Search Committee Guidelines
Hires with Start Date in 2019

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Faculty Search Process Overview

Launch and Advertise Search

- Emphasizes preparation and understanding duties

Recruit and Screen Candidates

- Emphasizes depth, diversity, and excellence in the applicant pool
- Emphasizes fair and equitable treatment of candidates

Present Candidates

- Emphasizes clear and persuasive rationales, rapid response and competitive recruitment

LAUNCH AND ADVERTISE

Emphasizes Preparation and Understanding Duties

Launch the Search: The Search Committee

Forming the Committee

Prior to forming a committee, Department chairs must consult with the Dean and Associate Dean for Academic Affairs about the composition of the committee and the proposed search committee chair.

- One member of the committee must come from another department or unit.
- In interdisciplinary searches, the committee must include faculty from both disciplines. In consultation with chairs, the Dean's office selects the search chair.
- The Department Chair designates a Search Chair in single-unit searches
- Search chairs must be tenured.
- Search committee members are carefully selected to reflect diversity of ranks and fields.
- Committee members are invited and agree to serve.
- All members of the search committee are responsible for ensuring a diverse applicant pool.
- **All** members must have attended a university **Stride workshop in last two years**

Launch the Search: Budget and Expenses

Search Costs and Reimbursements (see Appendix 2)

- Associate Dean of Administration and Finance Matthew Tobin contacts units individually about their search budget.
- Admin Facilitator tracks expenditures and saves all receipts
- Review attached guidelines for allowable expenses
- Submit reimbursement requests within 3 months of incurring expenses as per university guidelines
- Requests for additional funds are made in writing to AD Tobin with rationale
- Search chairs report expenses to AD Tobin
- Funds not used revert to college

Please Note: We will not honor reimbursements submitted after three months or for which there are no receipts.

Launch the Search: The Ad

The Ad Template (Appendix 3)
The Search Committee drafts the ad text in consultation with the Department Chair. Ads are reviewed by Associate Dean Cushman. Final ads approved by Dean Poiger.

Advertisements must include:

- The discipline and subareas of the search as appropriate.
- A statement that a Ph.D. or equivalent is required before start of the appointment.
- The items that candidates must be prepared to attach to the on-line application and provide complete reference contact information
- Language about qualifications
- Descriptions of departments and the College
- Contact information for questions about the position (Name and e-mail of the Search Committee Chair).
- Application upload link

Launch the Search: The Recruitment Plan

The Plan Template (Appendix 4)
The Search Committee completes the recruitment plan and submits to AD Cushman. Please pay particular attention to listing colleagues to invite, organizations reaching diverse audiences, as well as institutions serving historically under-represented students.

The Recruitment Plan includes:

- Networks, Organizations and Caucuses
- A list of colleagues to be contacted for nominations/referrals
- Identify individual colleagues to invite with a formal letter
- Publications to advertise in print or online
- Search committee members
- Staff facilitator

Launch the Search: The Posting Process

In 4 steps

1. Please send final ad, recruitment plan, names of committee members and admin person to AD Cushman for posting in People Admin.
2. AD Cushman forwards to HR & Faculty Affairs Manager, Kathleen Kenney, in CSSH office (TBD)
3. Posting requisition moves to Dean, Provost, and back to Key Contact for official posting
4. Search may be advertised and circulated according to recruitment plan

RECRUIT AND SCREEN

Emphasizes depth, diversity, and excellence in the applicant pool

Emphasizes fair and equitable treatment of candidates

Recruit: Deepen the Applicant Pool

Outreach

- Follow the recruitment plan
- Seek referrals from graduate program directors at institutions serving under represented groups
    - Top 100 Degree Producers for Diverse Candidates (searchable)
- Leverage networks for referrals of outstanding candidates to invite

Personal Invitation

- Search chair writes formal letters of invitation to candidates identified.
- Invitation letter templates need to be approved by AD Cushman
- Admins are cc'd on email invites and track responses
- Search chairs schedule follow up phone calls if requested

Recruit: Deepen the Applicant Pool

Manage the Pool (Appendix 5)

- Search committee chairs/admins must submit pdf copies of all advertisements that have been placed to Kathleen Kenney twice, **once by November 15, and once by December 15**.
- Admins run an EEO report in People Admin to identify overall number of candidates in each category. Report to search chair and AD Cushman every 4 weeks after launch
- Recruit additional candidates where needed

Screen: First Round Interview Selection

Fair and Transparent Process

1. Search Committee Chair and search committee use a rubric to guide discussion of each candidate (**Appendix 6**)
2. Search Committee Chair informs Associate Dean and Unit leader of candidates who are short listed for first-stage interviews.
3. Skype or Blue Jeans interviews encouraged. Conference interviews slow the process and are expensive.
4. Committee creates interview script of questions to be used for each candidate using Ad to inform interview.
5. Each candidate is asked same questions over same period of time.
6. Search Committee decides on candidates to bring to campus.
7. **Goal:** Bring candidates to campus when possible before or directly after winter break.

Screen: Candidates Invited to Campus

Fair and Equitable Process

1. Search Committee Chair submits report on candidates to invite to campus (**Appendix 7**)
2. Report attachments include the **job ad, rubric, candidates' bios and CVs**.
3. The Associate Dean will approve the list or respond to the committee.
4. Admins forward names to Kathleen Kenney to mark candidates in PeopleAdmin for campus visits. **Note:** PO must approve visit before continuing with invitation.
5. Search chair and admins schedule approved candidate, arrange travel with candidate, and build itineraries for their campus visits (more on this in next slide)
6. **Note: Search chairs request letters of recommendation and teaching dossiers, including evaluations and syllabi, from candidates at the time of inviting to campus**
7. The search committee develops a script of questions for all candidates.

Recruit: Building Itineraries

Fair and Equitable Process

All candidates meet with AD Cushman and HR & FA Manager, Kathleen Kenney. Tenure on entry candidates must meet with the Provost or Vice Provost, Dean, and AD Cushman. Please schedule the interviews in the Dean's and Provost's Office (see below) before determining the rest of a candidate's schedule.

1. Search Admin Facilitators coordinate with AD Cushman to schedule PO meetings.
2. Please supply AD Cushman 2-3 windows of time/days/dates and candidate's Bios and CV when requesting campus visits
3. AD Cushman sends confirmation of PO appointments to Ben Flickner with Search Admin Facilitators cc'ed.
4. Admin Facilitators Coordinate with Ben Flickner in the Dean's Office to schedule remaining CSSH interviews.
5. Note: After all candidates have been brought to campus, the Search Committee Chair and search committee again use the search rubric to guide discussion of each candidate.

Presenting Candidates

Emphasizes clear and persuasive rationales, rapid response and competitive recruitment

Presenting Candidates

Before Extending the Verbal Offer: Rationale

All finalists will require approval before a verbal offer can be extended. The Unit Head and Search Chair will submit a final report of the search committee that makes a case for extending an offer to the candidate(s) and submit to AD Cushman. **Note:** In TOE cases, the Department T&P committee, or subset thereof, must also provide a written opinion about the candidate before a verbal offer is made.

- The report extends the rationale for the appointment of the final candidate or candidates using the template (**Appendix 7**)
- In searches where multiple appointments are possible, the Dean's office may allow early offers to be extended if severe competitive pressure exists.
- The Dean will authorize an offer and set parameters with Unit Head
- For senior candidates, the Dean or Associate Dean will handle the negotiations. For junior candidates, the Associate Dean or Department Chair will handle.

Presenting TOE Candidates

Before Extending the Written Offer: Rationale (Appendix 8)

TOE candidates must go through a “pre-tenure” review before an offer can be made.

1. The Department/School/Search Committee prepares a pre-tenure packet of materials with the Associate Dean for Faculty Affairs that includes written rationales by unit head and Dean’s office.
2. Packet includes: candidate's bio, CV, and three arms-length letters using typical vetting process;
3. The Associate Dean sends this packet to the Dean and, if approved, then sends with the Dean’s endorsement to the Vice Provost for Academic Affairs for the Provost's review;
4. If the Provost approves the pre-tenure packet, the offer letter can be drafted
5. If the candidate signs the offer letter, the TOE process begins.
6. The full dossier is compiled and submitted to the unit/Chair/Dean. There is no college committee review.
7. The completed dossier is sent to the VPAA for the Provost's review, followed by the President and Board of Trustees.

Presenting TOE Candidates

Timeline for TOE Tenure Process
NU Board of Trustee meetings occur 4 times a year (generally spring/fall/early and late winter).

- Tenure votes for TOE candidates happen in November and June.
- TOE Dossiers are due to AD Cushman October 1 and May 1.
- PLEASE SEE FACULTY HANDBOOK AND MODEL TENURE DOSSIER FOR MORE INFORMATION ABOUT TENURE ON ENTRY CASES.

(http://www.northeastern.edu/facultyhandbook/pdfs/tenure.pdf)
(https://provost.northeastern.edu/app/uploads/Model-Tenure-Dossier-2018_-Updated-July-31-2018.pdf)

List of Appendices

1. Stride workshop information
2. Meal expense
3. Job Ad Template
4. Recruitment plan CSSH
5. People Admin Instructions
6. Screening Rubric
7. Guidance for Interviews
8. Model Search Committee Report: Before Inviting Candidates to Campus
9. Template of Rationale for Extending Written Offer to a TOE Candidate
10. Northeastern University Office of the Provost Outline of Search Process

Faculty Recruitment

STRIDE FACULTY SEARCH COMMITTEE WORKSHOP

STRIDE stands for Strategies and Tactics for Recruiting to Improve Diversity and Excellence. The Committee is a team of Northeastern senior faculty who aim to increase faculty diversity by leading interactive faculty discussions focused on understanding implicit biases in evaluation processes and offering good practices in the faculty search process. The workshops are open to all colleges on the Northeastern campus.

Beginning in Fall 2018, there will be two STRIDE Committee workshop offerings: STRIDE I and STRIDE II.

STRIDE I: Understanding Implicit Bias in Faculty Searches Discussion is designed for faculty who are serving on search committees who have not previously attended a STRIDE workshop.

STRIDE II: Strategies for Equitable Faculty Searches Discussion is designed for faculty who have previously participated in the STRIDE I discussion in the past 2-3 years. This discussion is based on an acknowledgement that the majority of faculty members recognize the damaging effects of implicit bias in faculty searches and want an opportunity to engage in a conversation about creative solutions, based on new research in the field, that can positively impact their search committees.

Dates and times for both workshops for Fall 2018 are listed below with RSVP links.

STRIDE Workshop Dates for 2018-19

- STRIDE I Workshop Sept 24, 3:00-4:30 in 346 Curry
- STRIDE I Workshop Oct 23, 3:30-5:00 in 342 Curry
- STRIDE I Workshop Dec 7, 10:00-11:30 in 440 Egan
- STRIDE II Discussion Oct 3, 3:00-4:30 in 346 Curry
- STRIDE II Discussion Nov 19, 3:00-4:30 in 440 Egan

JAMES C. BEAN
PROVOST AND
SENIOR VICE PRESIDENT
FOR ACADEMIC AFFAIRS

OFFICE OF THE PROVOST
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NORTHEASTERN UNIVERSITY
360 HUNTINGTON AVENUE
BOSTON, MASSACHUSETTS 02115-5000

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JBEAN@NEU.EDU

To: Academic Deans
From: James C. Bean
Provost and Senior Vice President for Academic Affairs
Re: Guidelines for Faculty Recruitment Expenses
Date: December 1, 2015

I am writing to update faculty recruiting guidelines last issued by the Office of the Provost in 2009.

As we launch a very busy year for faculty recruitment, I think it is necessary to lay out guidelines for hosting expenses associated with all faculty searches. These guidelines are intended to insure the prudent use of university resources in the schools and colleges and to avoid the "mixed messages" that can accompany what appears to be lavish entertaining. These guidelines are effective immediately.

For off campus meals in conjunction with faculty recruitment, the total number of people attending should be limited to (1) a combination of five NU people with an unaccompanied visitor or (2) a combination of six university people or spouses/partners with each visitor accompanied by a spouse/partner. The total per person cost of an off-campus recruitment lunch should not exceed $40.00 per person and for a dinner it should not exceed $100.00 (allowing for a modest amount of alcohol and including tip, taxes, etc).

On-campus hosting of faculty candidates may include a slightly larger number of university faculty; good judgment should guide the size and cost of these events.

With regard to overnight accommodations for faculty candidates, you should not spend more that the going special rate negotiated with the Colonnade.

I would appreciate it if you would share this information with the chairs of your search committees and the staff who are handling their logistics and then insure that your school/ college is in compliance with these guidelines.

CC: Mary Loeffelholz

JOB TITLE

UNIT TITLE
Northeastern University

Responsibilities

The Department of **insert here** in the College of Social Sciences and Humanities at Northeastern University seek nominations and applications from leading scholars for the position of **insert here**, with an expected start date of Fall 2018. The successful candidate will have a distinguished scholarly record and demonstrated potential for excellence in leadership.

The position will support the University's commitment to innovation in teaching as well as the **unit**'s vision of **insert**. Candidates should have demonstrated commitment to fostering diverse and inclusive environments as well as to promoting experiential learning, which are central to a Northeastern University education.

Qualifications

A PhD or its equivalent is preferred. Candidates holding a terminal degree in **Insert here** will also be considered.

Additional Information

The College of Social Sciences and Humanities is a leader in the Experiential Liberal Arts (www.northeastern.edu/cssh/about/deans-welcome). Founded in 1898, Northeastern University is a dynamic and highly selective urban research university in the center of Boston. Grounded in its signature co-op program, Northeastern provides unprecedented global experiential learning opportunities. The College is strongly committed to fostering excellence through diversity and enthusiastically welcomes nominations and applications from members of groups that have been, and continue to be, underrepresented in academia.

Equal Employment Opportunity

Northeastern University is an Equal Opportunity, Affirmative Action Educational Institution and Employer, Title IX University. Northeastern University particularly welcomes applications from minorities, women and persons with disabilities. Northeastern University is an E-Verify Employer.

How to Apply

Applicants should submit a CV and letter of interest along with the names of three references. Candidates will be notified before their references are contacted.

To apply, please go to http://www.northeastern.edu/cssh/faculty-positions and click on the link for full-time positions or full-time interdisciplinary positions or if viewing this description on the Northeastern University website, click "Apply to this job." Please address nominations and inquiries about the position to Professor **Name here**, at email here. Review of applications will begin July 15, 2017 and will continue until the position is filled.

CONFIDENTIAL - RECRUITMENT PLAN

Instructions

Please complete all of the information shown below. When finished, please save this form to your computer, then send via email for review and approval to Dean Poiger, u.poiger@neu.edu, and Associate Dean Cushman, m.cushman@northeastern.edu. Please attach the ad text.

General

Plan Completed By (your name)	
Title (your title)	
Date Form Completed	

Position Information

Please complete each of the items below for the position.

Position Title	
Second college if known	
Department/School Name	
Department/School Chair/Director Name	
Projected Search Start Date (MM/DD/YY)	
Projected Search End Date (MM/DD/YY)	

References

Confidential reference letters must be collected through the Peopleadmin system. There are two options:

Solicit reference letters for all candidates	
Solicit reference letters for selected candidates	

Networks, Organizations and Caucuses

List networks, organizations, caucuses, listservs to be contacted. Be sure to include those which are oriented to minorities, women, and veterans or persons with disabilities.

Name

Referrals

Please list the individuals or organizations to be contacted who could refer the candidate.

Contact Name	Location/Institution

CONFIDENTIAL - RECRUITMENT PLAN

Diversity

Please describe any steps you will take related to STRIDE or ADVANCE and to orient the Search Committee to their responsibilities to ensure diversity. Double click in the box below to open and type into a Word docu

Publications

Please select 'Yes' or 'No' from the drop down box to indicate the publications where this position add will be posted.

Chronicle of Higher Education	
Diverse Issues	
Hispanic Outlook	
Other	
Other	
Other	

For compliance requirements, a minimum of one discipline specific, publication (print or on-line) must be included. Please enter the name of the publication below.

Discipline Specific Publication Name	

Required Application Materials

Curriculum Vitae and cover letter are required for all positions. Check or list other required materials (not refere

research statement	
teaching statement	
writing sample	
teaching evaluations	
articles/publications 1	
articles/publications 2	
other (please list)	
other (please list)	
other (please list)	

Search/Selection Committee

Please provide the following information for members of the search/selection committee. Double click on the box to open the form, then type in the information using the codes below.

Name	Title	Race/Ethnicity*	Gender*	Role

* Race/Ethnicity: American Indian (AI), Asian (A), Black (B), Hispanic (H) or White (W)
Gender: Male (M) or Female (F)
Role: Chair (C) or Member (M)

Facilitator

The facilitator can change the status of a candidate (such as moving them to the 'Recommendation Requested' s and can access candidates for the purpose of administrative support.

PeopleAdmin

The Role of a Search Committee Member

End User Guide

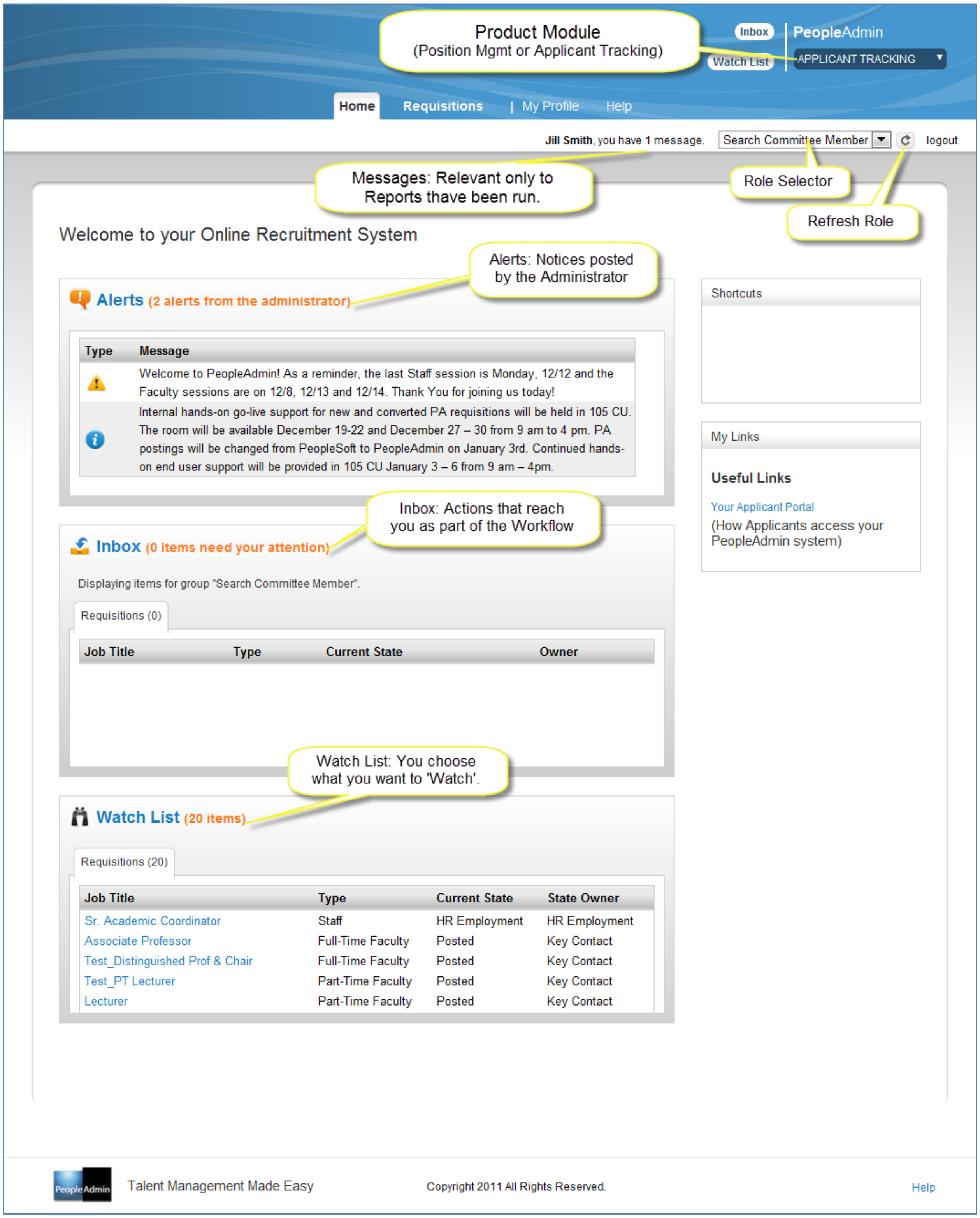
Navigation in PeopleAdmin

Browser Note: PeopleAdmin has been tested on many browsers. You may experience slightly different behaviors between browsers and you can use the browser that you prefer.

Home Page Content

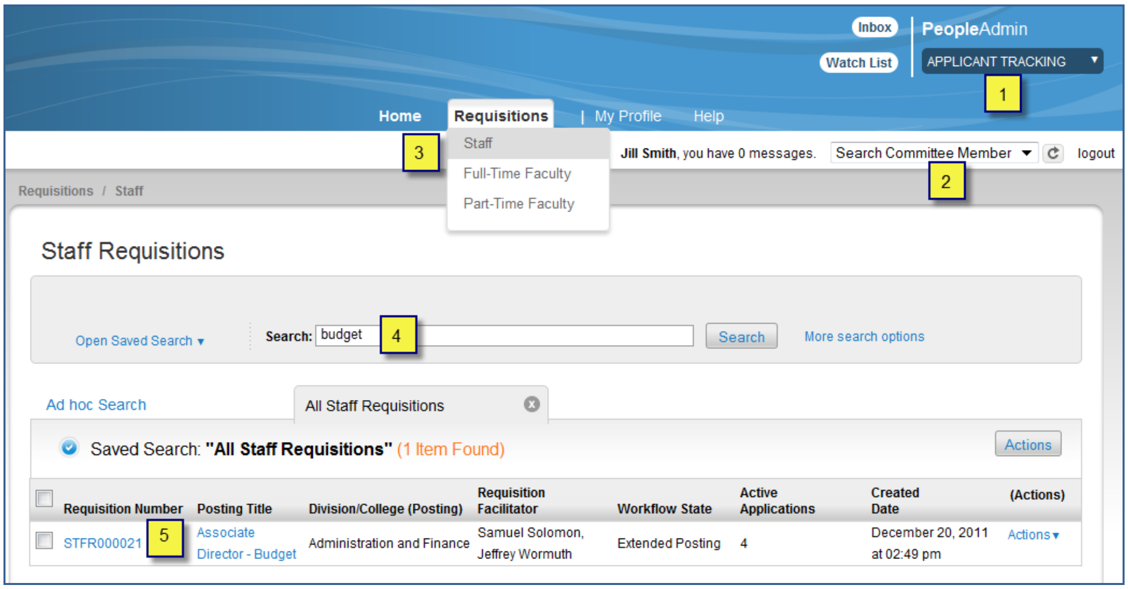
1. **Product Module** – Press this button to switch between Position Management and Applicant Tracking. When you are in the Position Management Module, the header will be orange; and in the Applicant Tracking module, the header will be blue.
2. **Role Selector** – Use the drop down to change your role. Then press the Refresh button. You will know that you have successfully changed roles when you see a green bar with a 'success' message. Click the x icon to close this green bar.
3. **Inbox** – Stores actions that reach you as part of the Workflow. Opening the Inbox using this icon will show an expanded view of the information in the Inbox. You can also see your Inbox as a window within the Home Page.
   - In eRecruit, this was called a Worklist. Items in your inbox require an action on your part; it is likely to be an action requiring your approval.
   - You can easily access the specific item directly via the inbox, review, and select the next step in the workflow; without navigating elsewhere in PeopleAdmin to locate your action items.
   - You will also receive an email in your regular NEU Outlook program to alert you that something new is in your PeopleAdmin Inbox.
4. **Watch List** –Stores Requisitions and Hiring Action items that you choose to 'watch'. Opening the Watch List using this icon will show an expanded view of the information in the Inbox. You can also see your Watch List as a window within the Home Page.
5. **Messages** – Only used if you run reports in PeopleAdmin.
6. **Shortcuts** (Window content managed by System Admin)
7. **My Links** (Window content managed by System Admin)

Home Page Navigation

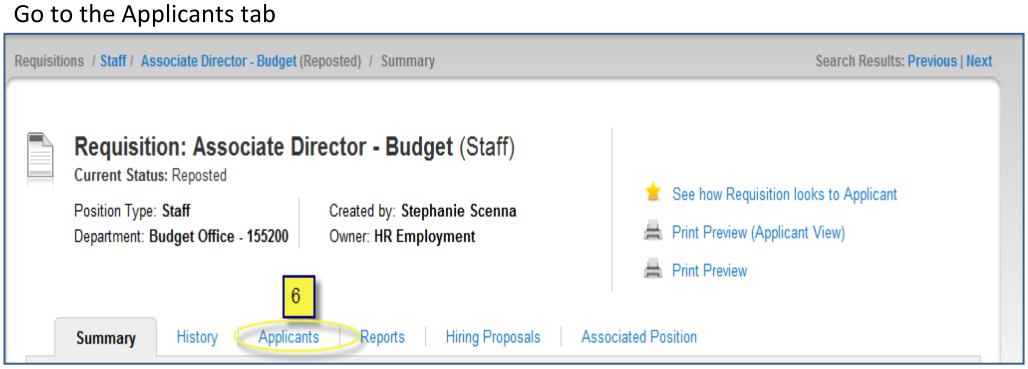


Steps to Navigate to Applicants

1. Select the Applicant Tracking module
2. Change role to Search Committee
3. Go to Requisitions > Staff
4. Search for the Requisition
5. Click on Requisition Number or Posting Title

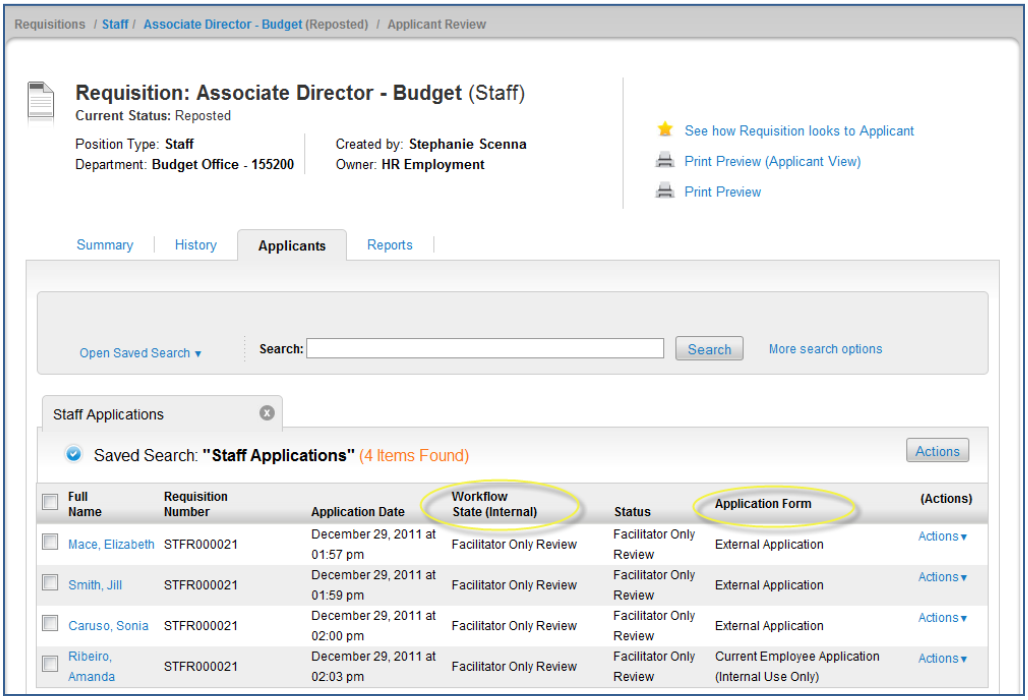


6. Go to the Applicants tab



7. **Reviewing Applicants:** On this page you have a number of options.

   A. Review one applicant at a time
   B. Review applicants 'in bulk'
   C. Review supplemental questions and answers
   D. Export search results

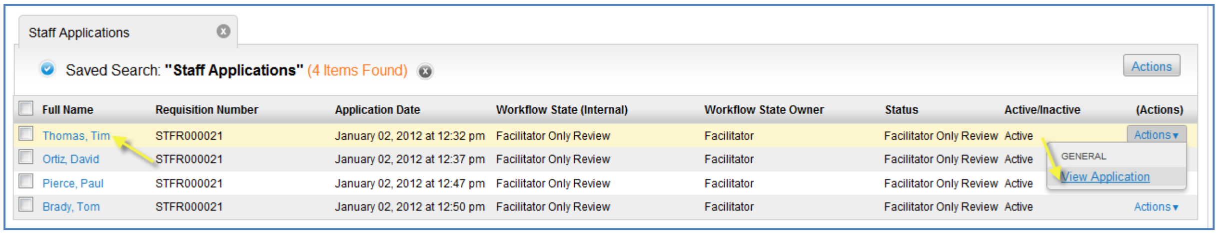


Search Results:

- Workflow State Column: As a reminder, at this state, applicants are only visible to the Facilitator, and not the Search Committee. Applicants will need to be moved to 'Reviewed by Facilitator' in order to be visible to the Search Committee. Any Internal candidates should be contacted regarding their candidacy.
- Application Form Column: Designates the External vs. Current Employee application type.

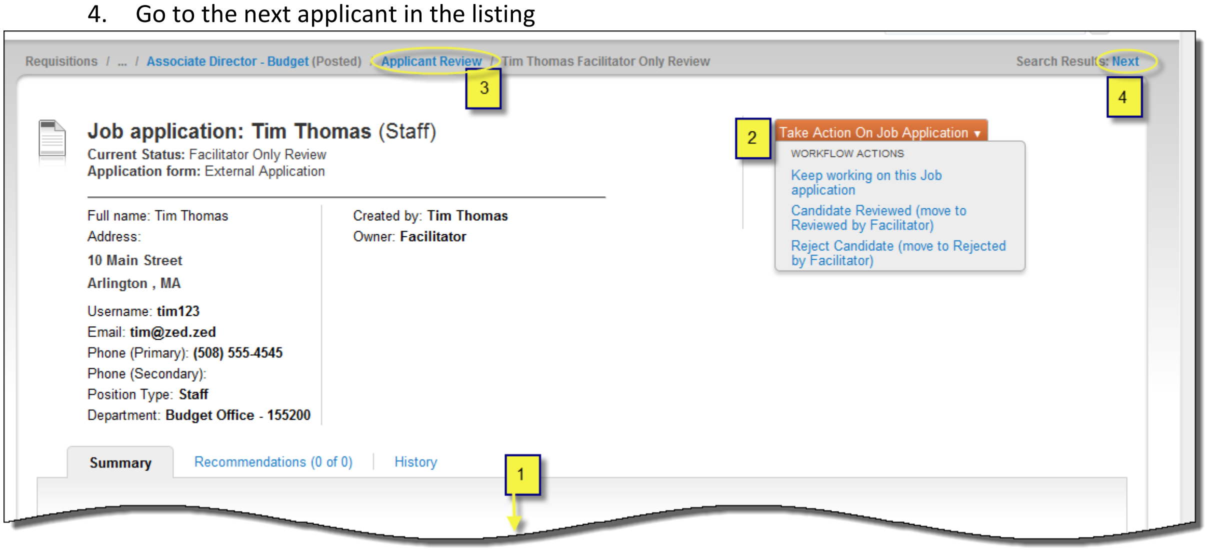
A. To review one applicant at a time:

- Click on the applicant's name, or on the Actions button (in the applicant's row) and select View.



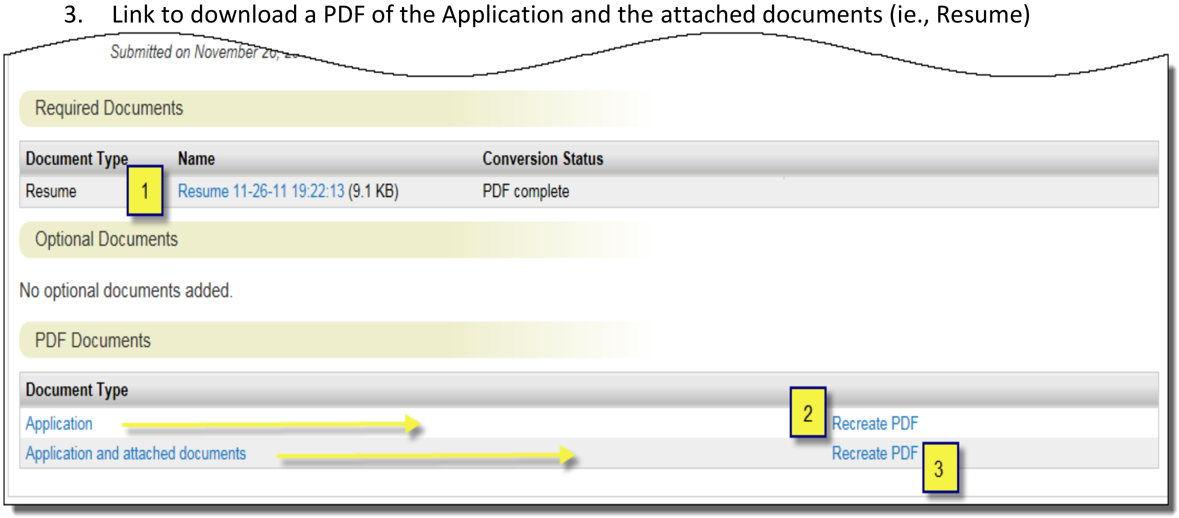
At the **top** of the application, you can do the following things:

1. Scroll through the application
2. Take an action on this applicant
3. Go back to the listing of applicants
4. Go to the next applicant in the listing



At the **bottom** of the application are 3 links:

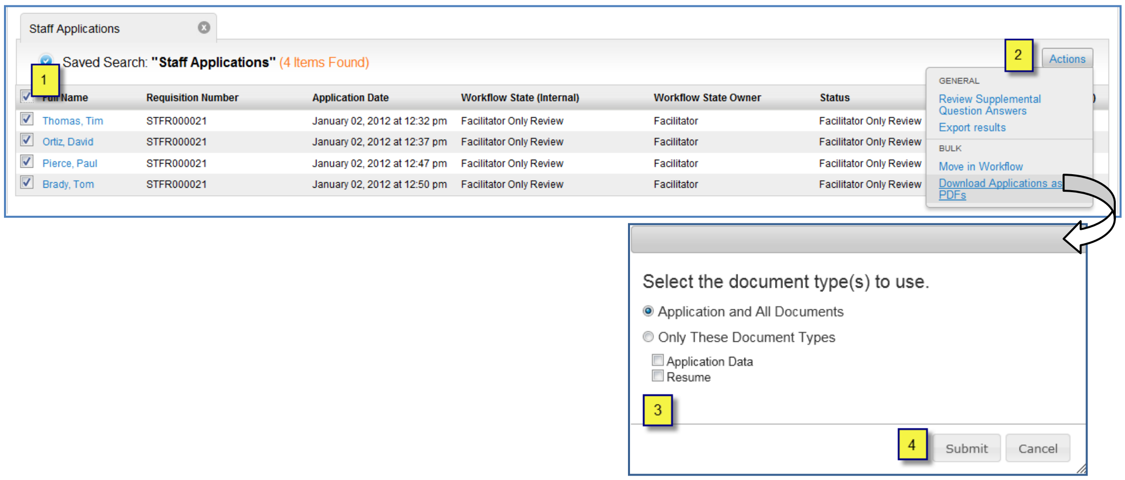
1. Link to the PDF resume
2. Link to download a PDF of the Application
3. Link to download a PDF of the Application and the attached documents (ie., Resume)



B. **To Review applicants ‘in bulk’**

Return to your Applicants.

1. Select all applicants
2. Click on Actions > Download Applications as PDF’s
3. Select the documents
4. Press Submit



C. **To Review Supplemental Questions**

Return to your Applicants.

1. Select all applicants
2. Click on Actions > Review Supplemental Questions

D. **To Export Results** (provides an excel spreadsheet of the applicants.)

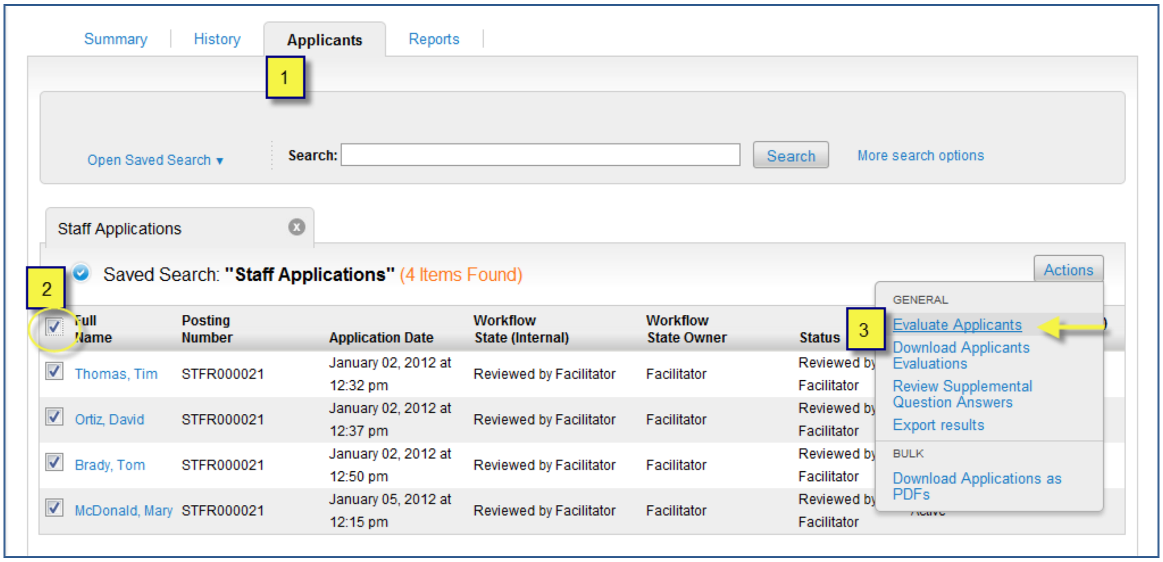
Return to your Applicants.

1. Select all applicants
2. Click on Actions > Export Results.

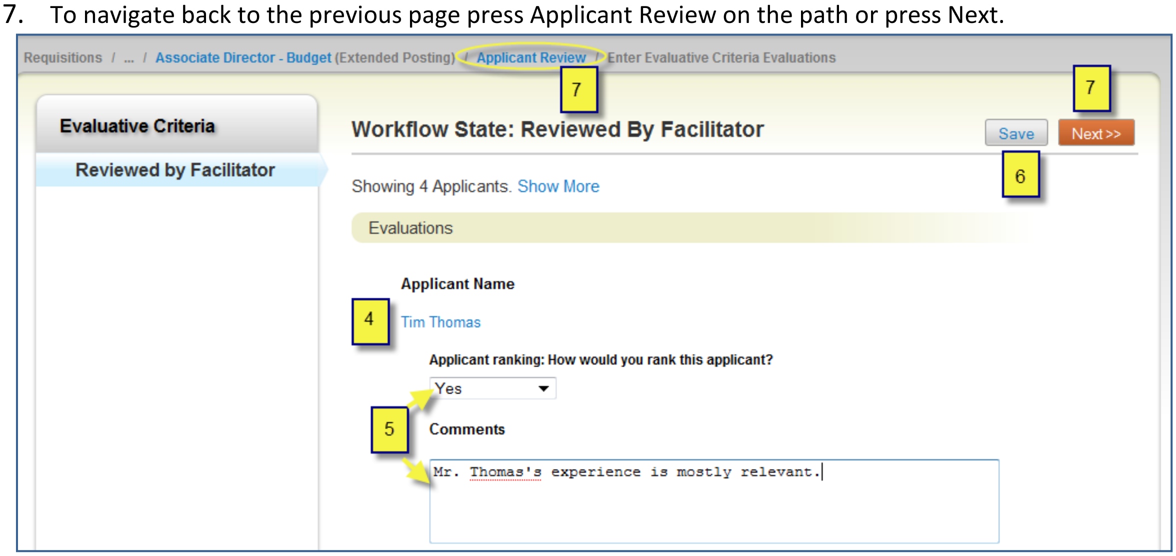
Steps to Rank Applicants – Search Committee Member

If Ranking Criteria has been selected by the Facilitator for a Requisition, and if the Requisition is in the correct Workflow State, you will be able to enter rankings. A search committee member can only see their individual ranking details.

1. Navigate to the Requisition and select the Applicants tab.
2. Select all applicants or a single applicant.
3. Click on the Actions button and choose Evaluate Applicants.



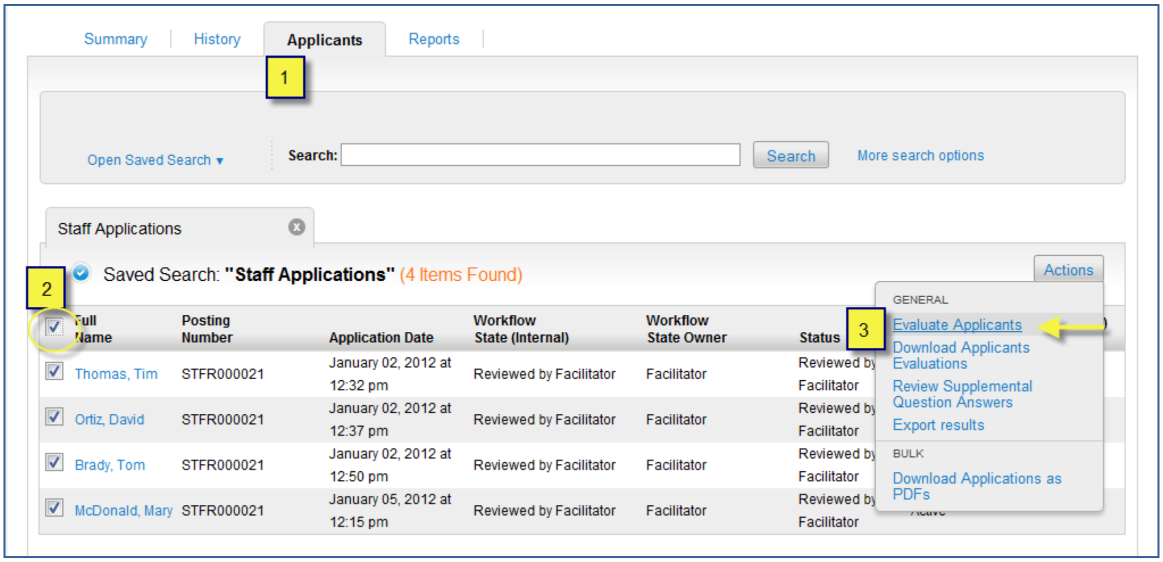
4. Click on the name to review the application again, if necessary. This will open a new tab in your browser. Close the tab to return to this page and continue on to step 5.
5. Enter a ranking and a comment. Scroll to all applicants on the page to enter rankings.
6. Press Save
7. To navigate back to the previous page press Applicant Review on the path or press Next.



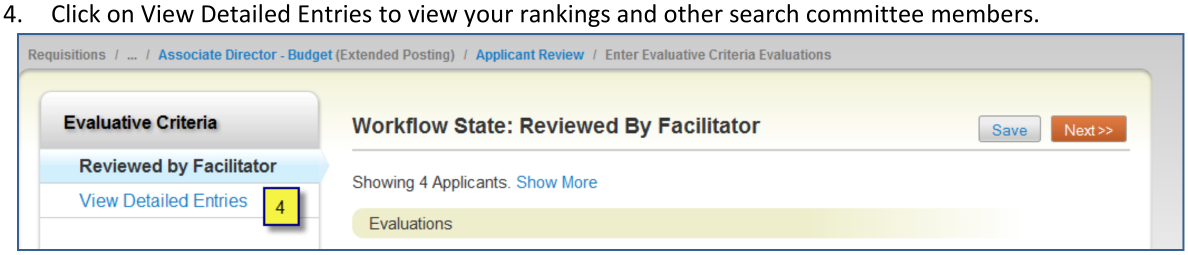
Steps to View Applicant Evaluations (Search Committee Chair)

If Ranking Criteria has been selected by the Facilitator for a Requisition, and if the Requisition is in the correct Workflow State, the **Search Committee Chair** will be able to enter and view rankings of the search committee members.

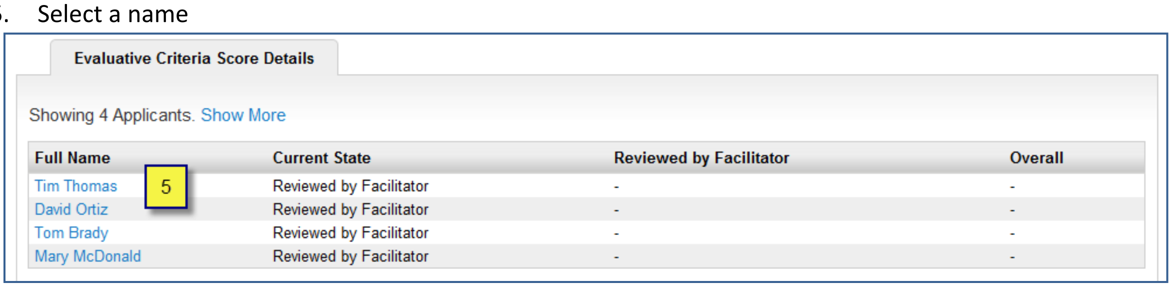
1. Navigate to the Requisition and select the Applicants tab.
2. Select all applicants or a single applicant.
3. Click on the Actions button and choose Evaluate Applicants.



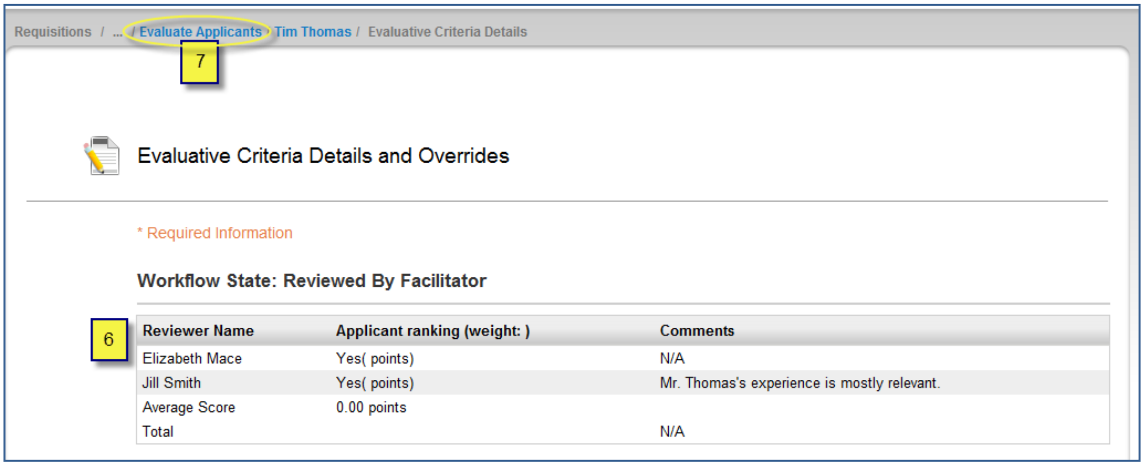
4. Click on View Detailed Entries to view your rankings and other search committee members.



5. Select a name



6. View evaluations that have been entered to date.
7. To navigate back to the Applicant page, press Evaluate Applicants in the navigation path.



Multi-Dimensional Rubric for Evaluation of Candidates in the Department of Philosophy & Religion

Category	Measured Dimension	Details (if any)	Notes
Research	Evidence of Productivity	a. Strong evidence of tenurability either now or in the future.	
Research	Quality of Research (Broad relevance, complements and or builds on dept. strengths, interestingness)	a. Strength of publications b. High scholarly impact or potential for impact c. Strong complement for department research needs and interests	
Teaching	Fits Teaching Needs	a. Strong evidence of ability to teach courses listed in job ads. b. 2016: Social and Political Philosophy AND Economic Justice c. 2016: TWO of Tech and Human Values, Environmental Ethics, Moral and Social Problems in Medicine	
Teaching	Teaching Effectiveness	a. Evidence from syllabi, teaching statement, and evaluations of excellence in teaching. b. Evidence of passion in teaching.	
Diversity	Demonstrated commitment to working with globally diverse faculty and students in a multi-disciplinary experiential environment	a. Evidence from teaching statement, cover letter, letters of rec, or other for demonstrated commitment to working with globally diverse faculty and students in a multi-disciplinary experiential environment	
Experiential Learning	Experience or interest in Experiential Learning		
Other	Formal Methods, PPE or Interdisciplinary Experience, Public Philosophy		
Misc. Strengths or Weaknesses	Other Strengths (Gleaned from Rec Letters or Elsewhere in Application)		
Summary Evaluation	Taking all the relevant into account, how strongly do you feel about pursuing the candidate	a. Would strongly like to interview (1) b. Open to continuing candidacy but with reservation c. Do not wish to pursue candidacy	

Guidance for Conducting Interviews in Faculty Searches

Office of the Provost

Northeastern University

January 13, 2010

Inquiry Area	Legal Inquiry	Illegal Inquiry
Name	Whether the applicant has worked under another name for the purpose of reviewing work history.	Inquiries about the name that would seek to elicit information about the candidate's ancestry, descent or marital status.
	Have you ever worked for Northeastern under a different name? Is any additional information about change of name, use of an assumed name, or a nickname necessary to enable a check on your work record? (If yes, can elicit explanation).	What is your maiden name? Have you ever worked under another name or address?
Age	Can inquire if applicant meets minimum age requirements.	Cannot require applicant to state age or date of birth. Any question that may tend to identify applicant's age.
	Are you over 18 (or 21 for certain jobs?)	How old are you? What is the date of your birth?
Sex/Gender	Inquiry appropriate only when a Bona Fide Occupational Qualification exists (in faculty hiring, not appropriate.)	Any inquiry that would indicate gender of applicant. Note: Applicant's gender cannot be used as a factor for determining whether an applicant will be 'satisfied' in a particular job.
Immigration Status	Can tell employee that he/she must eligible to work in the US when he/she is scheduled to begin work.	Inquiries about citizenship or whether applicant intends to become a U.S. citizen. Cannot require that an applicant produce naturalization papers.
	Are you legally authorized to work in the United States?	Are you naturalized or native-born citizen? Date when applicant acquired citizenship? Parents or spouse are citizens of the US?
Nationality/Residence	Can inquire about place of residence.	Inquiry into foreign address that would indicate national origin of applicant or applicant's

		relatives. Whether applicant rents or owns a home.
	Where do you reside?	Do you rent or own your home? How long have you lived at each particular address?
Race, Physical Characteristics, Color	None.	Inquiry into applicant's race, color of skin, eyes or hair or other questions directly or indirectly indicating race or color.
	None.	Information concerning an applicant's race or physical characteristics can be voluntarily submitted to Northeastern's Office of Institutional Diversity as part of the pre-employment application. Both state and federal law prohibit employers from considering race and/or physical characteristics in any employment decision.
Marital / Family Status	Whether applicant can meet work schedules so long as inquiry does not seek to elicit family or marital status of applicant.	Marital status or number of dependents. Names or addresses of spouse, children or relatives.
	Are you able to meet the given work schedule?	Are you married? Where does your spouse work? What are the ages of your children? What was your maiden name? Will you need childcare?
Sexual Orientation	None.	Questions about sexual identity, orientation or preference.
Disability/Mental Illness	Can ask an applicant questions about his or her ability to perform job-related functions, as long as the questions are not phrased in terms which would seek to elicit whether the applicant has a disability.	General inquiries that would tend to reveal disabilities or health conditions that do not relate to fitness to perform the job. Unlawful to ask whether applicant is healthy or disabled or about the nature or severity of his or her disability.
	Are you able to perform employment requirements?	Do you have a disability? Have you ever been treated for any

		disease/disability? Has any member of your family been treated for any disability/disease?
Education	Inquiry into the academic, vocational or professional education of an applicant and the public and private schools he or she has attended.	Date last attended high school (reflects age of applicant.) Inquiry into religious or racial affiliation of school.
Work Experience	Applicant's work experience, including names and addresses of previous employers, date of employment and reasons for leaving.	None.
Military Experience	Service in the Armed Forces if needed for employment history. Voluntary submission of veteran status may be made.	Any question into applicant's general military experience. Type of military discharge.
Criminal Record	Inquiry into actual convictions (not arrests) that reasonably relate to fitness to perform a particular job.	Inquiry into an applicant's arrest record.
	Have you ever been convicted of a felony? If so, when, where, and what was the disposition of the offense? Have you been convicted of a misdemeanor during the last five years (except for a first conviction for simple assault, disturbing the peace, drunkenness, speeding, or other minor traffic violations?)	Have you ever been arrested?
Affiliations	Inquiry into applicant's membership in professional organizations.	Inquiry into applicant's membership in non-professional organizations.
	Are you a member of any professional societies or organizations? (Exclude organizations where name or character indicates the race, creed, color or national origin of its members.)	Do you belong to any clubs, lodges, etc?
Languages	Proficiency in foreign languages.	Inquiry that would indicate nationality, citizenship, ancestry of applicant.
	What languages do you read fluently? Write fluently? Speak fluently?	Inquiry into how applicant acquired ability to read, write or speak a foreign language.

Legal Interviewing Questions and Notes

Topic	Legal Areas for Comment	Areas to Avoid	Sample Notes
Family Status	General comments made by applicant regarding conflicts with job attendance or travel requirements.	Comments that include marital status, spouses name, maiden name, children, pregnancy, childcare arrangements.	"Applicant is unable to travel on weekends and can only work until 2:00p.m. on Fridays." "Applicant is only interested in flexible work hours, and this position requires Monday-Friday, 8a.m. to 5p.m."
Race	None.	Comments that include racial background, color, nationality, place of birth.	None.
Religion	None.	Comments that include types of religions practiced, churches attended, religious holidays celebrated, applicant dress that indicates religious affiliation.	None.
Residence	Listing of applicant's current address or verification of the address listed on the resume.	Information that includes whether the applicant rents or owns their home, and/or who lives with applicant.	"Applicant provided new address and phone number for contacting her: ADDRESS and PHONE #."
Gender	None.	Comments that indirectly indicate that applicant is Male or Female, listing physical attributes that would indicate one gender or another, type of clothing worn.	None.
Arrests or Convictions	Details provided by the applicant to explain positive information about felony convictions related to job performance.	Notes about arrest information shared by applicant.	"Applicant discussed assault conviction."
Citizenship or Nationality	Comments about eligibility to work in the U.S. Notes regarding the ability to speak a foreign language (if job related.)	Comments indicating that applicant is not a U.S. citizen, that applicant was born in a country other than the U.S.	"Applicant is eligible to work in the U.S."
Disability	Comments about applicant's response to the question "Are you able to perform the essential functions of this job?"	Interviewer comments regarding the applicant's use of assistive devices or physical attributes.	"Applicant is able to perform job functions."
Age	Applicant's response to question "Are you 18 years of age or older?"	Comments listing a specific age of applicant or any note regarding an affiliation that indicates specific age group.	"Applicant is able to provide proof he/she is over 18."

Adapted from University of Michigan, Human Resources Materials

Permissible Diversity-Related Questions

1. Northeastern is committed to diversity in faculty, students and ideas. How has your background and experience prepared you to be effective in an environment that places such an emphasis on diversity?
2. Explain how diversity has played a role in your career.
3. What does it mean for you to have a commitment to diversity? How have you demonstrated that commitment, and how would you see yourself demonstrating it here?
4. Describe the climate for diversity at your present position. What impact have you had on that climate? What impact has that climate had on you?
5. What efforts have you made, or been involved with, to foster multicultural understanding and cultural competence?
6. In what ways have you integrated multicultural issues as part of your professional development?
7. In what ways is it important to incorporate topics related to diversity into your discipline and into the classes you teach?
8. What books/materials/authors that reflect diverse perspectives do you incorporate into your classroom curriculum?
9. Have diversity considerations played a role in shaping your teaching and advising styles?
10. Have you participated in diversity events and/or organizations at other colleges and universities?
11. Please give us one example of how you have managed diversity in your classroom experiences.
12. Tell us about a time that you adapted your style in order to work effectively with those who were different from you.
13. Have you developed any programs in the area of diversity?
14. As faculty member, have you done any research in the field of diversity?
15. Have you been involved in writing or shaping a diversity plan?
16. Have you served on any committees at previous institutions?
17. What do you see as the most challenging aspects of an increasingly diverse academic community and what steps have you taken to meet such challenges?

MEMO
TO: Tim Cresswell and Uta Poiger
FROM: Tom Vicino
DATE: February 2, 2016
RE: Short List of Candidates for Chair Search

On behalf of the search committee for the Department Chair Search in Political Science, I write to seek approval to extend invitations for campus interviews to three (3) candidates. The search committee is excited to move forward as quickly as possible in extending invitations to these candidates. In this memo, I will describe the applicant pool and the selection criteria, and then I will provide a short narrative on each short list candidate.

Applicant Pool

On November 12, 2015, the job ad for the position of Full Professor and Chair of the Department of Political Science was posted to the CSSH and HRM websites. The job ad was distributed widely to a diverse set of stakeholders in the social sciences as set forth in the diversity and recruitment plan. As of February 1, the search yielded 58 applicants. Table A.1 displays a demographic profile of political science faculty nationally as a comparison to the applicant pool.

The diversity of the pool of applicants broadly reflected the demographic profile of the profession of political science nationally. In terms of race and ethnicity, the applicant pool was more diverse than the profession as a whole along the White, African-American, and Latino groups, and it was equal to the proportion of the Asian group. In terms of gender, the applicant pool was slightly less diverse than the profession as a whole.

Selection Criteria

The search committee primarily relied on the characteristics specified in the job ad to develop selection criteria. All members of the committee reviewed and evaluated all applicants based on a rubric developed by the committee. Applicants were evaluated on a series of criteria, including: administrative and leadership experience; scholarly achievement; institutional accomplishments; contributions to diversity; and contributions to need and fit of the department, the college, and university.

Based on those evaluations, the committee narrowed the pool to 19 candidates. From that group, the committee deliberated to develop a short list of applicants to conduct phone interviews. Six (6) applicants were interviewed on the phone with the entire search committee present. The committee agreed that these six applicants as qualified as viable candidates for Department Chair at the rank of Full Professor. After conducting phone interviews, the members of the search committee evaluated all of the six candidates based on a phone interview evaluation rubric. The rubric's questions including the following:

- Evaluate the candidate's administrative and leadership record;
- Evaluate the candidate's scholarly record;
- Evaluate the candidate's contribution to and fit in the department;
- Evaluate the candidate's commitment to work with a globally diverse faculty and student body in a multidisciplinary, experiential environment;

- Evaluate the candidate's overall capacity to serve as an effective and innovative department chair; and
- Should the candidate be interviewed on campus.

Table A.2 displays the final scores of the rubric based on the phone interviews with the six candidates. The applicants can be grouped in three tiers, as follows:

- Three applicants emerged as the "top tier," each scoring above 4.00.
- Two applicants emerged in the "middle tier," each scoring in the 3.00 range.
- One applicant emerged in the "bottom tier," scoring in the range 2.00.

Recommendations

The committee recommends that the three applicants in the "top tier" be offered campus interviews. A brief narrative on strengths and contributions of each candidate follows. Applications are attached to this memo as supplemental PDFs.

(…)

Table 1: Demographic Profile of Political Science Faculty in the United States versus the Applicant Pool, 2015-2016

Race and Ethnicity	National Profile of Political Science Faculty		Applicant Pool, 2015-2016	
	Total Faculty	Percent of Total Faculty	Total Pool	Percent of Total Pool
White	8,273	88.9%	[redacted]	[redacted]
African-American	461	5.0%	[redacted]	[redacted]
Latino	249	2.7%	[redacted]	[redacted]
Asian or Pacific Islander	319	3.4%	[redacted]	[redacted]
Total	**9,302**	**100.0%**	**58**	**100.0%**

Gender	Total Faculty	Percent of Total Faculty	Total Pool	Percent of Total Pool
Male	6,642	71.4%	[redacted]	[redacted]
Female	2,660	28.6%	[redacted]	[redacted]
Total	**9,302**	**100.0%**	**58**	**100.0%**

RATIONALE FOR TENURE-ON-ENTRY (TOE) CANDIDATE CONSIDERATION

Date:

TOE Candidate Name:

Position and Department/School/College:

Prepared by:

1. **General information about the Department/School and qualifications for the position**

   a. Strategic rationale for this hire

   b. Comparison to peers

   c. Strength added to the Unit

   d. Fit with the Department/School/College/University

2. **Research Qualifications: Trajectory of Career and Unique Impact**

3. **Teaching and Service Qualifications**

4. **Evaluation by External Reviewers**

5. **Evaluation by Department/School, College, and Other Stakeholders**

6. **Amount of Funding to transfer to Northeastern University**

**TENURED AND TENURE-TRACK FACULTY RECRUITMENT:
OUTLINE OF THE PROCESS AND RECOMMENDED RESOURCES**

1. Authorization

The Provost authorizes the deans of the colleges to conduct searches for tenured or tenure-track faculty members. Interdisciplinary searches authorized across colleges, or across units within a single college, will be conducted by deans and/or unit heads in collaboration.

2. Search committee formation and charge

The search committee is constituted according to unit procedures with the approval of the responsible dean(s). Search committees for interdisciplinary positions should include members from all involved units.

Units must make every effort to constitute diverse search committees that can bring breadth of perspective as well as depth of knowledge to the recruitment and evaluation of faculty candidates. In some instances, including faculty from outside the hiring unit(s) may enhance the effectiveness of a search committee.

The search committee is charged by the dean(s) and the unit head(s). The dean is responsible for informing the search committee of the fundamental parameters—rank, field, responsibilities—of the approved position and of the committee's responsibilities under the University's Equal Opportunity Policy and affirmative action requirements. The dean will review with the search committee the present composition of the college and/or unit along with information about the availability of women and underrepresented minorities in the area of the search. The dean may charge the search committee to attend workshops on best practices in faculty recruiting offered by the ADVANCE STRIDE team. The dean and the unit head will jointly discuss with the search committee the expected timetable of the search, the unit and college resources available to support the search, active recruitment plans for the search, and other procedural requirements and resources for conducting an effective search.

3. Position posting and recruitment plan

Faculty positions are posted electronically through Northeastern's PeopleAdmin system. PeopleAdmin collects via one electronic form budgetary information about the position; the job description for posting; a list of the search committee members; and the recruitment plan for the position. The system's integrated JobElephant service offers search committees a one-click means of posting the position electronically to Inside Higher Ed and the Higher Education Recruitment Consortium (HERC).

A strong recruitment plan will include information on individuals as well as groups (for example, professional caucuses, email lists) who will be invited to apply or to refer outstanding candidates. It will include the committee's plans and resources available for identifying and inviting a diverse pool of candidates to apply in the search. It will itemize the committee's plans for learning about and implementing best practices in recruiting for diversity and excellence.

The requisition, including the recruitment plan, is electronically forwarded for review by the dean and the Vice Provost for Academic Affairs (VPAA) for final authorization to post the position and launch the search.

4. Screening of candidates

The PeopleAdmin system allows candidates to submit their materials and provide confidential demographic information online; allows referees to submit letters online; allows search committees to review materials and share evaluations online; allows committee chairs to manage the pool and change the status of individual candidates online; gives deans and the Office of Institutional Diversity and Inclusion information about the depth and diversity of candidate pools; and preserves an electronic record of the search committee's actions. HRM Key Contacts in the colleges can assist search committees in using the full capacities of PeopleAdmin.

Search committees and unit heads should be aware of current search documentation requirements for candidates for permanent residency in the United States. PeopleAdmin reflects these requirements and the system's records of the search may be drawn upon in permanent residency applications.

5. Interview approval

Search committees must follow college procedures in obtaining approval from the dean's office to interview candidates, whether by phone, offsite or on campus. At the stage of inviting candidates to interview on campus, the dean's office will review the unit's recommended finalists in the PeopleAdmin system; the dean's approval is then automatically forwarded by PeopleAdmin to the VPAA for final sign-off on the campus interviewees.

The dean will consult with the VPAA about the present tenure status and tenurability of finalists who may be proposed for tenure on entry consideration. Since recommendations of candidates for tenured positions will likely require additional letters to be developed before an offer is extended (see "approval of offer terms," below), inquiries early in the recruiting process may prevent delays at the offer stage.

6. Provost's meeting with candidates for tenure on entry

The Provost or his designee must meet with those finalists in faculty searches who are being considered for a position with tenure on entry. Deans arrange appointments by forwarding the candidate's *curriculum vitae* with c.v. cover sheet to the Executive Assistant to the VPAA. Because finalists must have the endorsement of the dean, search committee chairs may not forward candidates directly to the Provost's Office. In view of the time commitment for both the candidates and the Provost's Office, search committees should request meetings only with serious finalists for a tenured position. In most searches, this will be the top one to three candidates. In some circumstances, such as a department chair search or an interdisciplinary cluster search, it may be useful to send more candidates forward; search committee chairs may consult with their dean(s) about sending forward a longer list of candidates.

Other members of the Provost's Office may make themselves available on request, through the VPAA, to meet with candidates for tenure-track faculty positions in situations where the Provost's office may be able to advance the colleges' recruiting efforts.

7. Recommendation to hire and approval of offer terms

When the finalist has been identified, the terms of the offer are developed in consultation between the unit head and the dean and, as necessary, the VPAA. The finalist's credentials are verified and the proposed hiring commitments and the draft offer letter are entered into PeopleAdmin for review by the dean and the VPAA before the dean finalizes and sends the offer letter to the candidate.

Recommendations to hire a candidate with tenure on entry should be supported by five to six arm's-length external letters at a level appropriate for tenure consideration. If approval is sought to make an offer with the expectation of tenure on entry before the necessary external letters have been received and reviewed by the Provost, the dean should consult with the VPAA on the language to be used in the offer letter.

8. Offer of employment

Following approval of the offer terms by the VPAA, the candidate completes Northeastern's final employment application, including information about degrees and previous employment. After the unit has confirmed the candidate's credentials (verifying degrees, employment, and references), the dean extends the offer letter.

If the terms of the offer must be revised following negotiations with the candidate, the dean should consult with the VPAA.

9. Bringing the search to closure

The search is complete when the candidate returns the signed offer of employment. The dean's office notifies the VPAA promptly of the candidate's acceptance and forwards a copy of the signed letter of offer to the VPAA. The dossier for faculty candidates entering with the expectation of tenure is developed according to the guidelines in the Model Tenure Dossier.

Unsuccessful candidates should be notified by the search committee chair or unit head that the search has been concluded and thanked for their interest.

Recommended resources for successful faculty recruiting

Northeastern's ADVANCE faculty recruiting resources page
University of Michigan *ADVANCE* Handbook For Faculty Searches and Hiring