ed](#) at no cost. The Office of Diversity, Inclusion and Equity will also courtesy post all Lehigh University ads to [Insight into Diversity](#). Please forward the advertisement via e-mail to Daniele Holland at drh514@lehigh.edu in a Word document format. All academic departments at Lehigh have established accounts in Academic Jobs Online (AJO); paid by the Provost Office (the Mathematics Department utilizes Mathjobs.org). Department Coordinators (known as Database Coordinators in the AJO system) have traditionally been charged with "managing" the online accounts on behalf of Faculty Search Chairs. Faculty have separate roles in the AJO System and are strongly encouraged NOT to serve as Database Coordinators. If a new coordinator requires training, or a seasoned coordinator would like to schedule a "refresher" session, please contact the Faculty Affairs Manager in the Office of the Provost (jak511@lehigh.edu) to schedule training. Accounts must be updated prior to posting to any other venue 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 generate the required application link for your advertisement. **ONCE THE LINK IS GENERATED, YOU MAY POST YOUR ADVERTISEMENT TO OTHER VENUES.**
- _____ B 2. Monitor the pool. Throughout the search process, the search committee coordinators or chair may run affirmative action data at any time. The data collected should include the official race/ethnicity, gender, disability, and veteran status categories. This enables the committee to get periodic snapshots 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: SELECTING and EVALUATING CANDIDATES AND THE CAMPUS INTERVIEW

Please follow the guidelines and expectations for "Googling" candidates and requirements for sexual harassment and other misconduct screenings.

- _____ B Selecting the qualified semifinalists on the initial list of preferred candidates/Associate Dean Review: This process needs to take place before zoom (formerly 'skype' or phone interviews) /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 semi-finalist candidates are identified, notify the Associate Dean who will review them and the composition of the pool 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 this list of semifinalist candidates, consult the [guidelines for questions](#); the same questions should be asked during each candidate encounter. And use [best practices for inclusive online meetings and presentations](#) and [hosts](#).
- _____ B Interviewing and evaluating candidates – Campus or final interviews
1. Please refer to your college hiring guidelines to outline on campus interviewing expectations. Use the [guidelines for questions](#); remember some questions are actually illegal.
 2. Follow the [procedures to complete sexual harassment and other misconduct screenings](#).

3. When creating the interviewee's agenda remember:
 - a. Include the finalist in building a meaningful itinerary; seek their input about meeting with individuals outside the academic department.
 - b. Plan time to review the contents of the [virtual Campus Visit folder: Resources and Information for Faculty Diversity, Inclusion, Equity, Support and Success, alongside](#) information about the department and college with the candidate
 - c. Ensure everyone meeting the candidate has the CV and rubric if they are to give evaluation feedback, and review guidelines for questions and expectations for confidentiality.
 - d. 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>
 - e. Consider scheduling each candidate to meet with current faculty in pairs. This minimizes the impact of implicit bias and reduces redundancy for the candidate.
 - f. For online interviews, [maintain consistency and equity in virtual visits](#), attend to logistics such as accurately distributing links, screen sharing permissions, and contact people. Use [best practices for inclusive online meetings and presentations](#) and [hosts](#). Most of the best practices recommendations for face-face interviews hold even if the final interview is online.
 - g. Build in meals, time to get from meeting location to location, bio-breaks to refresh themselves or pump breast milk, and adequate time to prepare for presentations and seminars.

4. When evaluating candidates
 - a. Consider only information submitted through Academicjobsonline (or the approved system) and shared during the final interview. Faculty members should not be "Googling" candidates. Follow the [supplemental guide in Resources for Faculty Searches](#).
 - b. Use a rubric with the contextually relevant criteria
 - c. Remember to rate each candidate against the criteria and then decide who meets the criteria the best.
 - d. Recall [research on bias in letters of recommendation](#)
 - e. Stick to the evidence and avoid assumptions
 - f. Please note the candidates are evaluating Lehigh as much as you are evaluating the candidate.

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5. The candidate must meet with the Provost in searches for appointment at full professor and searches that involve tenure on initial appointment.
6. Follow your department and college process for making recommendations for hire and for notifying candidates who are no longer in consideration (this should be completed in a reasonable timeframe).

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: VERBAL OFFER AND HIRING

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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.

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2. Conducting reference checks is REQUIRED to be completed by the search chair or department chair only at the time of the verbal offer. [Document this in the Reference Check Form](#). One to three references should be called at the time of the verbal offer. In many cases, these will be drawn from those who wrote the letters of recommendation. At least one reference should be from someone who currently works with the candidate. If there are no letters from current colleagues/advisors then the candidate should be given the chance to provide contact information for an additional contact. The candidate may decline to provide the additional contact if they have confidentiality concerns at their current workplace. The

offer letter will also inform the candidate that a degree verification will be conducted as part of the background check through our external vendor.

3. 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.

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4. 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
 5. Be certain candidates no longer under consideration have been informed of their status in timely manner.

Part VI: POST HIRING

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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) should complete the form helping to document the reason(s) why an offer was declined. This form is submitted to the Provost Office and can be found at <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.

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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—typically in May of every year.

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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