

## Suggested Guidelines for Faculty Recruitment

Below are the suggested guidelines that are part of a recruitment packet available to all departments and schools on campus. The packet is intended to provide not only broad guidelines but also recommended processes and available resources (such as advertisement samples, places to advertise, and sample materials) that will help ensure a successful recruitment process.

### Pre-Planning

- Conduct a needs assessment for the position with the Dean.
  - *COLLEGE ONLY*: Consult with Graduate School Dean, if appropriate.

### Planning

- Compose a representative committee and choose a committee chair. If appropriate, include a representative from another department or school with related knowledge/experience in the field for which you are recruiting. Unless otherwise determined, all aspects of the recruitment process should be handled by the committee.
- Write a job description clearly stating qualifications and information required for the position including:
  - Designation as a new position or a replacement
  - Title and position
  - Knowledge/Skills/Abilities required
  - Responsibilities
- Review past departmental searches to identify successful processes and opportunities for improvement.
- Develop a comprehensive search plan including:
  - Determination of diversity search strategies and sources (See appendix for a list of diverse journals)
  - Utilization of different types of advertisement
  - Identification of means of recruiting diverse applicants including: journals, conferences, and websites
  - Individuals and organizations to be directly contacted
- Develop a search plan budget including advertising, direct mail, conference attendance, candidate travel, and campus interview costs.
- *COLLEGE ONLY*: All recruiting expenses (advertisements, candidate travel, food, lodging, and surface transportation) are covered by the Dean's recruitment budget.
- Create a timeline of target dates for advertising, initial screening, phone interviews and campus visits.
- Decide on an application deadline (allow at least 4 to 6 weeks for applicants to respond) and application materials required such as:
  - Application form
  - Recommendation letters
  - Cover letter/Resume
  - Other materials such as sample papers, research plans, etc

- Determine school/department level of faculty involvement with respect to candidate screening.
- COLLEGE ONLY*: Fill out **Request to Recruit a Faculty Member Form** for both tenure track and full-time non-tenure track positions and send to the Dean of College along with proposed advertisement (Please refer to required advertisement guidelines as outlined below prior to submitting request form and advertisement).

### Advertising

- Write ad copy paying special attention to language (See appendix for sample advertisements) and include:
  - The Wake Forest University Logo
  - Brief description of the position
  - Brief description of the school and department with a link to the school/department website
  - Description of Wake Forest University with a link to the website containing the faculty recruitment video
  - Application process and contact info
  - Diversity/Equal rights claim
- Arrange a meeting with the Dean to review the advertising pool.
- Place advertisements. Contact Tara Brown with Talent Management at [browntm@wfu.edu](mailto:browntm@wfu.edu) to post the advertisement in the following publications and websites:
  - The Wake Forest University website
  - Insidehighered.com (The Provost's Office covers the cost for advertising on this website. Simply send your advertisement to Tara Brown at no cost)
  - The Hispanic Outlook in Higher Education Magazine
  - Women in Higher Ed
  - Diverse Issues in Higher Education
  - Tribal College Journal of American Indian Higher Education
  - The Chronicle of Higher Education
  - Tedjob.com

\*\*\* Note: Additional funds are available through the Provost's Office for advertisement in specially targeted diverse journals/magazines
- Contact individuals and organizations to request nominations and actively recruit candidates. Identify relevant networks and helpful advisors within them to identify potential candidates for the position. Call prospective candidates.
- Be aware of diversity in the recruiting pool and take the necessary steps to advertise as needed.

### Screening

- Analyze applicant pool in terms of diverse representation.
- Send all applicants the **Faculty Applicant Data** forms and prepaid envelopes that are furnished by Doris McLaughlin in the office of Human Resources, [mclaugda@wfu.edu](mailto:mclaugda@wfu.edu). Note: Please be sure to fill out the top portion of the form before sending it to the applicant.

- Prepare an interview itinerary with target dates for:
  - Screening Process
  - Phone and/or conference interview
  - Reference checks
  - Campus interview
- Review application materials and identify top candidates outlining strengths and weaknesses.
- Dean/Committee Chair notifies applicants who were not selected for phone and/or conference interviews (See appendix for a sample rejection letter that may be personalized for your school/department).
- Dean/Committee Chair and committee conduct phone and/or conference interviews.
- Notify interview finalists of plans to conduct reference checks.
- Conduct reference checks.
- Notify applicants when they are no longer under consideration.
  - Notify through a phone call and letter from the Dean/Committee Chair
- Make sure all committee members know all the factors that should not be discussed during an interview (See attachment for the list).

### Interviewing

- *COLLEGE ONLY*: Submit a “**Request to Interview**” form for all **tenure-track** finalists to the Dean of College. Also send copies of each candidate’s letter of application, vita, three letters of recommendation, and a statement of teaching philosophy or other data that your department requests that address teaching.
- *COLLEGE ONLY*: Submit a “**Request to Interview**” form for each **non tenure-track** finalist. Along with this form send a copy of the candidate’s letter of application, vita, and three letters of recommendation
- Submit the **Affirmative Action Report** form to the Dean. You will only need to send one Affirmation Action Report for each position recruited for, not for each candidate interviewed.
- Create an itinerary for the on-campus interview. On the itinerary, consider including faculty members from other schools/departments with similar interests.
- Invite finalists to visit campus
  - *COLLEGE ONLY*: For each campus visit, schedule interviews with the Dean (and Graduate School Dean, if appropriate) **before confirming on-campus interview dates** with the candidates. The Dean would like to interview each candidate for thirty minutes, and you may contact any of the associate deans to set up a day and time for observing the teaching segment. In many cases involving visiting faculty, Associate Deans will interview and attend teaching segments for all tenure and non-tenure track candidates.
- For each campus visit for positions with tenure, schedule interviews with the Provost **before confirming on-campus interview dates** with the candidates. The Provost would like to interview each candidate who will be appointed with tenure, and would like to be informed of the time for each presentation or class.

- For tenured positions, schedule interviews for each candidate with the President's Office **before confirming on-campus interview dates** with those candidates. The President would like to interview each candidate who will be appointed with tenure.
- Arrange travel and housing. Consider special needs, food preferences/restrictions, and candidate's wishes to meet with specific groups or individuals.
- Provide candidates with Interview Packets available at Human Resources. Please contact Tara Brown at [browntm@wfu.edu](mailto:browntm@wfu.edu) for more information.
- If time permits, arrange a tour of the community with a real estate agent. Contact Tara Brown at [browntm@wfu.edu](mailto:browntm@wfu.edu) or Human Resources to get information on real estate agents.
- Prepare to respond to dual career questions

### Job Offer

- Solicit feedback on each candidate from all stages of the interview process.
- Evaluate candidates and select individual for hire. Make sure individual meets the requirements listed for the position.
- Dean/Chair will negotiate the offer.
  - *COLLEGE ONLY*: Once final hiring decision is made, contact the Dean of the College to confer on the agreed upon salary and moving expense allocation. Fill out an **Appointment Form** for all new hires (tenure track and non-tenure track) and send to the Dean's Office in duplicate. Along with these two appointment forms, send two copies of your terms of offer.
- Dean/Chair will make offer by phone. Arrange for community orientation and housing search, and benefits review with HR.
- Provost will send a written letter of contract to candidate. Dean/Chair sends the Hired Faculty Packet available at Human Resources. Contact Tara Brown at [browntm@wfu.edu](mailto:browntm@wfu.edu).
  - *COLLEGE ONLY*: Upon completion of the appointment, please send the Dean's Office an official transcript for all newly appointed faculty members.
- Dean/Chair personally will contact finalists who were not selected (See appendix for a sample rejection letter that may be personalized for your school/department).
- Dean/Chair announces hire to department and college/school.
- For dual career issues, consult Human Resources if spouse seeks a staff position, and consult administration regarding a faculty position.

### Evaluating

- Maintain a record of the number of candidates screened and the number of candidates interviewed, including gender and race, and how they found out about the position.
- Evaluate the search process in terms of:
  - Yielding diverse and highly qualified applicants
  - Conducting a successful interview process
  - Hiring the best candidate from the applicant pool
- According to the Legal Office, hold on to applications for 5 years.