# KSAS Faculty Search Process

*This document provides an overview of the steps in the search process once your department or program has been provisionally authorized to conduct a search. See below a list of key resources that support faculty searches in KSAS. For faculty hiring through the [Bloomberg Distinguished Professors](#) and [Fannie-Gaston Johansson](#) programs, department chairs should reach out directly to their Vice Dean for Faculty.*

## 1. Articulate your search strategy. *Occurs June – mid August, depending on the search.*

The department chair or program director submits the following information:
- Description of the position(s) you are seeking to fill and how the hire will maintain or increase the department's profile.
- Description of how the hire builds on or complements existing strengths of the faculty, and the desired impact on the undergraduate and graduate programs.
- A draft of the position announcement.

Your search strategy is reviewed by the Dean and relevant Vice Dean, who may ask for revisions. Once the Dean's office has approved your search strategy, a formal authorization for the search will be provided in writing, along with other key resources for KSAS faculty searches.

## 2. Complete your search plan and the unconscious bias training. *Occurs June – early September.*

Your search plan is reviewed by the relevant Vice Dean, and Assistant Dean for Diversity, Equity and Inclusion, who may ask for revisions. Once the Dean's office has approved the plan, the search may begin. *The department may advertise the position only <u>after</u> formal approval from the Dean's office is received.*

To complete the search plan, the department chair or program director submits the following information using the fillable PDF form (shared below):
- The position announcement.
- The composition of search committee. This includes: the search chair; the diversity advocate; an outside committee member (i.e. faculty from a JHU department, ideally in KSAS, outside the department conducting the search); and other committee members. Please note that a diversity advocate and external committee member are required for every search. We encourage interdepartmental search committees.
- Describe how you will advertise the position, listing DEI advertising outlets that will be used; planned outreach in the relevant field(s); and proactive efforts to recruit candidates from under-represented groups.
- Describe the criteria used by the search committee to select candidates to interview.
- Describe how the diversity advocate will ensure that the search committee takes into account the possibility of implicit bias.

All search committee members are required to complete unconscious bias training provided by the Office of Diversity & Inclusion unless they have already had such training within the last three years.

- For those who require new training, it will be provided in person by the Office of Diversity and Inclusion. Please contact the Assistant Dean for Diversity, Equity, and Inclusion ([afrias3@jhu.edu](mailto:afrias3@jhu.edu)) to schedule the training.
- If there are scheduling conflicts, search committee members may complete the training online using the module JHU | Mitigating Unconscious Bias in Hiring (requires a JHED ID to log in).
- For those who have recently completed such training, written guidance will be provided.


**3. Use the Interfolio platform throughout the process.** *Ongoing from August until search is complete.*

Faculty searches are managed through Interfolio. An Interfolio link that allows candidates to upload dossiers must be included in all advertisements for the position. More specific guidance on using Interfolio can be found here, including a step-by-step guide on creating a position. If you required further assistance, contact [Interfolio-Help@jh.edu](mailto:Interfolio-Help@jh.edu) .

Note to department administrators: When setting up the position and adding search committee members as users, you must enter their email address as follows JHED@johnshopkins.edu, for example fjones24@johnshopkins.edu, and not any other variant of email address.

The functionality of Interfolio has expanded to support federal reporting requirements and compliance with state wage transparency laws. Because it now serves as a system of record, the accurate and timely use of the Interfolio platform is paramount. The complete use of Interfolio for faculty searches includes the following features:

- You must enter "evaluation criteria" when creating the position. (Users, aka your search committee members, will not be able to access applicant materials until at least one evaluation criterion is established.) The "evaluation criteria" in Interfolio correspond to the criteria for evaluation articulated in the search plan. For most searches, 4-6 evaluation criteria are the norm. For more detail on creating evaluation criteria and a blind review, see this guide.
- Include a salary range (for positions posted after 10/1/2024) and SAP position number. The Dean's office will provide the salary range for the position(s).
- In the view of each individual applicant, you will see a "status" and "disposition code" in the upper left corner beneath the applicant's name. Initially, both status and disposition code are blank. These fields must be edited later in the search process.
  - The "status" field is always positive, indicating how an applicant progresses in the search. The menu of status options is fixed (e.g. long list, short list, interview, offer pending, hire).
  - The "disposition code" is always negative, indicating why an applicant does not advance in the search. The menu of disposition codes is already fixed for this hiring cycle (see more below in step 5).
- During your search, you are **required** to use the evaluation criteria, disposition codes, and position status settings in Interfolio. Departments may alternatively rate the evaluation criteria outside of Interfolio.
- The platform also has an overall rating function (on a scale of 1 to 5) and a blind review function (so that members of the search committee do not see one another's ratings until the full committee meets for discussion). The use of the overall rating and blind review functions is **optional**.

**4. Complete Review #1 of the applicant pool.** *Expect a response from the Dean's Office within 72 hours.*

Applications should *not* be reviewed by the search committee prior to the completion of Review #1.

When the department is ready to begin reviewing applications, the department chair or program director, search committee chair, and diversity advocate must assess whether the applicant pool is sufficiently inclusive via the following steps:
- They should consult the dashboard for the Equal Employment Opportunity (EEO) availability pool.
- The diversity advocate asks KSAS Human Resources (KSAS-ApptReq@jhu.edu) for the EEO data for the search's applicant pool as collected by Interfolio. This is a summary of EEO data, not a detailed version.
- The diversity advocate compares the dashboard availability pool data and the Interfolio EEO data to complete the applicant pool report (shared below as a fillable PDF). This comparison assesses how closely the composition of the search applicant pool conforms to the composition of the availability pool. In consultation with the department's diversity champion, the search diversity advocate decides whether more outreach is needed to make the applicant pool more inclusive. The Assistant Dean for Diversity, Equity, and Inclusion (afrias3@jhu.edu) can provide guidance on any necessary remediating steps.
- Once the applicant pool is deemed sufficiently inclusive, the diversity advocate submits the applicant pool report to the Assistant Dean for Diversity, Equity, and Inclusion and the relevant Vice Dean for Faculty, along with any necessary discussion of the demographics. They will review the applicant pool and send formal written approval.

**5. Review applicants and identify a short list.** *Timing varies, depending on department/program practices.*

Once the Dean's office communicates approval of the applicant pool, the search committee commences its review of applications. In the selection of a short list, you are encouraged to consult the guide to best search practices. The short list for a single search is typically 3-5 applicants. The shortlist for multiple searches may be larger.

If the department creates a long list initially, this does not require consultation with the Dean's office. For the integrity of the search process, it is important that the department use a consistent practice for evaluating applicants on its long list (e.g. Zoom interviews or additional materials requested for all long list applicants). In Interfolio, there is an option of "long list," which should be used when a department creates a long list.

When rating applications against the evaluation criteria, search committees can work outside of Interfolio or by using the rating function within Interfolio – departments can determine how to handle this aspect of the process. Once a search committee has identified a short list, then the following steps must be taken in Interfolio:
- The "applicant status" and "disposition code" must be updated for every applicant. (This can be done for multiple applicants at a time, rather than applicant-by-applicant.)
- Short-listed applicants must be identified by updating of the "applicant status" to "short list."
- If a candidate does not advance in the search, a reason must be given using a "disposition code." The menu of 13 disposition codes is fixed for this hiring cycle. Departments will likely use the following disposition codes most frequently as search committees move from the full applicant pool to a long list and further to a short list:
  - *Less competitive based on the field of research*

- o *Less competitive based on the education or training*
- o *Less competitive based on the information provided*
- The "applicant status" for all applicants and "disposition code" for any disqualified applicants must be provided in Interfolio <u>before</u> the Dean's office reviews the short list. If the department also wishes at this point – whether as the short list is proposed or after the short list is approved – to send rejection notifications to applicants who are no longer under consideration, it may do so.

**6. Complete Review #2 of the short list.** *Expect a response from the Dean's Office within 72 hours.*

The department or program submits the following materials for the Dean's office to review:
- The diversity advocate asks the department's HR contact the detailed EEO data for the search's applicant pool as collected by Interfolio. The HR contacts are Ki-Ki Witherspoon (twither8@jhu.edu), Justin Payne (jturne86@jhu.edu), and April Tune (atune1@jhu.edu).
- The short list review (shared below as a fillable PDF) completed by the diversity advocate, which provides an account of 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, the report should also justify this outcome.
- Using a template provided by the Vice Dean, provide required information about each short-listed applicant. The department chair, search chair, or other member of the search committee can provide the information requested. (This template comes directly from the Vice Dean and is different from the Review #2 form provided below as a fillable PDF.)  The template captures information about each short-listed applicant's stature in the field and subfield (and/or promise for the future), alignment with the search strategy, and potential impact of their recruitment on the profile of your department/program.

The Dean, relevant Vice Dean, and Assistant Dean for Diversity, Equity, and Inclusion will undertake an independent review of the short list vis-à-vis the EEO data from Interfolio.

**7. Meet with the Dean's office to discuss your short list.** *This can take up to two weeks after you have submitted your short list in Step 6. To expedite this two-week window, the department should: 1) confer with the appropriate Vice Dean about when the short list should be ready; 2) present the short list information using a template provided by the Vice Dean in Step #6 (the template will refer back to the search strategy and evaluation criteria articulated at the beginning of the process).*

The department chair or program director—alongside members of the search committee if so wished—meets with members of the Dean's Office to finalize the list of candidates to be invited to campus. The conversation is meant to affirm a shared understanding of the quality of all candidates and their alignment with your articulated search strategy.

**8. Conduct interviews with short-listed candidates.** *Timing varies, depending on department/program practices.*

Following their standard practices, departments/programs should invite short-listed candidates for campus visits. It is the department's responsibility to arrange a meeting with the relevant Vice Dean for each candidate during the campus visit. To set up such meetings in AY2024-25, please the relevant Vice Dean along with Karis Joy Allen (kallen71@jhu.edu) and include the CV and cover letter for each candidate.

In designing the campus visit format, consult the guide to best search practices. You must also adhere to the guidelines for the costs associated with campus visits.

**9. Recommend a final candidate.** *The Dean's Office will aim to respond within two weeks. If you have laid out and kept to a clear timeline for this step at the start of the search, the Dean's Office will work to respond to it.*

No verbal offer should be made to a candidate until the Dean's Office has reviewed and approved your recommendation to extend an offer.

Once the department or program has voted on a candidate to recommend to the Dean for hire, a "disposition code" must be provided in Interfolio for each short-listed candidate who does not advance. The "status" must be updated for the recommended candidate. Then the department should submit the following information (using the fillable PDF shared below) to the relevant Vice Dean:
- Summary of the campus visit process and assessment of the finalists.
- Tally of the faculty vote and rationale for selecting the top candidate; indication of whether there is an alternate candidate.
- Refined understanding of the candidate's strengths and position within their subfield.
- Assessment of the impact of this hire on the department's profile.
- Likely interactions and possible collaborations with existing faculty.

**10. Acceptance and initiating the appointment.** *Follows directly from successful search.*

Once a candidate has signed an offer, the search chair and department chair complete the final report for faculty appointments (included below as a fillable PDF) and send it to the Assistant Dean for Diversity, Equity, and Inclusion (afrias3@jhu.edu) and relevant Vice Dean. If you are hiring through the Bloomberg Distinguished Professors or Fannie-Gaston Johansson programs, the Dean's Office will submit a different final report to the Vice Provost for Faculty Affairs.

After an offer is accepted, your department staff initiate the hiring process as follows:
- For tenure-track, teaching-track, and research-track appointments, the department initiates an appointment request via an electronic faculty appointment request form along with the required materials.
- For tenured appointments, departments should contact the Academic Council Coordinator (jturne90@jhu.edu) to start an appointment case in the Interfolio Review, Promotion & Tenure or (RPT platform to gather the required materials for the Academic Council and work with the appropriate Vice Dean to form the ad hoc committee.

**11. Close out the search.** *Occurs February – May, depending on the search.*

The following steps are required at the conclusion of a search:
- Notify all short-listed candidates of the outcome.
- In Interfolio, make sure that any final adjustments to the "status" and "disposition" codes are complete, to reflect the progress of the final steps of the search process.
- Formally close search in Interfolio; the platform can be used to notify all applicants that the search has closed.
- The Diversity Advocate and Assistant Dean for Diversity, Equity, and Inclusion debrief on the search.

**Resources to support KSAS faculty searches**

- Department search strategy (see fillable PDF below)
- Department search plan (see fillable PDF below)
- "Reducing Unconscious bias in JHU Recruiting" (requires a JHED ID to log in)
- Review #1 for Applicant Pool Data (see fillable PDF below)
- Review #2 for Candidate Short List (see fillable PDF below)
- Recommending a Final Candidate (see fillable PDF below)
- Final Report for Faculty Appointment (see fillable PDF below)
- Guide to Best Search Practices at KSAS
- Homewood Academic Council's Appointment and Promotion Policies
- Interfolio Faculty Search platform, Interfolio step-by-step guides, and help at Interfolio-Help@jh.edu

## AY2024-25 Department Search Strategy

**Department:**
**Department chair:**
**Date:**

**Briefly describe the position you are seeking to fill.**

**How will this hire build on or complement existing strengths of your faculty?**

**What is the desired impact of this hire on the undergraduate and graduate programs?**

**Describe how this hire will maintain or increase the department's profile.**

**Provide a draft of the position announcement.**

# AY2024-25 Department Search Plan

**Department:**
**Department chair:**
**Date:**

**Provide a draft of the position announcement.**

**Does this position align with any strategic initiatives within KSAS or at JHU?**

**List out the search committee, including the search chair, the diversity advocate, an outside committee member, and other committee members. Please note that a diversity advocate and external committee member are required for every search. We encourage interdepartmental search committees.**

**Describe how you will advertise the position, listing DEI advertising outlets that will be used; planned outreach in the relevant field(s); and proactive efforts recruit candidates from under-represented groups.**

**Describe the criteria used by the search committee to select candidates to interview.**

**Describe how the diversity advocate will ensure that the search committee takes into account the possibility of implicit bias.**

## Review #1: Applicant Pool Data

|  | #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 |  |  |  |  |  |  |

[1]A doctoral degree recipients in discipline (Survey of Earned Doctorates)
[2]B postdoctoral scholars (in discipline) from 2009-2013, five-year average from NSF Graduate student survey
[3]C peer faculty (all ranks tenure/tenure track) from AAU
[4]D 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?**

**Review #2:  Candidate Short List**

| 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.**

## Recommendation of a Final Candidate

**Department:**
**Department chair:**
**Date:**

Provide a summary of the campus visit process and assessment of the finalists. Include a tally of the faculty vote and rationale for selecting the top candidate; indicate whether there is an alternate candidate.

Provide a more detailed understanding of the candidate's strengths and position within their subfield. What did you learn about the candidate since creating the short list? How did the campus visit add to your understanding?

What are the possible interactions and possible collaborations with existing faculty within and beyond your department?

Describe the likely impact of this hire on the department's profile.

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.)**

# 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