

KSAS Faculty Search Process

1. Submit A Search Request

After an initial conversation with the relevant Vice Dean, the Department Chair submits a written request to the Vice Dean to begin a search for a new faculty member. This request will be reviewed by the Dean, Vice Dean, and Sr. Associate Dean of Finance and Administration. The department must receive notice of provisional approval to hire before proceeding.

2. Submit Search Plan for Formal Approval

Once the department has received provisional approval for the search, the department submits a detailed search plan to the relevant Vice Dean. The search plan should:

- a. Describe the position you are seeking to fill.
- b. Provide a draft of the position announcement.
- c. Outline the Composition of search committee:
 - i. Search Chair
 - ii. Diversity Advocate
 - iii. Outside Committee Member [Member from a JHU (ideally KSAS) department outside the department conducting the search]
 - iv. Other Committee Members [Describe the extent of an external member or members participation, specifying whether they will have a vote on the search committee—if that committee votes internally—and whether they will participate in the department’s discussion prior to voting on the extending an offer or offer]
- d. Describe how you will advertise the position, listing DEI advertising outlets that will be used, including planned outreach to other universities, societies, and colleagues.

NOTE: A department must require letters in an application in searches for an assistant professor, or in a rank-open search, for applicants without tenure, but should not require such letters in applications of those at the rank of associate professor or full professor except by approval of the relevant Vice Dean.

- e. Describe how the search committee will proactively recruit candidates from under-represented groups.
- f. Describe how the search committee will select candidates to interview. What criteria are used to identify excellent candidates?
- g. Describe how the Diversity Advocate will ensure that the search committee takes into account the possibility of implicit bias.

This plan is reviewed by the Dean, relevant Vice Dean, and Assistant Dean for Diversity, Equity and Inclusion who may ask for revisions. Once the Dean’s office is satisfied with the plan, formal authorization for the search will be provided in writing.

This formal approval will include four documents: (1) authorization, signed by the Dean; (2) the KSAS Faculty Search Process document, (3) a Guide to Best Practices in Searches, and (4) the Homewood Academic Council’s Appointments and Promotion Procedures. **The department may advertise the position only once formal approval from the Dean’s office is received.**

3. Complete Unconscious Bias Training

All search committee members are required to complete unconscious bias training, unless they have already had such training in the last three years. Training should be completed in person and will be provided by the Office of Diversity & Inclusion (contact afrias3@jhu.edu to schedule). Written guidance will be provided for those who have recently completed such training. If there are scheduling conflicts, search committee members may complete the training online using the module "[Reducing Unconscious bias in JHU Recruiting](#)" for which you will need a JHED ID to log in.

4. Use Interfolio as the electronic applicant tracking system.

All departments are required to use Interfolio for electronically tracking and evaluating candidate dossiers. The link generated by Interfolio to allow candidates to upload dossiers must be included in all advertisements for the position. Assistance with Interfolio may be requested by contacting KSAS Human Resources at KSAS-ApptReq@jhu.edu. **Please notify HR when your ad has been posted to Interfolio.**

5. Assess Candidate Availability Pool

When the department is ready to begin reviewing applications, the Department Chair, Search Committee Chair, and Diversity Advocate should consult the following dashboard for the EEO availability pool:

<https://public.tableau.com/app/profile/jhu.oir/viz/AvailabilityPool2022/CoverPage?publish=yes>

6. Request Detailed Candidate EEO Data

The Diversity Advocate should then ask KSAS Human Resources (KSAS-ApptReq@jhu.edu) for the EEO data for the search's applicant pool as collected by Interfolio.

7. Complete Comparison/Availability Pool Data Report (Appendix 1)

The Diversity Advocate should then compare the availability pool data derived from the dashboard in Step 5 and the Interfolio EEO data provided in Step 6 to complete the Comparison/Availability Pool Data Report attached here as Appendix 1. The Diversity Advocate should review these metrics to determine how closely the composition of the applicant pool conforms to the composition of the availability pool, and, in consultation with the department Diversity Champion, should decide whether more outreach is needed to make the applicant pool more inclusive. Araceli Frias, Assistant Dean for Diversity, Equity and Inclusion (ADDEI), afrias3@jhu.edu, can provide guidance on any necessary remediating steps.

8. Submit Comparison/Availability Pool Data Report

Once the applicant pool has been deemed sufficiently inclusive, the Diversity Advocate should submit the Comparison/Availability Data Report (i.e., Appendix 1) and any necessary discussion of the demographics it reports, to the relevant Vice Dean and Araceli Frias, Assistant Dean for Diversity, Equity and Inclusion (afrias3@jhu.edu) for approval.

NOTE: Applications should *not* be reviewed by the search committee or members of the department prior to the completion of steps 5-8 and approval of the Comparison/Availability Data Report by the relevant Vice Dean and the Assistant Dean for Diversity, Equity and Inclusion.

For departments conducting rolling reviews of applications, an annual report for steps 5-8 should be generated at the end of the academic year.

9. Submit Candidate Short-List Report

Once the Comparison/Availability Pool Data Report is approved, the Dean's office will provide the search committee with an Excel sheet that compiles all the data collected on each applicant in the pool. Using the criteria for identifying excellent candidates as provided in step 2f above, the search committee should add columns as necessary to this sheet in order to provide the following data for each candidate:

- at what stage a candidate was eliminated (i.e., in an initial cull of viable candidates; at a long-listing stage, or prior to short-listing);
- for candidates eliminated at the short-listing stage a brief indication of the grounds for that elimination;
- a clear indication of short-listed candidates.

A separate document should provide a paragraph or two describing on the strengths of each of the short-listed candidates, their stature in the field and subfield, and/or promise for the future.

The Diversity Advocate should complete the Candidate Short-List Report attached here as Appendix 2 and provide a document briefly describing the measures taken to ensure that the selection process at every stage was inclusive. If the short list does not include any or few women candidates or candidates from underrepresented groups, this document should also justify this outcome.

The annotated spreadsheet, the document on short-listed candidates, and the Candidate Short-List Report should be submitted with all CVs for short-listed candidates to the relevant Vice Dean.

10. Review of Candidate Lists

The Dean and relevant Vice Dean will undertake an independent review of the short-listing data provided. There will then be a meeting with the department chair, which may include members of the search committee, to finalize the list of candidates to be invited to campus.

NOTE: This list must be approved by the Dean and relevant Vice Dean prior to inviting any candidates to campus.

11. Conduct Interviews

Departments should arrange a meeting with the relevant Vice Dean for each candidate during the campus visit. Candidates returning for second visits should be scheduled to meet with the Dean.

12. Recommend Final Candidate

Once the department has voted on a candidate to recommend to the Dean for hire, the Department Chair should email the appropriate Vice Dean with this recommendation, including a letter to the Dean of KSAS requesting the appointment. This letter should include:

- a. Tally of the faculty vote (including faculty who could but did not vote, and any abstentions);
- b. Summary of the campus visit process;
- c. Assessment of the performance of finalists during campus visits;
- d. Rationale for selecting the top candidate;
- e. Brief discussion of the chosen candidates' particular strengths and fit into the future plans for the department .

NOTE: No verbal offer should be made until the Dean's office has reviewed this information and approved the department's choice.

13. Letter of Intent Issued to Final Candidate (Appendix 3)

Upon approval of the final candidate, the Dean's office will issue a Letter of Intent to the candidate. Once the LOI is signed and returned, the candidate's case will be submitted to the appropriate Homewood Academic Council committee for approval.

14. Close out Interfolio Posting

The departmental administrative support shall close out the position according to established guidelines.

15. Appointments

Once the LOI is signed, HR should begin the process of appointing the faculty member.

- a. Tenure-Track/Non-Tenure-Track Appointments – HR will contact the department with list of materials required for the appointment.
- b. Tenured Appointments (Require HAC approval) – Academic Council Coordinator will work with the departments to gather the required materials for HAC, and work with the appropriate Vice Dean to form the HAC committee.

16. Debrief

The Diversity Advocate should schedule a meeting with the ADDEI to share the successes and challenges of the faculty search process.

Appendix 1. Comparison/Availability Pool Data Report

	#Candidates (Interfolio)	%Candidates (Interfolio)	%Pool A ¹	%Pool B ²	%Pool C ³	%Pool D ⁴ (Optional)
Total Applications						
Female						
African American						
Hispanic/Latino						
American Indian						
Total URM						
Disability						
Veterans						

¹A doctoral degree recipients in discipline (Survey of Earned Doctorates)

²B postdoctoral scholars (in discipline) from 2009-2013, five-year average from NSF Graduate student survey

³C peer faculty (all ranks tenure/tenure track) from AAU

⁴D data from professional society/discipline based organization (optional)

Total URM =African American, American Indian, and Hispanic Latino

Discuss the demographics of the applicant pool and how it compares to the availability pool. What does the applicant pool look like overall? Percentage of URM, Veterans or disabled candidates?

Appendix 2. Candidate Short-List Report

Department

Position

Date

Candidate Shortlist:

Name	Ethnic Group	Gender	Most Recent Institutional Affiliations

1. How was information about the position publicized? (Check all that apply)

- Advertisement/ journals
- Letters/emails to other institutions (attach list of institutions)
- Contact with professional or special organizations (attach copies of relevant emails/letters) Other
- (describe)

2. Describe the process and work of the committee to conduct active outreach to URM candidates, and broaden the diversity of the pool. Please attach (or forward with this appendix) copies of relevant emails or letters.



- 3. Describe the criteria used to select candidates for interviews. List in order of importance the major criteria and requirements for this position (Include any required areas of specialization, advanced training, or background.)**



Appendix 3. Final Report for Faculty Appointments

1. Position offered to:

Name	Ethnic Group	Gender	Most Recent Affiliation

2. Individual Appointed: _____

The records of all applicants and candidates for this position are being maintained for a three-year period in the:

Department of _____ Office of _____ Room _____

I certify that every effort was made to conduct a fair and open search and that all affirmative action procedures were followed to the best of our ability.

Chair of Search Committee

Date

Chair of Department

Date