

SEARCH AND APPOINTMENT GUIDELINES

FORTENURE TRACK FACULTY, SCHOOL DIRECTOR, AND DEPARTMENT HEAD SEARCHES

PURPOSE

Recruiting talented faculty is one of the most important decisions we make here in the College of Arts & Architecture at Penn State. The people we hire determine who and what we are. These procedural guidelines are organized chronologically to assist our search committees in successfully navigating the search, selection, and hiring process. Searches by their very nature are complex and time-consuming. This procedural guideline is designed to take you step-by-step through the process. Remember – this is only a guideline; depending on the dynamics of a particular search, the order of steps could change or your processes could vary. A copy of these procedural guidelines should be provided to the search chair and the staff assistant providing administrative support to the search chair. Each task is preceded by a dash for you to enter the completion date as part of your search file and to assist you in tracking your progress. If you have any questions throughout the process, do not hesitate to contact the College Human Resource Strategic Partner, Jerry Henry, gkh2@psu.edu.

REQUEST FOR SEARCH

The school director or department head submits to the dean a [request to search for a tenure-track position](#). This request should include a rationale for the position. In addition, the school director or department head should submit to the dean a recommendation for the composition of the search committee. It is important to remember that search committees are advisory in nature and do not make final decisions.

This step is not applicable for a school director or department head search.

DEVELOPMENT OF THE SEARCH COMMITTEE

The dean, in consultation with the school director or department head, appoints the search committee chair and the search committee. The committee should be made up of a diverse group of individuals related to appointment type (faculty & staff), student status (graduate/undergraduate), outside cognate disciplines, gender, race/ethnicity, along with other appropriate dimensions of diversity. In some cases, professional staff representation in addition to administrative staff, may be appropriate. To ensure diverse representation on each committee, individuals from outside the department and college should be sought, especially when there is limited diversity within the department or school.

For school director or department head searches, the search will be chaired by a “peer” position of another unit. This may be a peer within the college, but often a selection may be made from other units that have a tangential disciplinary relationship. Some examples: Landscape Contracting for a Landscape Architecture search; Architectural Engineering for Architectural search; History for Art History search, etc. If someone from a related disciplinary connection does not chair the search, it is often helpful to include someone from a cognate area on the search committee; unit relationships often benefit by

interdisciplinary connections during the search process. A departmental staff individual should be a member of the search committee

MEETING OF SEARCH COMMITTEE (first meeting)

For both faculty searches and unit head/director searches, the first meeting of the search committee convened by the search chair should cover the dean’s charge, discussion about principles of inclusion, diversity, and appropriate HR procedures, and the process to be implemented for the search. These topics are usually covered by the dean, the school director or department head, and/or the college human resource strategic partner. It is important that the staff assistant providing administrative support to the search committee attend this first meeting.

In most cases for school director or department head, the dean’s office will provide administrative staff to support the search committee. There may be instances in which administrative support may be provided by a departmental staff individual.

POSITION ANNOUNCEMENT

Usually, the search committee will make any final revisions to the position announcement, though there may be occasions where timing requires that the position be posted before the search committee meets. All position announcements are forwarded to the dean for final approval. Once, the position announcement is approved the search committee chair will work with the assigned administrative assistant to complete the Request to Post form in WorkLion so it can be posted in the Electronic Job Management System (EJMS).

RECRUITMENT ANNOUNCEMENT

The position announcement must be placed in a print professional journal that reaches a national audience for a thirty (30) day period. A copy of the ad from the print professional journal should be placed in the search file. Additional advertisements desired by the search committee, school, and or department may be placed by the department/school or by HR Shared Services. Any charges incurred will be borne by the employing school or department.

All announcements should include the following as requirements: “Evidence of a commitment to working collegially is required. Evidence of a commitment to working with individuals from diverse backgrounds is required.” In addition, for any announcements or external announcements sent out by the School/Department, the following must appear at the bottom of the announcement or advertisement, “To review the Annual Security Report which contains information about crime statistics and other safety matters and policies, please go to <http://police.psu.edu/annual-security-reports>, which will explain how to request a paper copy of the Annual Security Report.”

APPLICANT TRACKING

All applicants must apply through EJMS. The search chair will notify each applicant in writing if additional information is required from them.

SCREENING PROCESS

The search committee should prepare a screening instrument, which provides evaluation metrics based on the criteria from the position announcement. The college's HR office can assist with this task, if necessary. The search committee should use this instrument in the screening of all applicants to determine which applicants do not meet the minimum qualifications. Those applicants whose candidacy will not be pursued should be closed off in EJMS. The search chair should forward this list to the college HR office so they may close off these applicants.

When screening cover letters and vitas for consideration, the search committee should keep the following in mind:

- The screening process should be completed in a timely manner.
- Objective documentation should be kept to assist in the completion of the screening instrument.
- No comments should be written on the candidate's application materials.
- Personal notes should be taken down on a separate sheet of paper.

NARROWING THE CANDIDATE POOL

Typically, SKYPE, ZOOM, or telephone interviews will be used for the first round of interviews to narrow the pool of candidates. This should be the case even for internal candidates as well. Interview questions should be the same for each candidate; sample lists will be made available for adaptation by the search committee on the college website. Once a smaller pool of candidates is identified, they should be notified that they have made an additional cut and that the committee plans to start reference checks. This will ensure that candidates have a chance to notify all references and make requests for those not to call until they are assured they will be invited for a campus visit.

REFERECNE CHECKS

Reference checks should be conducted by the search committee chair for those candidates who surface as in the top group to consider for in-person interviews. All candidates who are finalists should be notified that further reference checks will be done. A set of questions for reference checks will be prepared by the search committee chair with assistance from the search committee so that similar questions are asked of each reference, though often there are particular areas for discussion that surface during phone call interviews with references. Follow-up questions may be asked. Sample reference questions will be made available on the college website. The search committee chair may enlist the assistance of a faculty member in conducting reference checks. All reference check results should be reported back to the search committee chair.

LIST OR CERTIFIED CANDIDATES TO SCHOOL DIRECTOR OR DEPARTMENT HEAD (for faculty searches)

By “certifying names,” the search committee attests that applicants are both qualified and acceptable to continue as candidates based on the available data. This list, with committee comments, is forwarded to the school director or department head by the chair of the search committee. If the school or department is underrepresented in relation to women and/or minorities, the committee is required to submit the Short List Approval Form to the Affirmative Action Office prior to inviting candidates for an interview.

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LIST OF CERTIFIED CANDIDATES TO THE DEAN

The school director or department head makes independent assessments of the eligibility, strengths and weaknesses of candidates. The list of certified candidates is forwarded to the dean, indicating those candidates recommended for in-person interviews. The reference check forms for these individuals will be supplied to the dean.

In the event of a school director or department head search, the search committee chair will usually present the list of certified candidates to the dean including the reference check forms. Subsequent to campus visits, the dean will conduct “deeper” reference checks.

The work of the search committee for school director or department head positions will be complete once finalists are invited to campus. Though some Penn State units utilize the search committee beyond this point, the college’s practice is to bring the search committee’s work to a close after the assembly of the final candidate lists for the following reasons:

- a) It is important that every faculty, staff, and student feels that their voice does matter in the final selection. A search committee has considerable influence through reviewing all applicants and narrowing to a small group of finalists for on-campus interviews. Reconvening the committee post-interviews allows members even more influence over the process and may lend a sense that individual opinions of other faculty, staff, and students do not matter as much as those of the search committee.
- b) Individual responsibility should not be delegated to the search committee. It is also important in decisions that affect an entire department that every individual exercises their right and accepts responsibility to assess thoughtfully every individual candidate by attending interview sessions and presentations, and responding individually at the end of these events. That is why we provide a mechanism for individual feedback on every candidate, as well as an opportunity for ranking by preference after all campus visits are complete.

CAMPUS VISITS BY CANDIDATES

Invitations to visit the campus are issued by the dean of the college through the school director or department head where the position exists. For school director or department head candidate campus visits, the invitation to visit are issued by the dean of the college through the search committee chair.

When arranging interview visits, explore the candidates' need for reasonable accommodations for disabilities. **Ask (only): "Will you need any special accommodations for your interview/visit?"** If the candidate answers yes, explain to them that our HR office will be in touch with them. In addition, all candidates should be asked if there are any groups that they would like to meet with while they are on campus.

Candidates invited to campus and all participants in the interview process should receive a detailed itinerary of the visit. This itinerary should include all relevant information, i.e., travel information, accommodation information, and the names and titles of individuals whom the candidate will be meeting. A sample itinerary follows in Appendix A. Interviews with the dean should be scheduled as near the end of the interview as possible.

For school director or department head searches, typical itineraries for on-campus visits include the following list of groups or individuals:

- Dean (When possible, the dean should have two interview slots: one early, one late in the interview process. If possible, one of these should occur in a more relaxed setting.)
- Associate Deans
- Select Donors
- Unit/School Staff
- Unit/School Faculty
- Director of Development
- Students (usually a lunch)
- Tour of College facilities
- College Human Resources
- Unit's Faculty Advisory council
- College Academic Leadership Council
- Current Unit Head/Director
- Real estate tour
- An open presentation with Q&A (this should be scheduled towards the beginning of the candidates visit)

Note: Resources to cover expenses of candidates' travel and lodging are drawn from the school/department budget. The school or department shall cover expenses for meals and incidentals. Ensure that all facilities for meetings, lodging, etc. are accessible. For school director or department head searches, expenses of candidates' travel and lodging are drawn from the college including all expenses for meals and incidentals.

INTERVIEW QUESTIONS AND CAMPUS VISITS

For faculty searches, as part of their interview, all candidates will meet with the search committee while on campus. The search committee will develop interview questions. The interview questions must be based upon job related duties and the position announcement. Special care must be taken to ensure that all candidates are treated equally. All candidates should be asked the same questions in each interview. **Any reference to race, religion, color, sex, sexual orientation, gender identity, national origin, and, disability or status as a Vietnam Era Veteran or other non-job related criterion must be avoided.**

AFTER CAMPUS VISITS

Immediately following a campus visit, all participants in the interview process should complete an online evaluation form indicating the suitability of the candidate for the position. Faculty are encouraged to use their networks to seek any additional information about candidates when possible. **All feedback received will remain confidential.** The responses are received by the College of Arts & Architecture planning and analysis consultant who prepares a summary report for each candidate including a list of names (respondents), if those were entered (not tied to responses), count and percentage of groupings (faculty, staff, students, etc.), the count and percentage of recommended, not recommended, undecided, and a summary of additional comments. The evaluation form for the last candidate will include the opportunity to rank candidates and provide additional comments and these will be summarized in similar form. All evaluation retention will be handed according to University policy AD35 University Archives and Records Management.

SEARCH COMMITTEE DELIBERATIONS

For faculty searches, the search committee and/or the school director or department head will review the confidential evaluation report. While steps may be taken to involve the entire department faculty in discussions about each candidate's suitability for the position, caution is urged; parameters should be clearly defined and all should be advised that they are welcome to share opinions with the unit head outside the public discussion. Taking any sort of public vote in a faculty meeting is to be avoided. While opinions may be solicited in an open faculty meeting, many faculty (especially those still in the tenure line or non-tenured) may be hesitant to voice their opinions. Strident opinions may overshadow effective and objective discussion. Each faculty and staff member who interviewed the person should share his or her opinions through the feedback process or directly with the unit head and/or search committee. If the search committee makes a final recommendation to the school director or department head, it should be with a simple, unranked list of all acceptable candidates. The school director or department head is expected to conduct some final, deeper background reference checks on the acceptable finalists and then make the official recommendation for hiring to the dean on behalf of the school or department.

CANDIDATE OFFERS

Selection of a person to fill the vacancy is the ultimate responsibility of the dean who seeks advice and consults with the school director or department head and others as necessary. Position offers along with negotiations for salary and rank are carried out by the school director or department head in consultation with the dean at the time an offer is extended to a selected applicant. In those instances

where the dean anticipates making an offer of tenure at either an associate or full professor, the dean will consult with the school director or department head (who will have consulted with the unit Promotion and Tenure Committee) and the College Promotion and Tenure Committee and initiate a formal “expedited review” as appropriate. All final offer letters are extended from the dean.

For school director or department head searches, there are several factors that influence the final appointment. Usually, the most qualified candidate(s) emerge clearly from the feedback provided by faculty, staff, and students. Typically administrative leaders and those who provide feedback view the same candidate(s) as the most qualified individual(s) for the position. Candidates who would likely not be successful and should therefore be eliminated from further consideration after the interview are also similarly identified by both administrators and others who provide feedback. As noted, the dean will also conduct more substantive reference checks on finalists at this stage using additional networks and resources, so information regarding candidates, which has not been previously shared, is always appreciated. Another factor that influences the final appointment is whether the top candidate can be successfully recruited – family considerations, the need for spousal hire, other career opportunities, compensation requests, or other issues may be difficult to overcome. In such cases, the dean may need to move forward with offering the position to a different candidate who wasn’t the first choice. In some cases, where it would be difficult to garner the appropriate level of support for a candidate who wasn’t the first choice, it is better to begin a new search. An interim appointment is always better than hiring someone who may not be successful.

There can be unanticipated occurrences during any search process and in such circumstances the dean may reconvene the search committee if more insight and advice is needed before moving forward with a final offer to someone. For instance, should the feedback from faculty, staff, and students not result in a clear decision and ranking of the candidates, it may be appropriate to reconvene the search committee to determine next steps.

CLOSING OFF SEARCHES

After a vacancy has been filled by the acceptance of an offer by a candidate, the chair of the search committee will notify all unsuccessful candidates, in writing, except those who were interviewed, informing them of the selection and thanking them for their interest in Penn State. The school director or department head or the search committee chair should call all those who interviewed in person on campus to notify them that another candidate was selected. After this is complete, an Initiate to Hire form in WorkLion should be completed by the school or department which also serves as the mechanism to close off in EJMS all remaining candidates not hired.

The dean will notify all unsuccessful finalist for school director or department head searches who participated in on-campus interviews.

RETENTION OF RECORDS

All correspondence relative to the search must be collected by the staff assistant assigned to the search and must be retained within the school or department or the dean’s office for a period of three years subsequent to the application deadline date. Any notes taken or emails distributed between the search committee members relative to the candidate(s) must also be collected and retained as part of the

official search file. All applicant material collected in EJMS will be retained in EJMS and does not need to be retained within the school or department.

SEARCH PROCESS QUESTIONS

The preceding paragraphs are guidelines that should serve in the search, selection, recruitment, and appointment of tenure track faculty members for the College of Arts And Architecture at Penn State. Any changes or deviations from these suggested procedures should be discussed with the dean and college HR office as early as possible in the search process.

If any procedural questions should arise during the search process, they should be directed to the college HR office for resolution.

Appendix A

Itinerary for

CANDIDATE NAME

Title of Candidate
Institution (if applicable)

Visiting Penn State — University Park Campus
Dates of Visit (i.e. - January 14-16, 2018)

Overnight Accommodations — **Dates (January 14 & 15)**

Hotel Name (The Nittany Lion Inn)

Hotel Address (200 West Park Avenue)

City/State/Zip (State College, PA 16803-3598)

Phone Number (Toll Free: 800.233.7505)

Confirmation

Sunday, January 14:

10:57p Arrival University Park Airport, 2493 Fox Hill Road, State College, PA ~
Northwest Air Flight #1747M
*[<Name>, <Title>, will meet you at the airport and transport you
to The Nittany Lion Inn]*

Monday, January 15:

7:15a-8:15a Breakfast at the *The Nittany Lion Inn ~ Main Dining Room (reservation
under <Name>)*
<Name>, <Title>
*[<Name> will meet you in the lobby and will escort you to 200
Borland following breakfast]*

8:30a-9:00a Meeting in *200 Borland Building*
<Name>, <Title>
<Name>, <Title>
[<Name> will escort you to 105 Borland]

- 9:15a-9:45a Meeting in *105 Borland Building*
<Name>, <Title>
- 10:00a-12:00n Conference Calls ~ *221 Music Building*
- 12:15p-1:30p Lunch at *Café Laura*
<Name>, <Title>
[<Name> will escort you to 119 Borland Building]
- 1:45p-2:15p Meeting in *119 Borland Building*
<Name>, <Title>
- 2:30p-3:30p Meeting with **<Group Name>** in *119 Borland Building*
<Name>, <Title>
<Name>, <Title>
[<Name> will escort you to <location>]
- 4:30p-6:00p Reception with **<Group Name>** at <location>
<Name>, <Title>
<Name>, <Title>
<Name>, <Title>
[<Name> will transport you to the dinner]
- 6:45p Dinner meeting with **<Name>**
[<Name> will transport you from the dinner to the NLI]
- Tuesday, January 16:
- 7:15a-8:15a Breakfast at the *Nittany Lion Inn ~ Main Dining Room (meet <Name> in the lobby area)*
<Name>, <Title>
[<Name> will escort you from the Nittany Lion Inn lobby to 201 Music Building]
- 8:30a-9:15a Meeting in *201 Music Building*
<Name>, <Title>
[<Name> will escort you to 124 Borland Building]
- 9:30a-2:15p Continue the same as examples given above
- 2:30p-3:30p Exit Meeting with **Dean Barbara O. Korner** at <Location>
[<Name> will transport you to the University Park Airport]

4:11p

Departure from University Park Airport ~ *Northwest Air Flight #3079M*