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PREPARING FOR A SEARCH

1. PRESEARCH APPROVAL

Create the position in the eRecruit module of

webpage (for a minimum of ve days), the Greater Chicago Midwest Higher Education Recruitment Consortium (GCM HERC) job board, and preapproved external venues through myHR.

- Identif y and advertise early and broadly in publi cations targeted to women and underrepresented groups, in addition to your discipline's standard journals.
- Post job announcements through social media. Graduate students serving on your search commit tee can be expert sources of advice on using social media to strengthen your strategy for advertising the position.
- For a list of advertising venues for faculty recruit ment, see Appendix C. northwestern.edu/provost/faculty -resources/faculty-searches/Resources /C-AdvertisingVenues.html
- Additional federal requirements apply to the hiring of candidates who are not US citizens or permanent residents. Consult the Of ce of International Student and Scholar Services for the most recent requirements.

northwestern.edu/international

DATA

To ensure compliance with federal law, the Faculty Recruiting System will automatically solicit self-identi cation information from all position applicants. During the search's application phase and

REVIEW PROCESS

Search committees are responsible for evaluating candidates based upon who best ts the needs, parameters, and scope of a particular position as speci ed in the duties and quali cations listed in the position announcement. Such committees are expected to follow a carefully structured plan for reviewing applications based on consistent criteria and to treat all applicants fairly and consistently.

Once presearch documentation is approved (i.e., all of the above steps under Preparing for a Search), the Faculty Recruiting System is available to facilitate the collection and review of applicant materials. FRS can be accessed at northwestern.edu/provost/faculty-resources/faculty -searches/Resources/FRS.html. A comprehensive set of tutorials and guides for this system is available at northwestern.edu/provost/faculty-resources/faculty -search-committees/faculty-recruiting-system.html. For assistance with the faculty search process, contact your search administrator, a school or department staff member whose role is to provide administrative assistance to the search committee chair and members.

1. ACKNOWLEDGING APPLICATIONS

All those applying for a position through the Faculty Recruiting System will automatically receive con rma tion of their completed application. Search administrators are able to edit the standard response text if they wish.

2. INITIAL REVIEW OF CANDIDATES

 Familiarize yourself with key ndings in the literature on unconscious bias in academic hiring, including links to relevant studies and suggested strategies for minimizing bias. Further assistance may be provided by the Of ce of Institutional Diversity and Inclusion.

northwestern.edu/provost/faculty-resources /faculty-searches/Resources/unconscious-bias .html

northwestern.edu/diversity

 Review all publicly available data on the make-up of peer institutions' departments and on the pool of doctoral and other degree recipients in relevant elds—using, for example, the Integrated Postsecondary Education Data System (IPEDS) and university websites. nces.ed.gov/ipeds/use-the-data Before the screening process begins, create uni ed criteria for evaluating candidates, including how to weigh them and how to measure quality in a given domain. Then screen candidates according to the criteria, using a common screening procedure for all applicants. For sample templates, see Appendix D.

northwestern.edu/provost/faculty -resources/faculty-searches/Resources /D-EvaluationRubrics.html

- If possible, the same group of two or more committee members should conduct the initial review of each application using the agreed-upon criteria referenced above.
- Conduct a practice screening with a group review of one or more applications, to ensure that committee members understand and are using the agreedupon criteria.
- If possible, at least one committee member (or department member) should read at least one writ ing sample for every candidate, in order to avoid excessive reliance on proxies for quality judgments (such as prestige of degree-granting institution or quantity of publications).
- Exercise care in considering recommendations and course evaluations. Research shows that letters of recommendation for men are typically longer, use more standout adjectives, and offer less faint praise than letters for women with similar quali cations. Many studies have found race, gender, and sexual-orientation bias in student course evaluations.
- Use inclusion rather than exclusion strategies in making selections—e.g., include for further consideration those applicants the search committee deems quali ed, rather than excluding those it deems unquali ed.
- It is helpful to date the receipt of all materials and to maintain a log recording all review steps for each candidate (see Documenting the Search, below).

CREATING THE SHORT LIST

 For initial phone, Skype, or video-conference interviews, use uniform questions and review criteria. Search committee members should agree in advance on a set of questions that will be asked of each candidate during interviews and should use structured evaluation templates for evaluating interviews. Ask each candidate the same questions in the same order. Following this carefully structured plan will ensure fairness and consistency for all candidates. See Appendix D for sample templates. northwestern.edu/provost/faculty

-resources/faculty-searches/Resources /D-EvaluationRubrics.html

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- Expand the numb er of candidates for on -campus in terviews (e.g., four or five instead of three) if this wil I allow for a more diverse pool of finalists. All candidates must be deemed competitive in the overall pool.
- Care should be taken not to disqualify candidates based on assumptions about their mobility or personal life.

ON-CAMPUS INTERVIEWS

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3. EVALUATION OF FINALISTS

- As much as possible, use uniform questions and review criteria. Search committee members should agree in advance on a set of questions that will be asked of each candidate during interviews and should use structured evaluation templates for evaluating interviews. Ask each candidate the same questions in the same order. See Appendix D for sample templates. northwestern.edu/provost/faculty -resources/faculty-searches/Resources /D-EvaluationRubrics.html
- All inter viewers should be generally familiar with the law on employment discrimination as it relates to interviewing. See Appendix F for legal considerations. northwestern.edu/provost/faculty
 -resources/faculty-searches/Resources
 /F-LegalConsiderations.html
- Create an unranked list of top candidates and discuss all candidates rather than assigning them numerical scores. Be prepared to defend each decision to advance or eliminate a candidate, defending the quality of applicants you recommend for hiring and the fairness and equity of the review.

THE OFFER

SEARCH COMMITTEE RECOMMENDATION

The recommendation to make an offer should be submitted to the department chair or dean and should minimally include

- The Faculty Search Summary form if the search was not conducted through the Faculty Recruiting System northwestern.edu/provost/faculty-reso faculty-searches/Resources / FacSearchSummary.pdf
- Material pertain ing to the achievements of the proposed candidate (CV, letters of recommendation, etc.)
- The CV for each short-listed candidate who is not receiving an offer
- Specific comparison of the proposed candidate with all other sh ort-listed candidates
- A summary of the search process, including efforts made to develop a diverse pool

For all new Clinical and Instructional candidates being considered for hire in schools outside of Feinberg School of Medicine and as a result of a search, the Provost Of ce requires that the candidate packet at a minimum include the candidate's CV, Chair/Committee Recommendation Document, and candidate's cover letter, teaching statement, or research statement. Committees should consult with their dean regarding any other materials the dean may wish to receive. Committees are encouraged to review Appendix G, Sample Committee Finalist Recommendation Report, for a sample format for organizing their recommendation materials.

northwestern.edu/provost/faculty-resources /faculty-searches/Resources /G-CommitteeRecommendation.html

Maximize the likelihood that the top candidate will accept an offer by submitting the recommendation as soon as possible after the campus visit. A timely offer will demonstrate sincere interest and eagerness for the candi date to join the department or school.

2. REVIEW BY THE OFFICE OF THE PROVOST

The school dean submits their recommendation informed by the search committee's recommendation and materi als to the Of ce of the Provost for review and approval, using Northwestern's Faculty eOffer module within the MyHR system. The recommendation should include all of the supporting materials referenced in the above section.

No offer, oral or written, may be made for a full-time faculty position before the Of ce of the Provost has reviewed the submitted materials and approved the appointment.

FOLLOW-UP PROCEDURES

1. DOCUMENTING THE SEARCH

The department or school is responsible for assembling and maintaining records of faculty searches, including these records archived within the University's eRecruit, eOffer, and Faculty Recruiting System:

- Presearch approval documentation
- · Position advertisement text
- All candidates' letters of application, CVs, and other supporting materials, including any standard correspondence that is automatically sent by the Faculty Recruiting System (e.g., application acknowledgment)
- All letters of recommendation, solicited or unsolicited

The search records should also include correspondence and other documentation generated outside the Faculty Recruiting System, such as

• All correspondence between the department and dean, the chairperson's request to II the position, the dean's authorization to search, and the dean's authorization of a campus visit

APPENDICES

Appendix A: The Role of the Equity Representative Appendix B: Candidate Databases Appendix C: Advertising Venues for Faculty Recruitment Appendix D: Sample Templates for Candidate Evaluation Appendix E: Resources for Candidates and New Hires Appendix F: Legal Considerations

- our Faculty Recruitment System, all faculty on the search committee can review all applications.
 - Clarif y with the department chair the search committee's precise charge and its relationship to the entire department.
 - Use available resources citing research training to minimize unconscious bias.
 - Set ground rules for how decisions are made within the search committee. For example, the equity representative can set practices to ensure that no one dominates the conversation and that all feel free to express their opinions.

Initial Review of Candidates and Creating the Short List

- Focus on the substance and quality of applicants' research. Calling attention to their undergraduate institution, graduate program, or adviser can engender bias.
- Request that the Of ce of Equity provide a disag gregated list of your applicant pool.
- Delay closing the search if necessary.
- A longer short list can increase diverse outcomes.

On-campus Interviews

- Review allowed and disallowed questions with all applicable faculty.
- Consider including and inviting undergraduate students to the job talk.
- Include your graduate students in ways that are signi cant for both good decision-making and their professional development
- Recommend that each faculty member who meets with candidates should use consistent questions.
- Consider using a web-based survey tool after each interview to gather feedback from faculty and students.
- Consider soliciting your staff's view of the candidates.
- Dir ect all candidates to the same material about HR bene ts and available work-life resources.

Take advantage of available assistance. Contact Northwestern's Of ce of Institutional Diversity and Inclusion

Timeline Milestones for Active Intervention

- Hiring plan: e xplicate what your department or program has contributed toward diversifying your faculty. What would a diverse hire in your (sub) discipline mean?
- The ad: use speci c language that identi es the area of research; provide the option for a diversity letter; use social media; target potential applicants.
- Sear

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Numerous online resources can be used to search for doctoral students and postdoctoral scholars from groups that are historically underrepresented in higher education. The following list is a nonexclusive sample of these resources.

- The Big Ten Academic Alliance (BTAA) Directory of Professorial Advancement Initiative (PAI) is an NSF-funded initiative to prepare and train underrepresented minority postdoctoral scholars in STEM disciplines for transition to tenure-track faculty positions within BTAA institutions. The PAI website provides a listing of PAI participants in an online, searchable database available only to BTAA faculty and administrators. The database is accessible by logging on to BTAA's identity system using a Northwestern NetID and password. The BTAA also maintains a publicly available directory of doctoral degree recipients who are members of underrepresented groups in higher education and are alumni of BTAA member institutions. apps.cic.net/cicdirectory
- Faculty for the Future (FFF) is an initiative sponsored by the GE Foundation and the Women in Engineering Programs & Advocates Network (WEPAN). It is designed to increase the number of women and underrepresented minorities in engineering, related sciences, and business. University faculty and administrators can register with the site to access the database and post position openings.

facultyforthefuture.net/photos_fellows

 Directory of Ford Foundation Fellows is a searchable online directory that provides information on Ford Foundation Postdoctoral Fellowship and Ford Foundation Predoctoral and Dissertation Fellowship recipients. The database only includes recipients of fellowships administered by the National Resource Council. nrc58.nas.edu/FordFellowDirect/Main/Main.aspx American Association of University Women (AAUW) Fellowships and Grants Directory is a searchable online directory listing AAUW fellow ship and grant recipients since 2004. AAUW is a national grassroots organization that provides fellowships and grants to support women in their professional and academic careers.

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Organization / Publication	Website	Field		
Minority Postdoc	minoritypostdoc.org	General		
National Association of African-American Studies and Af liates	naaas.org	General		
National Registry of Diverse & Strategic Faculty	theregistry.ttu.edu	General		
NativeAmericanJobs	nativeamericanjobs.com	General		
Nemnet Minority Recruitment	nemnet.com	General		
Tribal College: Journal of American Indian Higher Education	tribalcollegejournal.org	General		
Women in Higher Education	wihe.com	General		
Educalisse	educause.edu	Information Technology		
National Association of Black Journalists	nabj.org	Journalism		

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The templates shown on the following pages offer a method for department faculty to provide evaluations of job applicants and of candidates after on-campus visits.

Departments can modify these templates as necessary for their own uses. Word versions of these templates can be found at northwestern.edu/provost/faculty-resources/faculty-searches/Resources/D-EvaluationRubrics.html

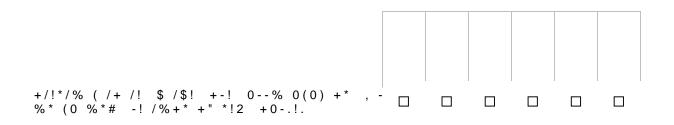
The following offers a method for department faculty to provide evaluations of job applicants . It is meant to be a template that departments can modify as necessary for their own uses. The proposed uestions are designed for junior faculty candidates; alternate language in parentheses is suggested for senior faculty candidates.

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When conducting a faculty search, attention must be given to the federal, state, and local laws governing employment discrimination and to the Northwestern University Policy on Discrimination and Harassment. The University prohibits discrimination and harassment on the basis of 16 protected classes:

- age
- citizenship status
- color
- disability
- gender identity
- gender expression

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Sample Search Committee Report Name/title of position being Iled Date of report FirstName LastName, commitee chair FirstName LastName, equity representative Names of committee members

I. Search Summary

- A. Describe the search and summarize the committee's recommendation
- B. Outreach, advertising, and search execution
 - 1. Strategy for cultivating your pool
 - i. Include description of creative or proactive efforts utilized to broaden your outreach
 - 2. Applic ant pool
 - i. Were you satis ed with the size and composition of your candidate pool?
 - 3. Department input
 - i. How did the committee gather input on your candidate pool from other faculty, either within or outside of your department?
 - ii. At what stage in the search process was faculty input sought?
 - 4. Outcome of your committee deliberations
 - i. Include the overall, anonymized count of any committee or faculty vote
 - ii. May include summary of committee evaluation forms if used during your deliberations
- C. Candidate evaluation, materials, and recommendation
 - 1. List the items used to evaluate the candidates
 - i. Including , but not limited to, any job talk, student input, record of scholarship or creative work, teaching record, reference letters, etc.
 - 2. Candidate(s) of choice
 - i. List their accomplishments with respect to your criteria for the position, as described in your position ad
 - ii. Include materials pertaining to their application and review (CV and cover letter, reference letters, evaluation materials, etc.)

- 3. Other nalis t(s)
 - i. List their accomplishments as relative to your top candidate(s) of choice
 - ii. For all nalist candidates, include materials pertaining to their application and review (CV and cover letter, reference letters, evaluation materials, etc.)
- II. Conclusion
- A. How will the committee's recommendation advance the strategic goals of your program or school?
- B. How will the committee's recommendation advance diversity and equity at Northwestern University and within the program or eld?