RECRUITING EXCELLENT FACULTY

A Practical Guide

August 2022
PURPOSE

Purdue University is committed to equal access and equal employment opportunity for all, regardless of race, religion, color, sex, age, national origin or ancestry, genetic information, disability, status as a veteran, marital status, parental status, sexual orientation, gender identity or gender expression.

During the past 50 years, U.S. statutes and executive orders have specifically addressed the issue of nondiscriminatory hiring practices. In addition to asserting an explicit mandate for evenhandedness in employment decisions involving women, religious affiliations, persons 40 years of age or older, veterans, gay men, lesbians, and individuals with disabilities, federal legislation has singled out five groups of racial/ethnic minorities for special attention: Blacks/African Americans, Hispanics/Latinos, American Indians/Alaska Natives, Asians, and Native Hawaiians/Other Pacific Islanders.

The University recognizes that the entire academic enterprise is strengthened by enlarging its community of well-qualified women and minorities, increasing the diversity of recognized academic accomplishments, and providing academic role models for its students and junior faculty. Indeed, a proactive stance in support of equity and diversity broadens the cultural richness of the institution and enhances its vitality and reputation.

Immediate responsibility for recruiting, supporting, assisting, mentoring, and thus retaining women, minorities, individuals with disabilities, and veterans as members of the faculty is vested in the faculty itself. Responsibility for academic staff personnel practices is more varied, reflecting the diversity of academic staff roles. However, Purdue University, as an academic institution, jointly shares the responsibility of attracting and retaining a greatly increased number of capable and ambitious women, minorities, individuals with disabilities, and veterans as employees.

The following procedures set forth the recommended practices and requisite forms to use in effectuating Purdue University's commitment to equal access and equal employment opportunity. It is our hope that this manual will contribute to the University's effort to attract, select, and retain a greatly increased number of capable and ambitious women, minorities, individuals with disabilities, and veterans.

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CHAPTER 1
LAWS, REGULATIONS, POLICIES, ETC.

Applicable University Policies/Rules:

- Nondiscrimination Policy Statement
- Equal Opportunity, Equal Access and Affirmative Action Policy (III.C.2)
- Anti-Harassment Policy (III.C.1)
- Affirmative Action
  (https://www.purdue.edu/ethics/Affirmative_Action/Affirmative_Action.php)

Applicable State and Federal Laws and Regulations:

- Age Discrimination Act of 1975
- Age Discrimination in Employment Act of 1967
- Americans with Disabilities Act of 1990, as amended
- Executive Order 11246, as amended
- Equal Pay Act of 1963
- Genetic Information Nondiscrimination Act of 2008
- Immigration Reform and Control Act of 1986
- Indiana Civil Rights Act of 1971
- Pregnancy Discrimination Act
- Sections 503 and 504 of the Rehabilitation Act of 1973
- Title VI of the Civil Rights Act of 1964, as amended
- Title VII of the Civil Rights Act of 1964, as amended
- Title IX of the Education Amendments of 1972.
- Uniformed Services Employment and Reemployment Rights Act of 1994
- VEVRAA, Section 4212
# CHAPTER 2
## RECRUITMENT ROLES IN SUCCESS FACTORS

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<th>INITIATOR</th>
<th>BUDGET APPROVER</th>
<th>DEPARTMENT RECRUITER</th>
<th>OIE “RECRUITER”</th>
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</table>
| - Creates the requisition & hiring details  
- Views resumes  
- WHO: Hiring Manager, Department Support, or Business Manager | - Verifies & adds budgeted salary  
- Approves offers for staff, service staff, faculty  
- Creates offers for faculty  
- WHO: Business Offices | - Completes & posts requisition for faculty  
- Creates offer letter for faculty  
- WHO: Department Admin Assistant | - Reviews requisitions for faculty  
- Approves ads  
- Forwards non-standard search requests to Director of OIE for approval  
- WHO: OIE |

<table>
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<th>RECRUITING COORDINATOR</th>
<th>SEARCH COMMITTEE CHAIR/MEMBER</th>
<th>INTERNAL CANDIDATE</th>
<th>EXTERNAL CANDIDATE</th>
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| - Assigns search committee members and adds them for interview feedback  
- Can schedule interviews, coordinate calendars  
- WHO: Department Support Staff | - Provides interviews feedback via interview central  
- Can view resume of assigned candidate  
- Provides recommendations to Department Head/Dean  
- WHO: Any Purdue Search Committee Member | - Purdue employees (All, nontemp)  
- Apply via the Careers module in SuccessFactors | - NonPurdue employees  
- Apply via the external careers site |

For QRGs and other resources related to faculty hiring, please visit:  
https://www.purdue.edu/hr/hiring/hireres.php
SEARCH REQUIREMENTS

In accordance with Purdue University’s equal opportunity obligations, all faculty openings (tenured/tenure-track, clinical/professional, and research faculty) that are 50 percent time or greater must be posted (i.e., a public announcement of a search for qualified applicants must be made).

Some form of search is almost always required. Full searches, employing advertisements in national and regional newspapers or journals, are required for most positions.

SPECIFIC RANK & OPEN RANK SEARCHES

Advertisements must include the rank of the position being searched for, and hiring must be consistent with the rank advertised. Advertisements for faculty openings should clearly identify the rank(s) of the available position(s) in order to target the appropriate pool of potential applicants. Advertisements may search for assistant/associate positions or associate/full positions.

Due to equal employment opportunity concerns, the OIE does not routinely approve open rank searches. Pre-approval is required for an open rank search, which would permit advertising at the assistant/associate/full rank. The Director of the Office of Institutional Equity (“OIE”) will consider open rank searches when unique and compelling reasons for such a search are provided. Such reasons include, but are not limited to, an anticipated applicant pool that will be quite small and the need to hire multiple positions across all levels. Desiring a robust applicant pool is typically not a sufficient justification for an open rank search absent a record of low response to previous searches. Attracting a diverse applicant pool is not a compelling reason for an open rank search. Thorough and thoughtful advertising and networking strategies that cast a broad net and reach many audiences are more likely to result in an increase in diversity in the applicant pool.

If a Department/College wishes to conduct an open rank search, sufficient justification for such a search, including a specific and valid reason for this type of search, such as the anticipated size of the applicant pool, hiring multiple positions, etc. needs to be provided. Open rank searches will be considered when:

1. the Department has previously completed a search for the position that was unsuccessful due to the low number of qualified candidates in the pool;
2. the Department can establish, using market data, data on the candidate pool, and/or other evidence, that the talent pool for that search will yield a small number of candidates; or
3. there are other exceptional circumstances that would justify the necessity of an open rank search.
The rationale for an open rank search should be uploaded into Success Factors along with the other requisition documents. The justification should be included either as text in the “Requisition Comments – Request for Changes/Comments” box or as an attachment to “Requisition Documents” section.

OIE will review to determine whether an open rank search is permissible and will communicate back to you if there are issues or concerns. OIE will conduct this review at the same time OIE reviews the other components of the requisition/ad.

Finally, in all cases where an open rank search is sought, the College/Department must have authority and funding to hire at all ranks.

WHEN A FULL SEARCH IS NOT REQUIRED

There are three situations in which a full search is not required:

1. The position is for an appointment that does not require a search (refer to the list of these types of appointments).
2. A limited search is approved.
3. A search waiver is approved.

Details on each of these situations are provided in the following sections.

APPOINTMENTS THAT DO NOT REQUIRE A SEARCH

The following positions do not require a search:

- Temporary appointments limited to a specific time or term lasting not longer than one year.
- Appointments for less than half-time (which cannot be increased to 50 percent or greater time without a full search).
- Visiting faculty appointments for a maximum of two years, made with the understanding that positions so filled will be subject to full searches should the terms be extended beyond the mandatory limit.
- Adjunct faculty appointments.
  - See Appointments for Personnel Not on Payroll (VI.B.3) for the definition, roles, and procedures for the appointment of adjunct faculty members.
- Courtesy faculty appointments.
- Postdoctoral Research Associates, Postdoctoral Fellows, Clinical Interns, and Clinical Residents
• Visiting Scholars

• Student appointments made with the understanding that a department wishing to retain a student employee as a faculty member must post this opening and conduct an open search in which the student employee competes with other comparably qualified candidates. Student appointments include the following categories:
  - Pharmacy Externs
  - Trainees
  - Teaching Assistants
  - Graduate Research Assistants
  - Undergraduate Research Assistants - Pre-Doctoral Fellows

The Director of OIE is available as a resource to departments should they have any questions. A review of position announcements for appointments that do not require a full search is required.

REQUESTING A LIMITED SEARCH

A limited search is a departure from the requirement of a full search due to circumstances that indicate a full search would not be productive or appropriate for a specific opening. A limited search can restrict a search to the state of Indiana, the Lafayette/West Lafayette area, the University, or in some instances, to the college/school or department. Limited searches can be completed in as little as 30 days.

The rationale for a limited search should be uploaded into Success Factors along with the other requisition documents. The justification should be included either as text in the “Requisition Comments – Request for Changes/Comments” box or as an attachment to “Requisition Documents” section.

OIE will review to determine whether a limited search is permissible and will communicate back to you if there are issues or concerns. OIE will conduct this review at the same time OIE reviews the other components of the requisition/ad.

In cases wherein a limited search is approved - and therefore the advertisement is circulated to a smaller audience than is done for full searches - all other search and screen process guidelines apply.

WAIVER OF STANDARD SEARCH PROCEDURES

There is a small set of circumstances in which faculty appointments are made without going through the standard search procedures. In each of these cases, a search waiver must be approved by appropriate university authorities for these faculty appointments (see below). There are a few concretely defined circumstances under which waivers are routinely allowed. Examples are:

• An individual named in an externally funded grant award for whom an appointment at the University is required.
• A faculty member changing from a tenurable to a nontenurable or staff position.

• Occasional special appointments and changes recommended by the Provost or the President.

• Dual-career couple accommodations.

• Strategic opportunity hires.

Search waiver requests require approval from multiple offices. First, requests for search waivers for tenure track and clinical/professional faculty must be approved by the Provost, and requests for search waivers for research faculty must be approved by the Executive Vice President for Research and Partnerships. This approval should be documented on the Request for Search Waiver Form. Approval by the Department and Provost/EVPRP is separate and distinct from approval by OIE. Approval from each the Department, Provost/EVPRP, and OIE is required before a search waiver is fully approved.

The signed Request for Search Waiver Form should be uploaded into Success Factors, along with a copy of the following:

• Candidate's curriculum vitae (CV)

• Position Description (including a description of duties to be performed)

• A statement as to why and how the candidate is exceptionally qualified for the position such that a full search would not result in more qualified candidates applying for the position. (NOTE: Meeting the minimum qualifications of a position is not equivalent to being exceptionally qualified for a position)

The statement justifying the search waiver should be included either as text in the “Requisition Comments – Request for Changes/Comments” box or as an attachment to “Requisition Documents” section. The Request for Search Waiver Form, CV, and position description should be uploaded to the “Requisition Documents” section.

OIE will review to determine whether a search waiver is permissible and will communicate back to you if there are issues or concerns. OIE will conduct this review at the same time OIE reviews the other components of the requisition.

In the event that a search waiver is granted, the candidate will then need to be moved through the appropriate buckets in Success Factors, and the background check must be completed prior to onboarding. There will be no other closing documents for this type of requisition, since there would be no advertisements placed or interviews conducted.

OIE will not approve search waivers for positions where the candidate has already started in the position prior to search waiver approval being sought. In such cases, the Department will bear responsibility for any legal risks incurred by hiring an individual
without OIE approval. The Department will also be required to work directly with Human Resources and their Business Office to onboard the individual they hired for the position.

If you have questions about a search waiver, please call OIE at 47255 or by email at facultysearch@purdue.edu.
**CHAPTER 4**

**SUMMARY OF THE SEARCH AND SCREEN PROCESSES**

**FULL SEARCHES**

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<th>RESPONSIBLE PARTY</th>
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<td>Determine job-related criteria and documents that applicants need to submit for</td>
<td>Department Head and/or Search Chair</td>
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<tr>
<td>the position. Ensure job-related criteria align with faculty position type (tenure-</td>
<td></td>
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<tr>
<td>track/tenured, clinical/professional, or research).</td>
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<tr>
<td>Identify members of Search and Screen Committee. Provide charge to the Search</td>
<td>Department Head and/or Dean</td>
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<td>and Screen Committee.</td>
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<tr>
<td>Identify recruitment resources that aid in assuring a diverse pool of applicants.</td>
<td>Search Chair/Department Head and/or Dean</td>
</tr>
<tr>
<td>Prepare advertisement, ensuring description aligns with position type. Advertisement(s) must include the following statements:</td>
<td>Search Chair/Department Head and/or Dean</td>
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<tr>
<td>• Purdue University, the [College/School] and the [School/Department] are</td>
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<td>committed to free and open inquiry in all matters. Candidates are encouraged to</td>
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<td>address in their cover letter how they are prepared to contribute to a climate that</td>
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<td>values free inquiry and academic freedom.</td>
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<tr>
<td>• A background check will be required for employment in the position.</td>
<td></td>
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<tr>
<td>• Purdue University is an EOE/AA employer. All individuals, including minorities,</td>
<td></td>
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<td>women, individuals with disabilities and veterans are encouraged to apply.</td>
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<td>Advertisement(s) must be placed in <em>The Chronicle of Higher Education</em> unless an</td>
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<td>exception has been granted.</td>
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For Diversity Statements, Colleges have the option of:

1. not requesting such information in the application process;
2. requesting a separate diversity statement in the job application package;
3. asking that diversity and inclusion be addressed in the applicant cover letter; or
4. encouraging, but not requiring that diversity and inclusion be addressed in the applicant cover letter.

Only approved language regarding diversity statements can be included in advertisements (see page 25).

<p>| Create Requisition in SuccessFactors and add OIE as recruiter. | Department initiator |
| Review and approve position and advertisement. | OIE |
| Respond promptly to all applicants upon receipt of materials. | Search Chair |
| After OIE approves, the department drafts a Word document &amp; uploads to document requisition in SuccessFactors. Then the department will send an email to OIE with the requisition number in the subject line that it has been posted. The Word doc must mimic the approved ad in the job profile screen. | Search Chair |
| Screenshot or Print copies of ads once posted to external sources. PDF copies of all ads (showing them actually advertised) are required in the closing documents for a search. If the Department waits until after the search process is complete, oftentimes they no longer have access to copy the entire ad. | Search and Screen Committee |
| Develop an evaluation instrument to be used to record factual information regarding each applicant prior to evaluating applicants. The Search and Screen Committee must not compile gender, race and ethnicity | Search and Screen Committee |</p>
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<tr>
<th>Information on the applicants.</th>
<th>Search and Screen Committee</th>
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<tr>
<td>Evaluate each applicant’s background and experience on the basis of requirements identified in the position description and position ad, and using the evaluation instrument developed by the committee, and check references. Conduct phone or video interviews then determine which candidates to invite for campus interviews.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Send Statistical Description of Applicant Pool to Search and Screen Committee one week from date of initial application review and upon request up to the time that applications are reviewed.</td>
<td>OIE</td>
</tr>
<tr>
<td>Review the total applicant pool, evaluation process, affirmative action steps, and recommendations of the Search and Screen Committee regarding the candidates to be interviewed and ask questions, if necessary.</td>
<td>Dean</td>
</tr>
<tr>
<td>Schedule interviews, make travel arrangements, and arrange reasonable accommodations if requested.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Conduct interviews.</td>
<td>Search and Screen Committee</td>
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<td>Reconvene to select acceptable/top candidates. Committee should use a consistent evaluation instrument for post-interview evaluations. (*Note: Department of Labor requests copies of all evaluation tools when auditing permanent resident applications, and the absence of an objective tool is perceived negatively).</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Recommendations should be made to the Dean/Department Head in the manner requested (e.g. unranked list of acceptable candidates).</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Document the search – collect and store all records for 3 years.</td>
<td>Department Head and/or Search Chair</td>
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<td>Complete the offer letter, using the appropriate offer letter template maintained by the Provost (<a href="https://example.com/offer-letter-template">Offer Letter Template - Office of the Provost - Purdue University</a>), circulate for internal approvals, then send to candidate for signature.</td>
<td>Department Head, Dean, and Director of Financial Affairs</td>
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<td>Document and Close the Search.</td>
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## MAJOR ACTIVITIES

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<th>Determine job-related criteria and documents that applicants need to submit for the position. Ensure job-related criteria align with faculty position type (tenure-track/tenured, clinical/professional, or research).</th>
<th>Department Head and/or Search Chair</th>
</tr>
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<tbody>
<tr>
<td>Identify members of Search and Screen Committee. Provide charge to the Search and Screen Committee.</td>
<td>Department Head and/or Dean</td>
</tr>
<tr>
<td>Identify recruitment resources that aid in assuring a diverse pool of applicants.</td>
<td>Search Chair/Department Head and/or Dean</td>
</tr>
<tr>
<td>Draft rationale for a limited search.</td>
<td>Search Chair/Department Head and/or Dean</td>
</tr>
<tr>
<td>Prepare advertisement, ensuring description aligns with position type. Advertisement(s) <strong>must</strong> include the following statements:</td>
<td>Search Chair/Department Head and/or Dean</td>
</tr>
</tbody>
</table>

- **Purdue University, the [College/School] and the [School/Department] are committed to free and open inquiry in all matters. Candidates are encouraged to address in their cover letter how they are prepared to contribute to a climate that values free inquiry and academic freedom.**
- **A background check will be required for employment in the position.**
- **Purdue University is an EOE/AA employer. All individuals, including minorities, women, individuals with disabilities and veterans are encouraged to apply.**

Advertisement(s) **must** be placed in *The Chronicle of Higher Education* unless an exception has been granted. An exception to advertising in *The Chronicle of Higher Education* should
be included in the rationale for the limited search.

For Diversity Statements, Colleges have the option of:

5. not requesting such information in the application process;
6. requesting a separate diversity statement in the job application package;
7. asking that diversity and inclusion be addressed in the applicant cover letter; or
8. encouraging, but not requiring that diversity and inclusion be addressed in the applicant cover letter.

Only approved language regarding diversity statements can be included in advertisements (see page 25).

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Requisition in SuccessFactors and add OIE as recruiter.</td>
<td>Department initiator</td>
</tr>
<tr>
<td>Upload justification for limited search into Success Factors along with the other requisition documents. The justification should be included either as text in the “Requisition Comments – Request for Changes/Comments” box or as an attachment to “Requisition Documents” section.</td>
<td>Department initiator</td>
</tr>
<tr>
<td>Review and approve position, limited search request, and advertisement.</td>
<td>OIE</td>
</tr>
<tr>
<td>Respond promptly to all applicants upon receipt of materials.</td>
<td>Search Chair</td>
</tr>
<tr>
<td>After OIE approves, the department drafts a Word document &amp; uploads to document requisition in SuccessFactors. Then the department will send an email to OIE with the requisition number in the subject line that it has been posted. The Word doc must mimic the approved ad in the job profile screen.</td>
<td>Search Chair</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Screenshot or Print copies of ads once posted to external sources. PDF copies of all ads (showing them actually advertised) are required in the closing documents for a search. If the Department waits until after the search process is complete, oftentimes they no longer have access to copy the entire ad.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Develop an evaluation instrument to be used to record factual information regarding each applicant prior to evaluating applicants. The Search and Screen Committee must not compile gender, race and ethnicity information on the applicants.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Evaluate each applicant’s background and experience on the basis of requirements identified in the position description and position ad, and using the evaluation instrument developed by the committee, and check references. Conduct phone or video interviews then determine which candidates to invite for campus interviews.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Send Statistical Description of Applicant Pool to Search and Screen Committee one week from date of initial application review and upon request up to the time that applications are reviewed.</td>
<td>OIE</td>
</tr>
<tr>
<td>Review the total applicant pool, evaluation process, affirmative action steps, and recommendations of the Search and Screen Committee regarding the candidates to be interviewed and ask questions, if necessary.</td>
<td>Dean</td>
</tr>
<tr>
<td>Schedule interviews, make travel arrangements, and arrange reasonable accommodations if requested.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Conduct interviews.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Step</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Reconvene to select acceptable/top candidates.</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Committee should use a consistent evaluation instrument for post-interview evaluations. (*Note: Department of Labor requests copies of all evaluation tools when auditing permanent resident applications, and the absence of an objective tool is perceived negatively).</td>
<td></td>
</tr>
<tr>
<td>Recommendations should be made to the Dean/Department Head in the manner requested (e.g. unranked list of acceptable candidates).</td>
<td>Search and Screen Committee</td>
</tr>
<tr>
<td>Document the search – collect and store all records for 3 years.</td>
<td>Department Head and/or Search Chair</td>
</tr>
<tr>
<td>Complete the offer letter, using the appropriate offer letter template maintained by the Provost (<a href="https://example.com">Offer Letter Template - Office of the Provost - Purdue University</a>), circulate for internal approvals, then send to candidate for signature.</td>
<td>Department Head, Dean, and Director of Financial Affairs</td>
</tr>
<tr>
<td>Document and Close the Search.</td>
<td></td>
</tr>
<tr>
<td>MAJOR ACTIVITIES</td>
<td>RESPONSIBLE PARTY</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------</td>
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<tr>
<td>Identify exceptionally qualified individual either for an existing position or</td>
<td>Department Head and/or Dean</td>
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<tr>
<td>for a position yet to be created.</td>
<td></td>
</tr>
<tr>
<td>Determine job-related criteria and documents that applicants need to submit for</td>
<td>Department Head</td>
</tr>
<tr>
<td>the position. Ensure job-related criteria align with faculty position type</td>
<td></td>
</tr>
<tr>
<td>(tenure-track/tenured, clinical/professional, or research).</td>
<td></td>
</tr>
<tr>
<td>Draft rationale for search waiver/complete Request for Search Waiver Form.</td>
<td>Department Head</td>
</tr>
<tr>
<td>Obtain approval for position/waiver from Dean of College.</td>
<td>Department Head</td>
</tr>
<tr>
<td>• If request is for a tenure track or clinical professional faculty member,</td>
<td>Department Head</td>
</tr>
<tr>
<td>obtain approval by the Provost.</td>
<td></td>
</tr>
<tr>
<td>• If request is for research faculty, obtain approval by the Executive Vice</td>
<td>Department Head</td>
</tr>
<tr>
<td>President for Research and Partnerships.</td>
<td></td>
</tr>
<tr>
<td>Create Requisition in SuccessFactors and add OIE as recruiter.</td>
<td>Department initiator</td>
</tr>
<tr>
<td>Upload to Success Factors a signed Request for Search Waiver Form (signed by</td>
<td>Department initiator</td>
</tr>
<tr>
<td>Department and Provost/EVPRP), Candidate’s CV, Position Description</td>
<td></td>
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<tr>
<td>(including a description of duties to be performed), and a statement as to</td>
<td></td>
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<tr>
<td>why and how the candidate is exceptionally qualified for the position such</td>
<td></td>
</tr>
<tr>
<td>that a full search would not result in more qualified candidates applying for</td>
<td></td>
</tr>
<tr>
<td>the position. The statement justifying the search waiver should be included</td>
<td></td>
</tr>
<tr>
<td>either as text in the “Requisition Comments – Request for Changes/Comments”</td>
<td></td>
</tr>
<tr>
<td>box or as an attachment to “Requisition Documents” section. The Request for</td>
<td></td>
</tr>
<tr>
<td>Search Waiver Form, CV, and position description should be uploaded to the</td>
<td></td>
</tr>
<tr>
<td><strong>“Requisition Documents” section.</strong></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
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</tr>
<tr>
<td>Review and approve position and search waiver request.</td>
<td>OIE</td>
</tr>
<tr>
<td>Document the process – collect and store all records for 3 years.</td>
<td>Department Head and/or Search Chair</td>
</tr>
<tr>
<td>Complete the offer letter, using the appropriate offer letter template maintained by the Provost (<a href="https://example.com">Offer Letter Template - Office of the Provost - Purdue University</a>), circulate for internal approvals, then send to candidate for signature.</td>
<td>Department Head, Dean, and Director of Financial Affairs</td>
</tr>
<tr>
<td>Document and Close the Search.</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER 5

THE SEARCH AND SCREEN COMMITTEE

The Search and Screen Committee is often the only contact many applicants and candidates will have with the University. Therefore, the Search and Screen Committee has an excellent opportunity to enhance the reputation and image of Purdue University. Always bear in mind that while a Search and Screen Committee is evaluating a candidate, the candidate is also evaluating the Search and Screen Committee, the department or unit it represents, and, ultimately, the University.

Because no committee has greater ability to make profound and substantive changes in an employment unit than the Search and Screen Committee, every member of the Search and Screen Committee should thoroughly understand the requirements of the position to be filled, the needs of the department or unit, University policies regarding equal employment opportunity, and the mission of the University.

Generally, searches for all faculty positions at all ranks must be national searches and should be advertised in *The Chronicle of Higher Education*. If a discipline, department, school or college believes that advertising in *The Chronicle of Higher Education* is not suitable, send a written request for an exemption from this requirement to the Director of OIE. Requests should state (1) the reasons that advertising in *The Chronicle of Higher Education* is not appropriate for a particular search or for all searches for the discipline, department or school, and (2) alternate national advertising venues.

To request an exemption to this requirement, contact the Director OIE at: equity@purdue.edu.

FORMING THE SEARCH AND SCREEN COMMITTEE

Search and Screen Committees at Purdue University function as advisors to a dean or department head, recommending one or more individuals for a position. The Search and Screen Committee should have members who have legitimate and direct interests in the selection process. Criteria used in selecting the Search and Screen Committee members often include the following:

- knowledge of the substantive area
- demonstrated ability in promoting a deliberative process
- knowledge of the campus and its surrounding communities
- strong interpersonal and recruitment skills

The members of the Search and Screen Committee should possess sensitivity to affirmative action issues. When possible, women and minorities from within the unit should be represented on all Search and Screen Committees to offer diverse perspectives and different ideas that may enhance efforts to recruit and evaluate candidates. However, because women and minorities tend to be asked frequently to serve on an array of committees, this may not always be feasible. There is certainly no objection to including women or minorities from other departments or administrative units or enlisting their help.
in the search process.

All faculty who will serve on search committees must complete or have completed the faculty hiring training in the last 5 years. Prior to July 2022 this training was called the “ADVANCE hiring workshop,” and currently this training is called “Recruiting Excellent Faculty.” This is offered several times each year. See https://www.purdue.edu/provost/faculty/resources/recruit.html.

Staff members of OIE are available to meet with the Search and Screen Committee or to serve as a resource at any point in the search process. The Search and Screen Committee will want to evaluate all steps of its search in terms of affirmative action with particular attention to the danger of unintentionally introducing any kind of discriminatory practice into the process.

THE CHARGE

The charge to the Search and Screen Committee must be clear and precise. Ambiguity in the charge, in the role of the committee, or in the extent of its authority can create confusion that will hamper and delay the selection process at crucial points.

Ideally, a Search and Screen Committee should be as small as possible, yet large enough to include as many legitimate interests as possible. It takes time to meet as often as a Search and Screen Committee will find necessary. The more members, the more difficult it is to have everyone present for the meetings - all of which are important.

TYPICAL DUTIES OF THE SEARCH AND SCREEN COMMITTEE FOR FACULTY SEARCHES

1. Set a timetable for each search procedure.

2. Formulate the position description, consistent with the position type and rank. Job expectations, as established in policy, are different for tenure-track/tenured faculty, clinical/professional faculty, and research faculty.

3. Determine job-related criteria for the position.

4. Develop job-related evaluation forms.

5. Select newspapers, journals, and websites in which advertisements will appear.

6. Draft the advertisement. Refer to Chapter 5 section on advertising for a list of items that must be included in all advertising.

7. Plan a search that is sensitive to affirmative action issues and the need for a diverse pool of candidates.

8. Develop all written communications (i.e., recruitment letters, letters acknowledging receipt of application, letter to nominee, non-selection
notification).

9. Collect the names and addresses of person and institutions to which recruitment letters can be sent.

10. Review applicants to determine if the applicants meet the advertised qualifications.

11. Where a Placement Goal for women or minorities exists, contact and work with the Director of OIE to promote the inclusion of qualified diverse candidates in the pool of finalists to allow opportunity to correct underutilization.
   - See the University’s Affirmative Action Plan ("AAP") to determine if there is guidance for your discipline
   - See Section F. of AAP for more information on Placement Goals
   - Compare AAP data to the SDAP data provide by OIE

12. Building the pool, reviewing the pool
   - Review your SDAP report/compare SDAP report to AAP data

13. Inform all applicants and nominees that finalists cannot be guaranteed confidentiality.

14. Develop a list of core interview questions to ask candidates related to the essential duties of the position.

15. Participate in the initial and second screenings of candidates.

16. Take part in conference calls to candidates.

17. Assist the chair in travel arrangements and interview schedules.

18. Participate in a seminar, class demonstration, and formal interview. Participate in final evaluation and formulation of recommendation to the chair by a designated date.

19. When the committee sends forward to the dean of the school the recommended finalist to hire, a memo of justification will include reasons why the particular candidate is being recommended and why the other finalists are not being recommended. The justifications must be job-related.

20. Attend all meetings and maintain appropriate confidentiality about Search and Screen Committee meetings.

21. Maintain all documentation related to the search for three (3) years.
CHAPTER 6

ADVERTISING AND ENLARGING THE POOL OF CANDIDATES

One of the most important elements of the search process is creating a broad and diverse pool of candidates. The time to discuss diversity is at the beginning of the search. One often hears the remark that the pool of women or minorities in a specific discipline is meager or even nonexistent. While certain fields may not have large numbers of women and minorities, there is no field in which they are nonexistent.

It is important to think broadly and creatively about recruiting candidates. One way to create a diverse pool of candidates is to develop a broad definition of the position and the desired scholarship, experience, and disciplinary background. Narrowly defined searches may tend to exclude women or minorities and may also limit your ability to consider candidates with a different profile who, nonetheless, qualify for your position. Carefully consider which criteria are essential for the position, and only those should be listed as “required.”

ADVERTISING

Advertising only in traditional publications will often result in a homogeneous pool of traditional applicants. The typical route of placing an advertisement and waiting for applications is no longer sufficient. In this competitive hiring market, some of the best candidates may not see your advertising or may not see themselves in your advertised position without some encouragement. To enlarge the pool of candidates, a Search and Screen Committee must consider advertising in a variety of other publications and contacting a variety of professional organizations. Many publications and organizations advertise faculty and administrative positions for women, minorities, veterans, and individuals with disabilities.

Advertising in appropriate publications and contacting relevant organizations will not only assist in enlarging the pool of candidates but will also convey the commitment of the department and institution to recruit women, minorities, veterans, and individuals with disabilities.

In order to ensure a national search, all positions should be advertised in The Chronicle of Higher Education unless an exemption has been granted OIE.

All advertising, including any form of announcement whether by e-mail, letter, the Web, list service, journal, etc., must include the following items:

- The rank of the position.
- A description of the position’s primary duties and qualifications, including degree requirement. For example, “PhD in _____ or related field.”
- “Teaching” must be in the description (pursuant to Department of Labor requirement for hiring international applicants).
- Application review date.
- Purdue’s background check statement: “A background check is required for employment in this position.”
Purdue’s equal opportunity statement must be the last item listed at the bottom of the ad:

- **Purdue University is an EOE/AA employer. All individuals, including minorities, women, individuals with disabilities, and veterans are encouraged to apply.** [Note-this is the minimum required tagline.]; OR

- Purdue University is an EOE/AA employer. All qualified applicants will receive consideration for employment without regard to race, religion, color, sex, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability or status as a veteran. [Note-this is a longer form optional tagline.]; OR

- Purdue University is an affirmative action, equal opportunity employer. Purdue views, evaluates, and treats all persons in all University related activities solely as individuals on the basis of their own personal abilities, qualifications, and other relevant characteristics. All qualified applicants for employment will receive consideration without regard to race, religion, color, sex, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability or status as a veteran. [Note-this is a longer form optional tagline.]

- Purdue University is an EOE/AA employer. Purdue University is committed to maintaining a community which recognizes and values the inherent worth and dignity of every person. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. All qualified applicants for employment will receive consideration without regard to race, religion, color, sex, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability or status as a veteran. [Note-this is a longer form optional tagline.]

**STATEMENT ON FREE AND OPEN INQUIRY**

In support of our University’s position on open inquiry and academic freedom, the following statement must be included in all faculty position postings:

“Purdue University, the [College/School] and the [School/Department] are committed to free and open inquiry in all matters. Candidates are encouraged to address in their cover letter how they are prepared to contribute to a climate that values free inquiry and academic freedom.”
DIVERSITY STATEMENTS

Colleges (School of Management) have the option of:

1. not requesting such information in the application process;
2. requesting a separate diversity statement in the job application package;
3. asking that diversity and inclusion be addressed in the applicant cover letter; or
4. encouraging, but not requiring that diversity and inclusion be addressed in the applicant cover letter.

The statements approved by the University Senate will continue to be used as requested by the Colleges/School of Management and include the following options:

Separate Diversity Statement (University Senate approved in 19-20)

“Purdue University’s School/Department of _________ is committed to advancing diversity in all areas of faculty effort, including scholarship, instruction, and engagement. Candidates should address at least one of these areas in a separate Diversity and Inclusion Statement indicating their past experiences, current interests or activities, and/or future goals to promote a climate that values diversity and inclusion.”

Diversity and Inclusion Addressed in Cover Letter (University Senate approved in 16-17)

“Purdue University’s School/Department of _________ is committed to advancing diversity in all areas of faculty effort, including discovery, instruction, and engagement. Candidates should address at least one of these areas in their cover letter, indicating their experiences, current interests or activities, and/or future goals to promote a climate that values diversity and inclusion.”

Diversity and Inclusion Encouraged to be Addressed in Cover Letter

“Purdue University, the [College/School of _________], and the [School/Department] of _________ are committed to advancing diversity in all areas of faculty effort, including discovery, instruction, and engagement. Candidates are encouraged to address in their cover letter how they are prepared to contribute to a climate that values diversity and inclusion.”
BUILDING A DIVERSE APPLICANT POOL

In addition to advertising a position in a variety of publications, making direct contact with academic departments, professional organizations, and colleagues is an extremely effective way to expand your search. The informal word-of-mouth approach to recruitment is one of the most successful practices for identifying candidates.

Departments are urged to:

- Encourage faculty and staff who will be attending professional conferences or who will be delivering papers at other universities to combine their visits with recruitment efforts for present and future positions. They can provide institutions with potential candidates with general information about Purdue University, which may be obtained from the Office of Public Affairs and OIE.

- Establish a working relationship with departments and units at institutions with substantial numbers of women and minorities. This will allow a host of mutually beneficial activities to be undertaken, such as a sharing of research facilities and exchanges of faculty and staff. Teaching for a semester, delivering a paper, or simply making an informal visit will allow Purdue University faculty to discuss job openings with the staff and students at these institutions.

- Request names of potential candidates from women and minorities at Purdue University, as well as at institutions with strong graduate programs in their discipline. These names can be put into a file or data bank along with the names of candidates from previous searches who either did not accept an offer at Purdue University or who now may qualify for a position in the department. The file or data bank should be continuously updated with new names provided by women, minorities, students, and alumni from Purdue University and other institutions.

- Request the names of potential candidates from women and minority caucuses within relevant professional and academic associations. Maintain ongoing communication with these caucuses on other issues.

- Keep national higher education associations informed of present and possible future positions. Several such associations contain special interest groups (e.g., the American Educational Research Association has Hispanic and Black caucuses).

- Maintain ongoing contact with professional organizations, associations, and agencies that have a job referral service.

- Consider encouraging recent women and minority graduates from your own department to apply for positions.

- Maintain close contact with women and minority graduates of Purdue University.

- Contact women and minorities who have received significant grants or professional recognition and ask for the names of promising women and minority scholars.

- Use a personal approach in recruiting candidates. Often outstanding potential candidates do not apply for advertised positions but may be responsive to individual contacts. If an individual declines a nomination or does not respond to your letter of inquiry, you may wish to telephone the person to determine if his or
her reasons for declining can be addressed and resolved. Some candidates may think their credentials don’t fit, that they are too junior, or that they don’t want to live in West Lafayette. Talk to prospective candidates and ask them to let the committee evaluate their credentials. Remind them that without knowing who will be in the pool, you can’t predict how any given candidate will compare and ask them to postpone making judgments themselves until a later time in the process. Once they are in the pool, either side can always decide that the fit isn’t a good one, but if candidates don’t enter the pool, the committee loses the opportunity to consider them. Individual attention and persistence pay off—there are many examples from other searches of “reluctant” candidates who needed to be coaxed into the pool and turned out to be stellar finalists.

- Invite women and minority scholars from other institutions to participate in department-sponsored symposia and visiting professorships. A one-year visiting professorship to replace a faculty member who is on leave will not only help a department in meeting its instructional responsibilities but will also strengthen the link between the department at Purdue University and a similar department at another institution.

- Contact OIE for assistance. Benchmark data and availability estimates for women and minorities appear in the Purdue University Affirmative Action Plan, which is prepared annually by the Office of the Vice President for Ethics and Compliance.

- Inform alumni publications at universities where women and minorities are well represented of available positions.

- Consider contacting the affirmative action offices at other universities. Some maintain lists of women and minorities at their institutions who are looking for academic employment elsewhere.

- If your department is developing plans for creating an endowed chair, consider the possibility of recruiting an eminent scholar whose interests lie in women’s issues and minority studies. This may, in turn, attract other women and minorities to your department.

- If women, minorities, veterans, and individuals with disabilities are underrepresented nationally in your discipline, aggressively recruit graduate students from these groups so that the pool of candidates will be greater in the future. A department may wish to lobby in appropriate professional organizations and within confederations such as the Committee on Institutional Cooperation (CIC) to develop a national strategy to attract women, minorities, veterans, and students with disabilities into the field.

- Publish statements about the department’s commitment to equity and diversity and discussions of affirmative action issues in department newsletters or brochures sent to constituent groups and alumni, thereby informing them of the department’s support of affirmative action benchmarks and enlisting their assistance.
RESPONDING TO THE APPLICANTS

Upon receipt of an applicant’s materials, the search committee should promptly send all applicants a thank you e-mail acknowledging receipt of their materials.

The thank-you e-mail should include an assurance to applicants that the activities of the search process are confidential. Finalists, however, cannot be guaranteed confidentiality. In addition, Search and Screen Committees must extend to applicants the opportunity to designate their preferred method of communication throughout the search process.
CHAPTER 7

EVALUATING THE CANDIDATES

The first step in evaluating candidates is to determine whether each candidate meets the minimum requirements for the position and whether each candidate has provided all required materials. It may be helpful to create a checklist from the advertisement. Those who do not meet the minimum requirements and/or who haven’t submitted all materials should be removed from consideration.

Although evaluation procedures vary, the Search and Screen Committee should develop an evaluation form based on job-related criteria and/or keep the notes that the Search and Screen Committee generates. An evaluation form may consist of a series of job-related questions or issues that the committee believes are crucial to the position. Written comments reflecting the judgment of each member of the committee should be made for each candidate. This will allow the Search and Screen Committee to determine which candidates are to be interviewed and will also save time if it becomes necessary to return to the applicant pool later. Equally important, the evaluation form and notes will serve as a permanent record of the committee’s deliberations should the selection process be challenged. At the conclusion of the search, these forms should be collected by the Search Chair and retained by the Department for a minimum of 3 years.

The purpose of the initial screen is simply to determine if the applicant has the requirements listed in the advertisement. It is not a relative review of the candidate’s qualifications.

THE REVIEW PROCESS

Most selection processes involve more than one Search and Screen Committee meeting. Generally, the first Search and Screen Committee meeting determines if candidates meet the basic requirements for the position. The second review, and any other subsequent Search and Screen Committee meetings, becomes increasingly qualitative and more difficult.

It may not be difficult to get a committee to agree on who are the best candidates. However, deciding the criteria for establishing who are “the best” can be more difficult. The committee will make recommendations to the Department Head and Dean on their selection of the top candidates, and it is important to support these recommendations on the basis of the selection criteria. The Search and Screen Committee may wish to evaluate its selection criteria in terms of their validity as predictors of future success. To what degree does each predictor, e.g., publications in research journals, predict performance as a faculty member? Are there other predictors of future performance for women and minorities whose educational, social, and cultural background are significantly different from that of a white male?

The committee may wish to examine a candidate’s entire career when applying the criteria which have been developed. A female who has earned her degrees and entered the
academic profession after taking time out to raise a family will undoubtedly have fewer publications than a male of the same age whose career has been uninterrupted. If one evaluates her publication record in terms of the time period over which it was produced, she may be the stronger candidate.

While publications may be a significant indicator of future success, they are not the only indicators of the value of a candidate to a department. A Search and Screen Committee should carefully examine all of an individual’s accomplishments, his or her potential for growth, the diversity or perspective that he or she will bring, and any unique contribution the candidate would make to the unit. Non-traditional career patterns should not exclude or inhibit otherwise qualified candidates from being considered for administrative or other appropriate positions.

Search and Screen Committees must always be on guard against biases that may unconsciously intrude into their evaluation of a candidate. Degrees from women’s colleges or Southern universities must not be automatically seen as inadequate. Reference letters from individuals who are not known to Search and Screen Committee members should not be given less credence and importance than letters coming from professional peers with a longstanding relationship. Scholarship on feminist or minority issues should be evaluated on its academic merits, not devalued because some may believe that it is not “in the mainstream.”

Likewise, it is vital to eliminate from the evaluation process any stereotypical ideas based on the candidate’s race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran (the notions, for instance, that women are more transient than men or that individuals with disabilities are not interested in long-term careers). Applicants with disabilities must be evaluated in terms of the actual job requirements, with thought given to reasonable accommodations that can be made to enable a qualified individual with a disability to fill the position. Questions regarding Reasonable Accommodations should be directed to the University’s ADA Coordinator (equity@purdue.edu) or Human Resources (adarequest@purdue.edu).

There are some common cognitive errors that can occur during the evaluation process. Committee members should take steps to mitigate the effects of elitism, first impressions, assumptions, wishful thinking, and premature ranking. The committee should also be aware of the momentum of the group and ensure it is not difficult for the minority of the committee to resist the push towards premature consensus.

Whatever criteria are used, it is important that they be applied equally to all candidates. Each committee member should be prepared to spend considerable time and attention evaluating candidates fairly and adequately. Underlying assumptions and biases are more likely to play a role in evaluation when the evaluator cannot or does not give sufficient time and attention to the task. Based on their evaluations, the committee recommends to the department head or dean a list of candidates from which the interviewee(s) will be drawn.

No nominee for a position should be considered a candidate until he or she has
contacted the Search and Screen Committee by letter, telephone, or electronically and submitted all of the required documents. Only bona-fide candidates, who have submitted complete application materials, should be evaluated by the Search and Screen Committee.

THE MULT-STAGE REVIEW

**Step 1: The Initial Screen**

The purpose of the initial screen is simply to determine if the applicant has the requirements listed in the advertisement. It is not a relative review of the candidate's qualifications.

- Applicants who do not meet the requirements listed in the advertisement should be eliminated from any further consideration by the Search and Screen Committee.

**Step 2: Creating the “Long Short List”**

- The Search and Screen Committee members should devote at least 15-20 minutes reviewing the materials of each applicant who meets the minimum requirements listed in the advertisements.

- Uniform criteria for evaluating candidates should be developed and applied uniformly in deciding to retain or eliminate an applicant from the candidate pool. **Committee members should be able to defend every decision for retaining or rejecting an applicant.**

- For searches with a high volume of applicants, consider dividing applications so that the task of thoroughly reviewing the applicants’ qualifications is manageable for the Search and Screen Committee. Try to ensure that each candidate receives an in-depth review from at least two, and preferably more, members of the Search and Screen Committee.

- The initial review should focus on identifying all potentially strong candidates. Search and Screen Committee members are advised to focus on creating pools of applicants. For example, an initial review might identify candidates the Search and Screen Committee absolutely wishes to consider further in Group A; candidates the Search and Screen Committee may wish to consider further in Group B; and candidates the Search and Screen Committee does not wish to consider further in Group C. Avoid numerical rankings of candidates, and when in doubt, err on the side of retaining a candidate for further review.

**Step 3: Video/Phone Interviews to Narrow the “Long Short List” to the “Short List”**

- Committee members should agree, in advance, on areas to cover in the phone interview, and in some cases, have assigned specific lines of inquiry to particular members. At least two members of the Search and Screen Committee should participate in each telephone conversation.

- The questions to be asked of a candidate are very important. The Search and
Screen Committee should devise a group of core questions based on the job-related criteria by which candidates are to be evaluated. These questions should be asked of all candidates to ensure that crucial job-related information is obtained. An organized and patterned interview of this type has the beneficial effect of reducing unconscious biases.

**Step 4: Selecting a “Short List”**

- Have all members of the Search and Screen Committee thoroughly review and evaluate the applications of those on the “long short list.” Search and Screen Committee Members should plan to devote at least 15-20 minutes on evaluating each applicant. After Search and Screen Committee members present their initial evaluations, consider reviewing the ratings and evaluations a second time. Opinions expressed early in the process can change after additional candidates are considered and comparisons become clearer.

- Evaluate each candidate’s entire application. Avoid relying too heavily on only one element such as the prestige of the degree-granting institution or letters of recommendation.

- Use of a secret vote may allow a more candid assessment of the applicants and tends to allow junior faculty to share their opinions more candidly.

**REFERENCES**

Some candidates will ask their references to submit letters for them; some will simply list the names and addresses of references willing to be contacted. It is often advisable to state in the advertisement for the position that letters of reference should be sent directly to the chair of the Search and Screen Committee.

The committee is not obligated to contact all of the references submitted by the candidate; it may choose to contact only those whom it believes have the most pertinent information. When contacting a reference, it is advisable to send, in advance, a copy of the position description and a link to the Nondiscrimination Policy Statement along with whatever questions concerning the candidate’s experience, qualifications, and accomplishments the Search and Screen Committee wishes the individual to address.

If the Search and Screen Committee wants additional information, or if the timeline is brief, telephone references may be obtained. This is a valuable means of obtaining information about a candidate, for members of the Search and Screen Committee can cover issues and explore areas that are of interest to them. Specific job-related questions should be developed for the telephone interview. At least two members of the Search and Screen Committee should participate in each telephone conversation. Occasionally, references will prefer not to respond by telephone.

You may not ask questions of a reference that you are not permitted to ask of the candidate. A list of these questions is provided in this document on page 46. Notes should be taken during the conversation so that a written record of the conversation
may be placed in the candidate's folder.

If there are select or additional individuals whom the committee would like to contact about the candidate's qualifications, it should inform the candidate of its wishes. All questions asked and issues raised must be job-related and similar for all candidates. In addition, this information cannot be “off the record.” Occasionally, members of a Search and Screen Committee will receive unsolicited calls about a candidate. When this happens, it is advisable to ask the caller to restrict his or her remarks to job-related issues. The names of individuals who have provided information about a candidate to the Search and Screen Committee must be retained.

It is important to read the letters carefully, as it often happens that a reference will contain what initially appears to be a glowing recommendation. For instance, the former or current duties of the candidate may be described, but no qualitative assessments of how those duties were performed may be provided.

An example checklist for reviewing references is provided here for consideration (see next page):
## CHECKLIST FOR REFERENCES

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does reference state relationship to the candidate?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is specific knowledge of the candidate's subject matter background mentioned?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Is the quality of research and publications mentioned?</td>
<td></td>
<td></td>
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<tr>
<td>4. Are candidate’s duties in current position noted?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Does reference state how well candidate performs his/her duties?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Are interpersonal relationship abilities noted?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Are administrative skills mentioned?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Is the candidate’s initiative mentioned?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Are specific instances of excellent performance documented?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Does any part of the letter raise additional questions about the candidate's skills, abilities, knowledge, or judgment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Are there negative components that are echoed in other letters of reference?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Do there seem to be any hidden messages (covert warnings)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Are any personality traits described?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Are student-professor or superior-subordinate relations mentioned?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER 8
THE ON-CAMPUS INTERVIEW

For candidates who are new to Purdue University and to the department, the interview is one of the most critical stages in the evaluation process. It is generally the first opportunity for the candidate and the Search and Screen Committee to interact.

While the interview allows the Search and Screen Committee to evaluate the candidate, it also allows the candidate to judge both the Search and Screen Committee and the University.

MAXIMIZING THE CAMPUS INTERVIEW

Before the candidate arrives, a detailed agenda should be established and include the individuals the candidate will meet, facilities to be visited, and faculty or staff who will escort the candidate from place to place. The agenda items should be the same for all candidates but do not necessarily have to be in the same order if it is not possible. This agenda should be sent to all members of the search committee and to the candidate, or shared with them at the beginning of the visit.

Before the visit it is advisable to ask the candidate if they will need any special accommodations for their interview. This is different from asking if the applicant has a disability – an individual can need an accommodation without necessarily having a disability. At no time may a candidate be asked if they have a disability. Accommodations may be related to a person’s physical disability or to their special dietary needs. This can be done when writing or calling the candidate to arrange the campus visit.

If a candidate asks a question that the escort or members of the search committee do not have sufficient information to answer, inform the candidate that a member of the committee will get the requested information. If the committee is unable to find the information during the campus visit, then inform the candidate that the search committee will either write or call with the answer within so many days.

SEARCH AND SCREEN COMMITTEE INTERVIEW SEQUENCE

Before the Interview:

- All members should review the candidate’s dossier, the job description, and the evaluation criteria.

- Committee members must know the candidate’s formal qualifications and accomplishments, have letters of reference and reports of telephone conversations with references (if applicable), and must have reviewed the candidate's application materials.

- Committee members should agree, in advance, on areas to cover in the interview, and in some cases, have assigned specific lines of inquiry to particular members.
The questions to be asked of a candidate are very important. The Search and Screen Committee should devise a group of core questions based on the job-related criteria by which candidates are to be evaluated. These questions should be asked of all candidates to ensure that crucial job-related information is obtained. An organized and patterned interview of this type has the beneficial effect of reducing unconscious biases.

- Many Search and Screen Committees have found that beginning with open-ended questions relaxes the candidate and encourages them to speak freely.

- Developing questions ahead of time need not be unduly restrictive. Follow-up questions based on the responses to predetermined questions will most likely vary with each candidate.

- Examine the questions to make sure none will have the effect of screening out or discouraging women, minorities, veterans, and individuals with disabilities.

The Search and Screen Committee should also circulate to all individuals with whom the candidate will meet, including other faculty, the department head, etc., the candidate’s dossier, a copy of the job description, and a copy of the interview schedule to obtain maximum benefit from these meetings.

The Search and Screen Committee should also inform the search chair in advance if it wishes to receive evaluations from these other interviewers and to have them explore specific areas. A dean, for instance, may be asked to assess a candidate’s research record or to comment on the scholarly potential of a candidate. Such suggestions will give focus for interviews and also provide vital information for the selection process. All committee members should be fully aware of lines of inquiry that are inappropriate (See page 42).

The committee may also wish to reflect on how to create an atmosphere of openness in the interview. Both sides need to know what expectations the committee has of a candidate and the candidate has of the position.

**During the Interview:**

- The Search Chair and Search and Screen committee members should greet the candidate when they arrive at the interview site. The candidate needs to be given evidence that the committee and department are friendly and welcoming.

- Committee members should ask the core questions that were developed prior to the interview and allow for follow-up questions.

- When committee members have asked all the questions needed, the chair should provide the candidate with time to ask questions. By now, the candidate should have developed a number of questions. To some extent, the quality of the candidate’s questions may indicate how serious a candidate is about the position. Give the candidate a chance to interact with the department’s faculty in multiple venues.
• For all faculty appointments, the department head should review with the candidate the policies regarding tenure, the criteria and procedures for promotion, salary considerations, and medical and other benefits.

• The Search and Screen Committee should also inform candidates of the date by which they will next hear from the committee regarding the search process.

**Other Considerations for the Interview Day:**

All candidates may find it valuable to have a chance to visit privately with a variety of individuals, centers, and resources of personal interest. Time should be set aside for that purpose.

  o Best practice – provide an agenda to candidates in advance of their on-campus interview so that candidates know that there is “free” time to schedule meetings of their own choice and the specific times set aside for that free time.

Prior to the interview day, candidates should be informed that there is an opportunity for the candidate to visit specific places of interest or to meet with people who are important to them. Consider providing candidates with a large, inclusive list of possible resources, centers, etc. to candidates in advance of their on-campus interview, including, but not limited to, the following:

  o Cultural Centers
  o ODIB
  o Childcare Centers
  o Realtors
  o Schools
  o Religious Institutions/Churches/Synagogues/Temples/Places of Worship

Purdue’s Office of Human Resources offers also offers [Faculty Dual Career and Relocation Services](#), with HR specialists on hand to assist.

Purdue’s [Office of International Students and Scholars](#) can meet with candidates for accurate guidance about the immigration process.

Often, a Search and Screen Committee will wish to set aside a block of time for the candidate to meet informally with faculty, staff, and students. Such occasions are intentionally unstructured so that they may become better acquainted with the candidate.

  o It is in precisely these situations, however, where care must be taken to avoid asking questions or making comments - either directly or indirectly - that relate to race, the derivation of one's name, ethnic origin, religion, marital status, parental status, disability, sexual orientation, age, political affiliations, or other personal matters.

  o Such questions or remarks create a negative impression of the Search and Screen Committee, the department, and the University, and may be illegal. The
Search and Screen Committee should provide each individual who will have contact with a candidate the *Table of Appropriate and Inappropriate Questions of Applicants during the Interview Process* found on page 42.

Search and Screen Committees often ask a faculty candidate to teach a class or seminar or to make a presentation to a group of faculty and/or students. Such occasions provide students and faculty with the opportunity to judge the ability of a candidate while allowing individuals not on the Search and Screen Committee to offer their evaluation.

Simple courtesy and the spirit of affirmative action demand that all candidates be treated equally during their interview and campus visit. When feasible, similar events should be scheduled, interviews with the same University personnel should be arranged, and an equal amount of time should be allotted for each candidate. Additionally, when possible each candidate’s interview schedule should be the same to avoid providing an unfair advantage. For example, each candidate should provide a presentation at the same time of day (e.g., morning versus afternoon).

**SEXUAL HARASSMENT**

Search and Screen Committee members should understand the University’s [Anti-Harassment Policy](#), [Title IX Harassment Policy](#), and what constitutes sexual harassment of females and males and avoid any appearance of harassment. Sexual harassment involves situations where employment benefits depend upon a person’s submission to unwanted sexual advances or where sexual harassment creates a working environment that is hostile and intimidating. **All individuals are protected from sexual harassment.** Purdue University will investigate complaints and deal effectively with harassment.
INTERVIEWING PITFALLS:

It is important to remember that all interview questions must be job-related. (See also list of appropriate and inappropriate questions on page 46.

Common Interviewing Mistakes

- Failure to put candidate at ease
- Signaling expected answers to questions or leading the candidate to the preferred answer
- Failure to listen actively
- Committee members talking too much
- Lack of follow-up on questions to clarify ideas
- Failure to plan for the interview
- Personal bias evident during interview
- Failure to keep an open mind about candidate
- Asking yes/no questions versus open-ended questions
- Delving into immigration considerations. While this topic might be initiated by the candidate as often as by the committee, this is not a topic to which the committee is suited. Not only is this a prohibited topic for exploration prior to the issuance and acceptance of an offer, but committees almost always provide inaccurate information during these discussions. The candidate should be referred to Amanda Thompson, Director, International Scholar Services, for a full discussion of their immigration issues and strategy.

Personal Biases in Interviewing

- Making judgments too early in the process
- The halo effect—the last candidate was so bad that this candidate looks exceptionally good
- The horn effect—opposite of the halo effect
- Stereotyping
- Personal similarity
- Projection
- Oversimplification
- Verbal facility
- False criteria
- Forgetting
- Trying to find an exact duplicate personality to that of the incumbent in the new candidate
## APPROPRIATE AND INAPPROPRIATE QUESTIONS DURING INTERACTIONS WITH CANDIDATES

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>APPROPRIATE</th>
<th>INAPPROPRIATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDRESS</td>
<td>How long have you lived “in this area?”</td>
<td>List of previous addresses, how long have you lived at specific address.</td>
</tr>
<tr>
<td>AGE</td>
<td>None.</td>
<td>Questions about age or questions that would reveal age. Requests for birth certificate.</td>
</tr>
<tr>
<td>ARREST RECORD</td>
<td>Indiana law permits questions on pending charges if related to job, i.e., security or sensitive jobs.</td>
<td>Questions about pending charges for jobs other than those mentioned.</td>
</tr>
<tr>
<td>BIRTHPLACE</td>
<td>None.</td>
<td>Birthplace of applicant or applicant’s parent’s, spouse or other close relatives.</td>
</tr>
<tr>
<td>CITIZENSHIP</td>
<td>None.</td>
<td>All questions relating to the candidate’s immigration or citizenship status. May not ask if person is a U.S. citizen.</td>
</tr>
<tr>
<td>CONVICTIONS</td>
<td>May ask if any record of criminal convictions and/or offenses exist, if all applicants are asked.</td>
<td>Questions about convictions unless the information bears on job performance. Questions that would reveal arrests without convictions.</td>
</tr>
<tr>
<td>DISABILITY</td>
<td>May ask about applicant’s ability to do job-related functions.</td>
<td>Question (or series of questions) that is likely to solicit information about a disability.</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>Inquiries about degree or equivalent experience.</td>
<td>Questions about education that are not related to job performance.</td>
</tr>
<tr>
<td>FAMILY</td>
<td>None.</td>
<td>Number and ages of children, child bearing/rearing queries.</td>
</tr>
<tr>
<td>MARITAL OR FAMILY STATUS</td>
<td>Whether applicant can meet work schedule or job requirements. Should be asked of both sexes.</td>
<td>Any inquiry about marital status, children, pregnancy, or child</td>
</tr>
<tr>
<td>MILITARY</td>
<td>You may ask if a candidate has served in the Armed Forces of the United States or in a State Militia.</td>
<td>You may not ask about military service in the armed forces of any country except the U.S., nor may you inquire into one’s type of discharge.</td>
</tr>
<tr>
<td>NATIONAL ORIGIN</td>
<td>None.</td>
<td>All question relating to national origin or ethnic heritage</td>
</tr>
<tr>
<td>ORGANIZATIONS</td>
<td>Inquiries about professional organizations related to the position.</td>
<td>Inquiries about professional organizations suggesting race, sex, religion, national origin, disability, or sexual orientation.</td>
</tr>
<tr>
<td>PERSONAL FINANCES</td>
<td>None.</td>
<td>Inquiries regarding credit record, owning a home, or garnishment record.</td>
</tr>
<tr>
<td>POLITICAL AFFILIATION</td>
<td>None.</td>
<td>Inquiries about membership with a political party.</td>
</tr>
<tr>
<td>RACE, COLOR, OR SEXUAL ORIENTATION</td>
<td>None.</td>
<td>Comments about complexion, color of skin, height, weight, or sexual orientation.</td>
</tr>
<tr>
<td>RELIGION</td>
<td>Describe the work schedule and ask whether applicant can work that schedule. Also, suggest that accommodations to schedule are possible.</td>
<td>Inquiries on religious preferences, affiliation, or denominations or religious holidays observed.</td>
</tr>
<tr>
<td>WORK EXPERIENCE</td>
<td>Applicant’s previous employment experience.</td>
<td>Stereotypical inquiries regarding protected group members.</td>
</tr>
</tbody>
</table>
APPLICANTS WITH DISABILITIES

The Americans with Disabilities Act (ADA) requires the University to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment except when such accommodation would cause an undue hardship.

The ADA also establishes rules about “disability-related inquiries,” which consist of a question or series of questions that are likely to solicit information about a disability. The ADA limits an employers’ ability to make disability-related inquiries at three stages:

- First, the ADA prohibits all disability-related inquiries before an offer of employment, even if they are related to the job.
- Next, after an applicant is given a conditional job offer, but before they start work, an employer may make disability-related inquiries and conduct medical examinations, regardless of whether they are related to the job, as long as it does so for all entering employees in the same job category.
- Finally, after employment begins, an employer may make disability-related inquiries and require medical examinations only if they are job-related and consistent with business necessity.

For assistance arranging a reasonable accommodation for an applicant or employee, please contact Employee Relations in Human Resources. OIE is also available to provide education on the ADA.

TIPS ON INTERVIEWING APPLICANTS WITH DISABILITIES

An individual may wonder what questions may and may not be asked when interviewing an applicant with a disability. In addition, committees are often unsure of “disability etiquette” when interacting with individuals with disabilities. These guidelines are provided to help committees in the interviewing process and to enhance communication skills of committees when interacting with prospective employees with disabilities.

…WHEN INTERVIEWING AN APPLICANT WITH ANY DISABILITY

First, ensure that interviews, presentations, lodging and dining arrangements are mobility accessible. Use the term “accessible parking” rather than “handicapped parking.”

Before an offer of employment is made, do not ask an applicant questions regarding:

- the existence of a disability;
- the nature of a disability;
- the severity of a disability;
- the condition causing the disability;
- any prognosis or expectation regarding the condition or disability; or
- whether the individual will need treatment or special leave because of the disability.

…WHEN INTERACTING WITH AN APPLICANT WITH A DISABILITY
• Offer to shake hands when introduced. People with limited hand use or an artificial limb can usually shake hands and offering the left hand is an acceptable greeting.

• If you offer assistance, wait until the offer is accepted. Then listen or ask for instructions.

• Do not refer to an individual by their disability, i.e., “that deaf guy” or “the one legged woman.” A person is not a condition. Instead, you may want to say “he has a hearing impairment,” or “he is deaf,” or “she has a mobility impairment.”

• Do not emphasize disability over other characteristics when describing a person with a disability. It is okay to say that a person uses a wheelchair. This is especially appropriate when dealing with questions of parking and making accommodations. However, don’t make it the major emphasis of what the person has to offer when dealing with people individually.

• Be considerate of the extra time that it may take a person with a disability to perform a major life activity.

• Listen attentively when talking with people who have difficulty speaking and wait for them to finish.

• Never pretend to understand; instead repeat what you have understood and allow the person to respond.

• Everyone makes mistakes from time to time. If you make a mistake and offend someone, apologize.

• Relax. People with disabilities are people first.

**WHEN INTERVIEWING AN APPLICANT WHO USES A WHEELCHAIR**

• Do not lean on the wheelchair.

• Do not be embarrassed to use such phrases as, “Let’s walk over to the auditorium.”

• Do not push the wheelchair unless asked to do so.

• Make sure you get on the same eye level with the applicant if the conversation lasts more than a couple of minutes.

• Keep accessibility in mind. (Is that chair in the middle of your office a barrier to a wheelchair user? If so, move it aside.)

**WHEN INTERVIEWING AN APPLICANT WHO HAS A VISUAL IMPAIRMENT**

• Do not be embarrassed to use such phrases as, “Do you see what I mean?”

• Do not shout.

• Do not touch an applicant’s cane. Do not touch a guide dog when it is in harness. In fact, resist the temptation to pet a guide dog.

• Identify yourself and others present immediately; cue a handshake verbally or physically.

• When conversing in a group, remember to identify the person to whom you are speaking.

• Use verbal cues; be descriptive in giving directions. (“The table is about five steps to your left.”)

• Verbalize chair location or place the person’s hand on the back of the chair, but do not place the person in the chair.
• Keep doors either opened or closed; a half-opened door is a serious hazard.
• Offer assistance in travel; let the applicant grasp your left arm, usually just above the elbow.

...WHEN INTERVIEWING AN APPLICANT WHO IS DEAF OR HARD OF HEARING
• Do not shout.
• In order to get the attention of a person with a hearing impairment, tap the person on the shoulder or wave your hand.
• Enunciate clearly. If the applicant is lip reading, keep your mouth clear of obstructions and place yourself where there is ample lighting. Keep in mind that an accomplished lip reader will be able to clearly understand 30 to 35 percent of what you are saying.
• Keep in mind an applicant may also rely somewhat on facial expressions or other body language to help in understanding.
• If you do not understand what the applicant is telling you, do not pretend that you do. Ask the candidate to repeat the sentence(s).
• Consider using written notes if you are having difficulty communicating.
• If requested, use a sign language interpreter. Keep in mind that the interpreter’s job is to translate, not to get involved in the interview in any other way. Therefore, always speak directly to the applicant.
• Plan well in advance, beginning when the applicant’s campus visit is confirmed, for an interpreter or real time captioner.

Reminder…
Even though an applicant discloses the need for an accommodation, before an offer of employment, an employer still may not inquire as to:
  o the nature of a disability;
  o the severity of a disability;
  o the condition causing the disability;
  o any prognosis or expectation regarding the condition or disability; or
  o whether the individual will need treatment or special leave because of the disability.

For further assistance in the area of disabilities, contact Employee Relations in Human Resources.

CLOSING THE INTERVIEW

Make sure that you have not overlooked any questions, and encourage the candidate to suggest anything that might expand on or clarify their training and experience.

You may inform the candidate of the schedule for filling the position, how many candidates are being interviewed, and how and when you will communicate your employment decision.

If you have any questions about the interview process, call OIE at 47255.
NOTIFICATION OF UNSUCCESSFUL CANDIDATES

Each candidate, especially those interviewed, has invested time and other resources into the search process. It is important that the Search and Screen Committee treat each candidate with courtesy and sensitivity.

Candidates who were not interviewed should be notified of their non-selection as soon as a firm decision of their non-selection has been made rather than waiting until the entire search has been completed.

As soon as possible after an offer is accepted in writing, interviewees not chosen should be notified by letter or by telephone if they are internal candidates. It is important to notify unsuccessful candidates before public announcements of appointments.

Sample language to send candidates who were interviewed but were not selected for the position:

Thank you for your interest in the ___________ position. As you know, we interviewed several qualified candidates. We have decided to move forward with another candidate, but we would like to thank you for taking the time to meet with [the search committee/the department].

AN UNSUCCESSFUL SEARCH

If your search does not produce a qualified and desired candidate after one year, the search must be closed. Note on the Search and Screen Recommendation Form that the search was unsuccessful. If a new search is opened for the same position, consider expanding advertising and networking efforts. Revising the advertising may also prove to be useful in having a more successful search.
CHAPTER 9
THE OFFER LETTER

The offer letter is a binding commitment by the University and must, therefore, be written carefully. At Purdue, the single, detailed offer letter is the employment contract. Because the offer letter serves as the contract, some language must be used verbatim as provided in the offer letter templates maintained by the Provost’s Office (Offer Letter Template - Office of the Provost - Purdue University). These offer letter templates cover most situations; if, however, there are unusual or special circumstances involved in your offer to a candidate, please contact the appropriate administrator prior to issuing an offer letter.

Before sending the offer letter to a woman or minority candidate whom a department wishes to hire, the department chair or Search and Screen Committee must make sure that the proposed pay level, academic rank, and start-up package are no less than they would be for a similarly qualified non-minority male candidate.

ESSENTIAL COMPONENTS FOR ALL OFFER LETTERS

The offer letter templates contain the essential information that must be included in offers made to all categories of faculty. The language that must be used verbatim as provided in the templates is highlighted in yellow. Black and red text indicate suggested template language. The black text should address the majority of ‘standard’ offers. The red text identifies special situations or alternative solutions to a decision point. Sections that are irrelevant to a particular offer (i.e., FY language for an AY appointment) can be deleted.

The offer letter templates were designed to be inclusive of the following essential components:

1. Official position title and working title, if appropriate.
2. Percentage of time of appointment.
3. Beginning and ending dates of the appointment.
4. Brief expectation of duties and job description. For faculty, this should indicate expectations as to discovery, learning, engagement, etc.
5. Salary rate and pay basis.
6. Reference to appointment policies and procedures.
7. It is important to inform the candidate of the benefits available at Purdue University. Therefore, provide links to the benefits website of the Office of the Vice President for Human Resources.
8. All offers are contingent on successful completion of a background check.
9. Reference to the need to present evidence of employment eligibility pursuant to the Immigration Reform and Control Act.
10. Offer letters must include updated I-9 language, as follows:

This offer is contingent upon submitting proof of your identity and eligibility to work in the United States. All employees working in the United States are required to complete the Form I-9, Employment Eligibility Verification. Section 1 must be completed prior to your hire date. Section 2 of the Form I-9 requires you to physically present original and unexpired document(s) from the List of Acceptable Documents in person and must be completed no later than your third business day of employment. Failure to complete this federally required document within three business days of your hire date will result in termination of your employment.

Prior to your hire date, you will receive an email titled “Welcome Letter” from Purdue HR, which will include a link to complete some of your onboarding documents electronically, including the Section 1 of the Form I-9.

Follow the instructions from your Welcome Letter to complete Section 2 of the Form I-9, which must be done in person. You must either schedule an appointment with your Employment (Payroll) Center, or, if it is determined that you will not be near a Purdue University campus by your third day of employment, follow instructions to complete the Remote Form I-9 process.

11. Appropriate documentation establishing identity and work authorization must be presented within three days of the first day of employment or the first day on the payroll. Employers must inspect and photocopy the documentation presented and sign a Form I-9

12. Employment Eligibility Verification, attesting that the documents have been reviewed, they appear to be genuine, and they authorize the individual to work in the United States in the position in question. The employee must also sign the Form I-9 under penalty of perjury. The Form I-9 and the copies of the documentation presented must be kept in the employee's official personnel file. The law requires that the Form I-9 be kept for three years after the date of hire or one year after termination, whichever is longer.

13. Request for formal acceptance of the offer by a certain date by signing a copy of the offer letter.

For Faculty:

- For untenured tenure-track faculty, include a statement of expectations regarding reappointment and/or tenure. For clinical/professional and research faculty, include a statement of expectations regarding reappointment.

- If the prospective assistant professor has not yet completed the Ph.D. or other appropriate terminal degree by the date of offer, it is permissible to include a statement indicating that if all degree work is not complete by the start of the appointment, an adjustment in either the title, salary, or percentage will be necessary (i.e., first year at the rank of instructor at a salary $500 less than the rate to be
offered as assistant professor or a reduction in the percent time). NOTE: It is the responsibility of the department head to ascertain the degree status of new faculty members and to initiate the title/salary/percent change when appropriate.

ITEMS REQUIRING PRIOR APPROVAL

In addition to the approvals required for limited searches, search waivers, dual career hires, and strategic opportunity hires, there are a variety of employment actions requiring prior approval before being included in an offer made to a faculty candidate. The majority of these are summarized here:


The most common of these prior approval situations occurring in faculty hiring include: faculty appointments with tenure, faculty with fiscal year appointments, distinguished or named faculty appointments, administrative supplements, and moving allowances greater than $15,000.

Information needed in requests for these items needing prior approval is summarized in the faculty offer letter checklist, available here:


Without receiving prior approval, these items cannot be offered to a faculty candidate.
CHAPTER 10

DOCUMENTING AND CLOSING THE SEARCH

DOCUMENTING THE SEARCH

Committees, hiring authorities, and principal investigators must document searches to ensure compliance with Purdue University and the U.S. Department of Labor records retention requirements. Information documenting recruitment and selection procedures should be retained for all searches. **Departments and colleges/schools must maintain records documenting the following information for three years:** information on all individuals who were hired, all individuals who were rejected, and reasons for selection or non-selection. Among the records that must be retained to do this are the following:

- The names of all members of the Search and Screen Committee and who served as chair.
- A copy of the approved Position Announcement Authorization Form and advertisements, **including screen shots of the advertisement as actually printed/advertised.**
- Job description and/or selection criteria used to evaluate individuals.
- A copy of the Statistical Description of Applicant Pool Form obtained from OIE.
- A list and a copy of published advertisements and other publicity materials including a list of recruiting sources (e.g., conferences, meetings, networking letters).
- A list of colleagues and professional organizations from which nominations were solicited.
- A list of all applicants and nominees. Candidates should be moved through the “buckets” in Success Factors in real time throughout the search. An audit of the search in Success Factors should show a large initial pool that gradually gets smaller through each step until the position is offered to one candidate (e.g. short list, first interview, second interview, offer). This is also referred to as an Applicant Flow Log.
- The Search and Screen Committee must not compile gender, race and ethnicity information on the applicants.
- Each candidate file should include a letter of application, resumes/vitae, transcripts (if applicable), letters of recommendation, examples of letters sent to applicants and nominees and copies of correspondence with individual applicants and nominees.
- Sample letters sent to applicants and a list of interviewees.
- Copies of questions posed in the interview process and questions posed to applicant’s references.
- All notes taken by any individual that participated in the search process and copies of Search and Screen Committee meeting minutes if minutes are taken.
- All evaluation instruments used in the search process.
- A copy of the recommendation made by the Search and Screen Committee to the Dean/Department head (e.g. unrated list of acceptable candidates).
- A list of strengths and weaknesses of each candidate who participated in a final (“on-campus”) interview.
- All/any information regarding reasonable accommodations under the ADA with the exception of any medical information must be sent to OIE.
The Search and Screen Committee must retain notes or minutes of their meetings, since these may prove valuable in reconstructing the search process in case a problem arises. The notes or minutes should include the dates when contacts were made with applicants and nominees.

In addition, the Search and Screen Committee must provide the following materials to OIE (via the requisition in Success Factors) before OIE will move the successful candidate to the background check “bucket” in Success Factors:

1. A copy of the approved Position Announcement Authorization Form and advertisements, including screen shots of the advertisement as actually printed/advertised;
2. Paragraphs outlining the strengths and weaknesses of each candidate who participated in a final (“on-campus”) interview.

In cases of multiple hires (e.g. evergreen/child), candidates need to have moved through the Success Factors hiring buckets in the same manner as a typical search.

CLOSING THE SEARCH

Once the closing documents are provided, the candidate has successfully completed a background check, and onboarding has been completed, the Search and Screen Committee should close the requisition in Success Factors.

Searches must be closed within 365 days of the approval of the requisition. Requisitions that are not closed within 365 days will be forced closed by OIE, and a new requisition will need to be launched.

UNSUCCESSFUL SEARCHES

If a Search and Screen Committee determines that there are no viable candidates or that there is some other reason to close the search as unsuccessful, the Search and Screen Committee is still required to maintain all of the above-referenced documents and screening tools as applicable depending on the stage at which the search is being closed as unsuccessful. For example, if final (“on-campus”) interviews were conducted, all of the above-referenced documents would still be required to close the search as unsuccessful.

The Search and Screen Committee should note in the Requisition Comments section of the requisition that they would like to close the search as unsuccessful and indicate why the search was unsuccessful.

The Search and Screen Committee should then close the requisition in Success Factors.

Searches must be closed within 365 days of the approval of the requisition. Requisitions that are not closed within 365 days will be forced closed by OIE.

Department/College approval may be required to launch a new requisition.
CHAPTER 11
HIRING INTERNATIONAL FACULTY

Background

Purdue’s faculty searches are intended to be independent of considerations related to citizenship or immigration status, or national or ethnic origin. As a result, depending on the discipline, the most viable candidate might sometimes be international. International candidates usually (but not always) require immigration sponsorship to undertake employment in the USA. Purdue therefore requires immigration sponsorship be made available for all tenure-track, tenured, and clinical/professional faculty positions. In doing so, we ensure that discussion of citizenship / immigration status, and national / ethnic origin remains irrelevant to the evaluation of the applicants.

International faculty require two forms of immigration sponsorship by Purdue:

- Work visa sponsorship, and
- Permanent residence sponsorship.

These separate immigration processes run at the same time, side by side, like two trains on parallel tracks. Both processes have impact on the search, selection and commencement of employment by international faculty.

1. Immigration sponsorship

   a. Work Visas

As noted, international faculty must be provided two simultaneous immigration processes. Work visas enable the candidate to begin work “quickly”, but have mandatory maximum durations attached by law. Permanent residence enables a candidate to work indefinitely for Purdue, but generally takes 2 – 3 years to complete. This is why both processes must be provided to international faculty.

   i. H-1B Visa Status

The H-1B work visa is the default process for almost all international faculty. It is reasonably quick, and only minimally discretionary, meaning that the timing and outcome of government adjudication can be predicted and managed. However, H-1B law does place an obligation on employers to compare the offered wage for the international worker to two
other metrics to ensure that the presence of an international worker is not, directly or indirectly, adversely affecting the wages of US workers.

ii. O-1 Visa Status

In rare circumstances faculty may be sponsored for an O-1 work visa. O-1s are for candidates who meet the regulatory definition of ‘extraordinary’ with respect to their documented accomplishments and impact within their field of specialty. However, O-1s take much longer to prepare and are more unpredictable as to government outcome; O-1s also cost the department almost twice the cost of an H-1B.

iii. F and J-1 Visa Status, Optional Practical Training (OPT), or Academic Training (AT)

International faculty may **not** begin tenured or tenure-track employment while holding student (F-1 or J-1) visa status, or while authorized to work using post-graduate work permissions such as Optional Practice Training (OPT) or Academic Training (AT). These immigration statuses / work permissions prohibit immigrant intent and thus are incompatible with the potentially indefinite employment being offered. If a tenure-track or tenured faculty is unable to acquire H-1B or O-1 status prior to the start of their appointment, the appointment is converted to a comparable visiting faculty position (with commensurate benefits) until such time as a more suitable work visa is obtained. This prohibition does not apply to clinical/professional faculty; however, progress toward permanent residence will require eventual movement to H-1B or O-1 status.

b. Permanent Residence

The law requires employers seeking to sponsor international employees for permanent residence to engage in an artificial, post-hire “labor market test’ to document to the government that minimally qualified American workers could not be hired instead of the international worker. The labor market test comprises one or more advertisements constructed in accordance with specific regulatory criteria, placed in accordance with regulatory instructions for a specific duration of time; applicants then must be evaluated using specific procedures and timelines. Few employers consider the Department of Labor’s ‘Labor Market Test’ to be reflective of real-life hiring practices.

In 1976 Congress created a special exception to this specifically for college and university teachers. The “Special Handling” exception enables universities such as Purdue to avoid having to conduct an artificial Labor Market Test for every international chosen candidate, **provided** that Purdue complies with the conditions set by law for this Special Handling exception. In other words, Purdue may base the permanent residence processes for international faculty on the actual searches that resulted in their hire, but only if those searches meet certain legal requirements.

If an international faculty member is hired as the result of a search where the advertisement does not meet the specific Special Handling legal standards, then the department will be required to additionally run a labor market test to support the faculty member’s permanent residence process.
2. Immigration Wage Requirements

Both H-1Bs and Special Handling require the employer to evaluate the offered wage against the Department of Labor, Bureau of Labor Statistics’ wage data. The evaluation is based on:

- The geographic area of employment
- The Standard Occupational Classification (SOC) in which the opportunity best fits, and
- The ‘level’ of the position, which is a legal term that is not comparable to rank, but instead roughly comparable to the relative complexity of the role, as it might be viewed objectively by a government agency and not from within academia.

Bureau of Labor Statistics wage data is issued each July 1, and expires each June 30. The offered wage rate must be no less than the current prevailing wage at each of the following points in time (outlined in red in the image on page 53):

- When the offer is issued
- When the Labor Condition Application is submitted to the DOL
- When each permanent residence filing is submitted to the DOL or USCIS

Advertisement Requirements

- Why the Advertisement is Important to Permanent Residence

In essence, the advertisement is the beginning of the legal process.

To qualify for the legal exception called Special Handling, the search and advertisements must include the elements listed below and on the next page. For the remainder of all the immigration processes, the elements listed in the advertisement become the measure by which the government evaluates all the sponsored immigration processes.

From an immigration perspective, the law’s focus is on two issues:

- Is there the potential that equally qualified US workers were unaware that the opportunity existed, or
- Is there the potential that equally qualified US workers could have been chosen by the committee instead of the international candidate

The law is not concerned with whether the chosen international candidate was a good choice, or whether the international candidate was treated fairly; the law is not interested in whether ‘this choice has merit.’ Instead, the law is solely focusing on ensuring that there was no potential for US workers to be inadvertently disadvantaged or overlooked.

The government expects the search committee to base its selection of a candidate, objectively and consistently, on the criteria listed in the advertisement. The government therefore will base its evaluation of the permanent residence paperwork submitted about the candidate solely using the criteria listed in the advertisement. This means that where a
search committee might ‘forgive’ an element or two in light of a candidate’s unique and unexpected qualities, the government will not. Similarly, where a search committee might infer potential within a candidate, the government will not.

**Recommendations for Advertisements**

- **Advertising**
  - Must include at least one posting in either a national print journal or electronic or web-based journal if an international hire is to be made. *The Chronicle of Higher Education* meets these requirements
    - The advertisement in the print journal or web-based journal must run for 30 calendar days.
  - Must be documented.
    - Colleges and universities are responsible for retaining the following documentation:
      - Of the actual advertisements as posted. This documentation (printed or saved to pdf) must include the URL of the online posted location clearly visible in the footer of the page.
      - Confirming the dates each advertisement ran;
    - International Scholar Services recommends that search committees:
      - Print a copy of the advertisement,
      - Obtain a receipt for publication.

- **Advertisement text must identify the:**
  - **Rank(s) being offered.** In general, no more than two ranks should be contained within a single search.
  - **Job Duties.**
    - Ideally these should not be listed as requirements but as actual duties.
      - Example of duties listed as duties: *Candidates will teach undergraduate courses, research in their field of specialty, and engage in service to the School, College and University.*
      - Example of duties listed as requirements: *We seek candidates who are able to teach at an undergraduate level and engage in research yielding publications in top-tier journals.*
    - “Teaching” or a "Commitment to teaching" must be mentioned, for faculty who teach, or else our ability to utilize the “Special Handling” permanent residence process for college and university teachers is at risk.
  - **Job Requirements**
    - **Education:**
      - The Advertisement must clearly include
        - Degree level, and
        - Discipline.
      - The immigration laws underlying both H-1B and permanent residence processes are organized around education. Neither the USCIS nor the US Department of Labor will accept an advertisement lacking a clear reference to both the degree level and discipline.
      - International Scholar Services strongly recommend including “or related’ or “or closely related” after listing the education requirement to ensure that unanticipated applicants still might be considered by the government to be
qualified for the opportunity.

- If ABD is acceptable, or if applicants need satisfy the requirements only by the start of the appointment, this must be clearly stated in the advertisement. Otherwise, the law presumes that the candidate must fulfill all listed requirements at the time of consideration / selection.
- If alternate degree requirements are listed, ensure the alternative options are roughly comparable. The law considers the lowest listed degree level to be the ‘true’ education requirement by which applicants are evaluated.

**Experience**
- The Department of Labor prefers professional experience be quantified. For example “two years’ postdoctoral experience”.

**Other cautions**

- **Preferences**
  - The government considers all preferences to be requirements. This includes expressions of areas of particular interest to the department.
  - We recommend only listing those preferences that truly are of interest.
  - Your chosen candidate must satisfy all listed preferences.
  - Ensure that listed requirements reflect realistic criteria. Will a candidate holding those credentials truly be considered potentially qualified?
  - Ensure the requirements and preferences, when combined, are realistic. Given that the DOL considers they all are required, can a single human being potentially satisfy them all?
  - Do not include long lists of potential elements. This runs the risk of complicating the opportunity to the point that the government might conclude that either potentially qualified US workers would have no way of discerning the true minimum requirements of the opportunity or the true nature of the role, or that the role is so complicated as to require a significantly higher ‘minimum wage threshold.’ Target the advertisement to the interests truly being pursued by the search committee or department.

Advertisement text should **NOT** contain the following statements:

- Statements relating to unmeasurable personal qualities or character traits, such as ‘collegial attitudes,’ or ‘being a team player.’
- Statements that require candidates to meet fundamentally non-objective requirements such as “Excellent oral and written English skills.”

Increasingly, advertisements occur online rather than in print journals. Web based advertisements:

- Must be viewable to the public without the payment of a subscription and/or membership charge (beyond the membership in the professional association, if applicable)
- Must not be ‘pointer ads’ that contain no details other that directing the interested party to a different online or print location.
### The Posting of the Advertisements

<table>
<thead>
<tr>
<th>Element</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>❑ Published in national print journal, or electronic or web-based journal including but not limited to the Chronicle, for 30 days</td>
<td>Required</td>
</tr>
<tr>
<td>❑ Viewable without the payment of an additional subscription and/or membership charge</td>
<td>Required</td>
</tr>
<tr>
<td>❑ Online advertisements are not pointer ads referring applicants to another location for job details</td>
<td>Required</td>
</tr>
<tr>
<td>❑ Copy of advertisement in national print journal, or electronic or web-based journal with footer showing URL of publication</td>
<td>Required</td>
</tr>
<tr>
<td>❑ Copies of all other advertisements</td>
<td>Recommended</td>
</tr>
<tr>
<td>❑ Documentation of the dates each advertisement ran</td>
<td>Required</td>
</tr>
<tr>
<td>❑ Copies of invoices</td>
<td>Recommended</td>
</tr>
<tr>
<td>❑ Copies of other promotion of the opportunity, such as but not limited to listserv distribution</td>
<td>Recommended</td>
</tr>
</tbody>
</table>

### The Content of the Advertisements

<table>
<thead>
<tr>
<th>Element</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>❑ Rank(s) listed</td>
<td>Required</td>
</tr>
<tr>
<td>❑ No more than two ranks included</td>
<td>Recommended</td>
</tr>
<tr>
<td>❑ Duties listed</td>
<td>Required</td>
</tr>
<tr>
<td>❑ Duties include teaching or commitment to teaching</td>
<td>Required for teaching faculty</td>
</tr>
<tr>
<td>❑ Degree level(s) listed</td>
<td>Required</td>
</tr>
<tr>
<td>❑ Degree discipline(s) listed</td>
<td>Required</td>
</tr>
<tr>
<td>❑ “or related” included after education statement</td>
<td>Required</td>
</tr>
<tr>
<td>❑ ABD or other modifications of when the degree requirement must be fulfilled, if any</td>
<td>Required</td>
</tr>
<tr>
<td>❑ If professional experience is required, quantify this requirement <em>(eg. 2 years…)</em></td>
<td>Recommended</td>
</tr>
<tr>
<td>❑ All listed elements reflect the <em>true</em> requirements of the role and committee</td>
<td>Recommended</td>
</tr>
<tr>
<td>❑ All listed preferences may potentially be fulfilled by a single human being</td>
<td>Recommended</td>
</tr>
<tr>
<td>❑ No statements of unmeasurable qualities, non-objective requirements or requirements suggesting bias toward considerations related to immigration status/citizenship status/national or ethnic origin</td>
<td>Recommended</td>
</tr>
</tbody>
</table>

**Evaluation**

International Scholar Services strongly recommends that search committees use rubrics / evaluation instruments through the search to aid in documenting objective and unbiased evaluation. Teaching or experience presentations are particularly easy venues where such tools may be used.
• **Interview**

ISS keeps current a guidance document (titled Immigration Sponsorship for International Faculty, located here: [www.purdue.edu/provost/faculty/documents/dept-heads-overview-Immigration-sponsorship-Interview-packet.pdf](http://www.purdue.edu/provost/faculty/documents/dept-heads-overview-Immigration-sponsorship-Interview-packet.pdf)) that should be included in the packet of information that is given to all faculty candidates who are interviewed on campus. Distributing this document to all international faculty candidates along with the formal offer letter is also expected.

International Scholar Services recommends that search committees include the Director, International Scholar Services, as an optional meeting for applicants either in-person during their interview dates on campus, or virtually at their convenience. Such a meeting ensures that international applicants have accurate and current information about the immigration services that will be provided and can identify any obstacles to be navigated through the immigration process, but independent of the search committee’s considerations of the applicant. Such meetings tend to alleviate any anxiety applicants might feel about the US immigration process (which is generally perceived negatively world-wide) and/or about the situation being faced by accompanying family members.

• **Search Documentation and Permanent Residence**

Between 35% and 45% of permanent residence filings may be audited by the Department of Labor. If audit occurs, the audit will require production of all documentation relating to the search and selection, including all documentation of:

- The regulatorily-required 30-day journal advertisement
- All other advertisement(s)
- All applicant materials
- All evaluation instruments, completed to demonstrate objective and consistent evaluation of each candidate
- All interview and related notes, memoranda, summaries and other documents generated by the search committee in its considerations
- All lawful, job-related reasons for rejection of applicants other than the chosen candidate

Purdue University receives far fewer audits than the norm; however, compliance with the law relating to permanent residence sponsorship is still essential, not only to ensure that Purdue maintains a reputation of compliance but also to ensure that international faculty members are not disadvantaged in their progress toward permanent residence by non-compliant search documentation.

*Failure to produce any of the expected documentation will be viewed negatively by the DOL.*

Historically, search committees have been unable to provide all the required documentation to International Scholar Services when audits have occurred in the past. The most common failures include-

- Missing documentation relating to advertisements
  - No copies retained
  - Copies of online advertisements are missing footers with URLs, thereby appearing as random Word documents rather than printouts of online postings
• Search committee evaluation and selection documentation is incomplete
  o No consistent use of an objective evaluation instrument
  o Evaluation instruments contain statements justifying rejection of applicants that are inconsistent with the applicant’s qualifications as listed on their CVs

Dual Career

International applicants often have international family, who also must navigate the US immigration process.

The law recognizes only formal marriages and not common-law or civil relationships, and the dependent immigration status available to spouses does not include work authorization. As a result, faculty partners often must independently be sponsored for work authorization, which usually involves an H-1B visa status.

International Scholar Services works closely with the Dual Career office to support accompanying spouses, including:

• Meeting with the Dual Career representative and international spouse to discuss immigration options for employment,
• Assisting Dual Career representatives in understanding and identifying the kinds of employment roles that would support H-1B or other work visa processes, and
• Meeting with potential hiring departments for international dual career candidates to discuss and support the immigration processes needed to meet the needs of dual career partners.

Offers and Offer Letter Requirements

If the chosen candidate is international and requiring sponsorship, then the offer must additionally satisfy immigration wage rules arising from both H-1B and permanent residence laws. In certain colleges and/or disciplines, a significant portion of applicants of interest are international. Purdue policy is therefore to ensure that all offers are in compliance with immigration wage rules.

There are two separate analyses required by immigration law: (1) a comparison of the offer to US DOL wage statistics, called the ‘prevailing wage analysis’ and (2) a comparison of the offer to comparable existing employees within Purdue, called the ‘actual wage analysis.’ The law requires that the international candidate be offered a wage no less than the higher of these two analyses. Of the two, for Purdue’s West Lafayette faculty, only the prevailing wage analysis is occasionally problematic.

For the 2022-2023 year, International Scholar Services and OIE will be partnering to support the completion of immigration wage analyses during the OIE advertisement review and approval process. Specifically:

• International Scholar Services will be invited by OIE to review final or near-final advertisements in Success Factors as an ad hoc second approver
• Based on the advertisement, International Scholar Services will assign a probable Standard Occupational Classification (SOC) for the opportunity, and assess the probable 'level' of the
role in accordance with DOL guidelines. From this, International Scholar Services will identify the ‘prevailing wage’ threshold for the opportunity. This will be inserted in the SuccessFactors record for the advertisement.

• The actual wage analysis will be postponed. If after the offer is accepted, the chosen candidate turns out to be international and needing sponsorship, the actual wage analysis will be completed at the time immigration services are requested.

As a result, when committees select their chosen candidate, the threshold wage will already be in the SuccessFactors record for the search. No additional requests will be needed. Departments should be able to proceed directly to issuing their offers.

There are three possible ways the prevailing wage analysis will impact the offer:

1. The offer will be above the current prevailing wage threshold
   a. The offer is not affected by the prevailing wage analysis

2. The offer will match the current prevailing wage threshold
   a. There is a potential that over the course of the 2 – 3 years the permanent residence process continues, the prevailing wage will exceed the offered wage. If this disconnect occurs at a point in time when a government filing is also required, the wage offer must be adjusted.

3. The offer will be below the current prevailing wage threshold
   a. The offer must be adjusted to satisfy the prevailing wage threshold

If the offer is below the wage threshold, departments may offer summer salary or other temporary wage supplements so that the total remuneration received by the candidate is no less than the prevailing wage threshold. The base AY wage offer may not be increased. Offer letters should specify that the summer or other wage supplements are temporary; the recommended duration is five years.

The offer letter templates maintained by the Provost’s Office include all requirements for offers made to international faculty. These templates are located here: www.purdue.edu/provost/faculty/department-heads/offer-letters.html.

Offers to international tenured and tenure-track faculty are made on the ‘International Tenure / Tenure-Track’ faculty template. Offers to clinical and professional faculty are made on the ‘Clinical” template; the template does not need to be amended to include ‘international’ language.

After the Offer

1. Timeline

Once an offer is made and accepted, if the chosen candidate then is determined to be international, the department must immediately notify International Scholar Services.

• Departments must not attempt to interpret the candidate’s immigration needs. Unless the chosen candidate has a green card physically in hand, International Scholar Services should immediately be involved. Immigration processes and timelines are complex and both Purdue departments and the international candidates themselves frequently misunderstand their situations.

• Even the ‘quick’ H-1B work visa process takes relatively significant time to process
o ISS processing is not less than 2 months
o USCIS processing is not less than 3 weeks minimum (including shipping / mail delivery)

If the candidate is outside the USA, visa processing at a US Consulate is not less than 1 – 2 months, depending on the location, during the late spring or summer months.

H-1B processing therefore takes not less than 4 months for international candidates who are outside the USA. During the late spring and summer, when International Scholar Services (and US Consulates) are faced with peak demands for immigration processes, H-1Bs might take up to 5 – 6 months.

Submitting the request to International Scholar Services for the required immigration processes is therefore essential to ensure that the candidate is able to start their appointment on time.

2. Deadlines

Permanent residence laws contain multiple sequential deadlines. The ‘permanent residence clock’ begins at the moment the offer is accepted, and NOT when the appointment starts. It therefore is critical that International Scholar Services is notified of the acceptance of an offer by an international candidate immediately.

3. Costs

Departments face the following costs as a result of immigration processing for international faculty:

<table>
<thead>
<tr>
<th>Item</th>
<th>Current Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISS Fee for H-1B sponsorship</td>
<td>$1,250</td>
</tr>
<tr>
<td>US Government Filing Fees for H-1B status</td>
<td>$460 + $500 + $2,500 = $3,460</td>
</tr>
<tr>
<td>ISS Fee for Special Handling Permanent Residence</td>
<td>$3,825</td>
</tr>
<tr>
<td>US Government Filing Fee for Permanent Residence</td>
<td>$700</td>
</tr>
<tr>
<td>ISS Fee for H-1B extension (likely in most cases)</td>
<td>$1,250</td>
</tr>
<tr>
<td>US Government Filing Fees for H-1B extension</td>
<td>$460</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$10,945</td>
</tr>
</tbody>
</table>

What Can Go Wrong?

As noted above, the law has multiple strict requirements for permanent residence processing. If there is a failure at any stage to meet legal requirements, then Special Handling permanent residence is no longer available.

Instead, the Department must pursue an alternative path to permanent residence for the chosen candidate, called “Re-Selection”. Re-Selection is an artificial labor market test that meets the
specific (more narrow) permanent residence requirements for university teachers. The Department must place a 30-day advertisement in the Chronicle or other electronic journal, form a search committee that objectively reviews and evaluates all applicants, ‘re-selects’ the chosen candidate as the best qualified candidate for this search, and then moves forward with the legal paperwork as would have been the case with a Special Handling process.

Re-Selection is a legal procedure for verifying a prior selection; it is NOT a new hiring process: it does not proceed through SuccessFactors, and does not result in a new offer letter to the previously-chosen candidate.

Issues that *prima facie* prevent pursuit of Special Handling and instead require Re-Selection include:

- There is no documentation of a 30-day posting in a national print journal, or electronic or web-based journal including but not limited to the Chronicle
- The advertisement-
  - Did not list a rank
  - Did not include the specific rank offered to the chosen candidate
  - Did not list the required degree level
  - Did not list the required discipline(s)
- The chosen candidate cannot document satisfaction of
  - All required elements in the advertisement
  - All preferences in the advertisement

Other problems that might develop during a permanent residence process and require a shift to Re-Selection include:

- The Department of Labor fails to issue its decision on the first DOL filing in time for International Scholar Services to submit the second filing to the DOL on or before the 18-month anniversary of the issuance of the first offer letter to the chosen candidate (See image on page 53 for reference)
  - The later the department alerts International Scholar Services as to the accepted offer, the more likely there is to for this deadline to be missed
- The Department of Labor denies certification of the second DOL filing following audit (See discussion about ‘Search Documentation and Permanent Residence’ above on page 58).
- The chosen candidate cannot obtain verification letters for past employment that specifically address the elements drawn from the advertisements
APPENDIX 1
GLOSSARY

Ability – Aptitude or competence, the skill or proficiency needed to perform certain tasks.

Accessibility – The extent to which an employer’s facilities, programs, and services are readily approachable and useable by individuals with disabilities, including areas such as the Human Resource Office, the worksite, web sites, and public areas.

Accommodation – A change in workplace methods, procedures, equipment, schedules, or physical arrangement that facilitates performance of job tasks by workers with special needs.

Adverse Impact – Practices or policies that result in the selection of members of a protected class at a rate lower than that of other groups.

Affirmative Action (AA) – Actions, policies, and procedures undertaken by a federal contractor in recruiting, hiring, promotions, and all other personnel actions that are designed to achieve equal employment opportunity and eliminate the present effects of past discrimination. Affirmative action requires (1) thorough, systematic efforts to prevent discrimination from occurring or to detect and eliminate it as promptly as possible, and (2) recruitment and outreach measures. See Chapter 1 for a discussion of equal employment opportunity and affirmative action.

Affirmative Action Plan (AAP) – A written set of specific, results-oriented procedures to be followed by all applicable federal contractors. The plan is intended to remedy the effects of past discrimination against or lower rates of hiring or promoting or higher rates of terminating women, minorities, individuals with disabilities, and veterans than expected based on availability. The effectiveness of the plan is measured by the results it actually achieves rather than by the results intended, and by the good faith efforts undertaken by the contractor to increase the pool of qualified women, minorities, individuals with disabilities, and veterans in all parts of the organization.

Applicant – A person who seeks work at a certain employer’s facilities who meets certain prescribed basic qualifications, as defined by the employer, and is considered by the employer for a particular position.

Availability – The availability of minorities or women for a job group is the percentage of minorities or women among persons in the relevant labor area and/or internal feeder pools having the requisite qualifications to perform the positions included in the job group. The term is broad enough to include any factor relevant to determining the availability of individuals for the jobs in the job group. Availability figures are used in determining whether there are fewer minorities and women than expected in a job group, and, where a benchmark is established, in determining the level of the benchmark.

Business Necessity – Specific job-related requirement that is considered by the employer to be fundamental to the mission of the business.
Candidate – An individual who is deemed to meet the requirements for a specific vacancy, either by applying or by accepting a nomination.

Compliance – Meeting the requirements and obligations of affirmative action imposed by Executive Order 11246, Executive Order 13672, Section 503 of the Rehabilitation Act of 1973, the Vietnam-Era Veterans' Readjustment Assistance Act of 1974, Jobs for Veterans Act, and their implementing regulations.

Disability – A physical or mental impairment that substantially limits one or more of a person’s major life activities.

Discrimination – Illegally differentiating between people on the basis of group membership rather than individual merit.

Disparate Impact – A disproportionate adverse effect on a particular disadvantaged group.

Disparate Treatment – Occurs when protected class members are treated differently from others, whether or not there is discriminatory intent.

Employment inquiries – Communications received by any office within Purdue from individuals expressing interest in positions that may be available. Employment inquiries are not considered applications for specific vacancies.

Equal Employment Opportunity – Proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, color, sex, disability, age, veteran status, religion, ancestry, or national origin. It guarantees everyone the right to be considered solely on the basis of his/her ability to perform the duties of the job in question, with or without reasonable accommodation(s).

Essential Functions – Duties that are basic or fundamental to a position. Under the Americans with Disabilities Act, reasonable accommodation must be made in order to allow a qualified individual with a disability to perform the essential functions of a position.

Minorities – Men and women of minority groups; that is, American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and two or more races. The term may refer to these groups in the aggregate or to an individual group.

Protected Class – Group of people protected from discrimination under government regulations and laws. The specific groups are defined as women, American Indians or Alaska Natives, Asians, Blacks or African Americans, Hispanics or Latinos, Native Hawaiians or Other Pacific Islanders, people of two or more races, people over 40, individuals with disabilities, and Disabled Veterans, Recently Separated Veterans, Other Protected Veterans, and Armed Forces Service Medal Veterans.
Nominee – An individual who is nominated by someone other than him/herself for a specific vacancy. If a person who is nominated refuses the nomination, s/he shall be called an “uninterested nominee” and shall be recorded as such.

Qualified Individual with a Disability – An individual with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of a position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of the job.

Reasonable Accommodation – Used in connection with individuals with disabilities:
A workplace modification(s) or adjustment(s) made to a job application process, to a job, or work environment so that a qualified individual with a disability can apply for a job, or perform the essential functions of a job and to ensure that s/he receives an equal employment opportunity. Reasonable accommodations should be such that they do not create an undue hardship and may involve such actions as adjusting the physical environment, equipment, schedules, or procedures. Used in connection with religion: Requirement that an employer grant an employee accommodations for religious reasons. These accommodations may be adjustments to hours or days worked or other similar actions that will make it possible for an employee to fulfill his/her religious obligations.

Undue Hardship – An action that requires significant difficulty or expense in relation to the size of the employer, the resources available, and the nature of the operation.
# APPENDIX 2
PURDUE UNIVERSITY DIVERSITY, EQUAL ACCESS, AND EQUAL OPPORTUNITY CONTACTS

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Campus Phone #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Vice President for Ethics and Compliance</td>
<td>49-45830</td>
</tr>
<tr>
<td>Office of Institutional Equity</td>
<td>49-47255</td>
</tr>
<tr>
<td>Office of Diversity, Inclusion and Belonging</td>
<td>49-46969</td>
</tr>
<tr>
<td>Disability Resource Center</td>
<td>49-47307</td>
</tr>
<tr>
<td>Disability Accommodations – Human Resources</td>
<td>49-40369</td>
</tr>
<tr>
<td>Office of International Students and Scholars</td>
<td>49-45770</td>
</tr>
<tr>
<td>Black Cultural Center</td>
<td>49-43093</td>
</tr>
<tr>
<td>ADVANCE Purdue Center for Faculty Success</td>
<td>49-49538</td>
</tr>
<tr>
<td>Lesbian, Gay, Bisexual, Transgender, and Queer Center</td>
<td>49-66231</td>
</tr>
<tr>
<td>Susan Bulkeley Butler Center for Leadership Excellence</td>
<td>49-44930</td>
</tr>
<tr>
<td>Asian American and Asian Resource and Cultural Center</td>
<td>49-60488</td>
</tr>
<tr>
<td>Latino Cultural Center</td>
<td>49-42530</td>
</tr>
<tr>
<td>Native American Educational and Cultural Center</td>
<td>49-44540</td>
</tr>
</tbody>
</table>
APPENDIX 3
ADVERTISMENT AND RECRUITMENT SOURCES

Search and Screen Committees may want to place advertisements in one or more of the journals listed on the following pages to reach a diverse applicant pool. The list of publications is a sample of what is available and is not an exhaustive list. Search and Screen Committees are encouraged to identify diverse advertising venues within their discipline.

<table>
<thead>
<tr>
<th>The Chronicle of Higher Education (Top news source for college and university faculty members and administrators) 1255 23rd Street, NW, Suite 700, Washington, DC 20037 Phone: (202) 466-1050 / Fax: (202) 452-1033 Web: <a href="http://www.chronicle.com">www.chronicle.com</a> E-mail: <a href="mailto:jobs@chronicle.com">jobs@chronicle.com</a> (for advertising)</th>
<th>Big Ten Academic Alliance 1819 South Neil Street, Suite D Champaign, IL 61820-7271 Phone: (217) 333-8475 / Fax: (217) 244-7127 Web: <a href="https://btaa.org/resources-for/faculty/diversity-and-recruitement">https://btaa.org/resources-for/faculty/diversity-and-recruitement</a> E-mail: <a href="mailto:info@btaa.org">info@btaa.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Careers Online (Global job site of career opportunities in education and academia) 485 Devon Park Dr., Suite 116 Wayne, PA 19087 Phone: (610) 964-9200 Web: <a href="http://www.academiccareers.com/">http://www.academiccareers.com/</a> E-mail: <a href="mailto:info@AcademicCareersonline.com">info@AcademicCareersonline.com</a></td>
<td>Directory of Scientific Research Centers in Minority Institutions (Detailed descriptions that include area of research, facilities, and principal investigators) Director, Division of Research Infrastructure National Center for Research Resources National Institutes of Health 6707 Democracy Boulevard, Suite 800 Bethesda, MD 20892-5465 Phone: (301) 402-1366 / Fax: (301) 480-4049 Web: <a href="https://nimhd.nih.gov/programs/extramural/research-centers/rcmi/index.html">https://nimhd.nih.gov/programs/extramural/research-centers/rcmi/index.html</a> E-mail: <a href="mailto:NIMHDinfo@NIMHD.NIH.gov">NIMHDinfo@NIMHD.NIH.gov</a></td>
</tr>
<tr>
<td>Accounting &amp; Financial Women’s Alliance (Online job listings plus chapters throughout Indiana) National Headquarters 2365 Harrodsburg Road Lexington, KY 40504 Phone: (800) 326-2163 or (859) 219-3532 Web: <a href="http://www.afwa.org">www.afwa.org</a> E-mail: <a href="mailto:afwa@afwa.org">afwa@afwa.org</a></td>
<td>Diverse Issues in Higher Education (Academic and administrative positions are published 26 times a year) 10520 Warwick Avenue, Suite B-4 Fairfax, VA 22030 Phone: (703) 385-2400 or (800) 783-3199 Fax: (703) 385-1839 Email: <a href="mailto:diverseads@diverseeducation.com">diverseads@diverseeducation.com</a> Web: <a href="http://www.diverseeducation.com">www.diverseeducation.com</a></td>
</tr>
</tbody>
</table>
American Council on Education
(Maintains resume banks for top administrative positions) One Dupont Circle, NW Washington, DC 20036 Phone: (202) 939-9300 Web: www.acenet.edu E-mail: comments@ace.nche.edu

DiversityInc.com (Online diversity career center for professionals) 3300 S. Dixie Highway, STE. 1-125 West Palm Beach, FL 33405 Phone: (973) 494-0506 Web: www.diversityinc.com Email: vmccoy@DiversityInc.com

American Indian Science and Engineering Society (AISES) (Magazine published quarterly plus online advertising) 6321 Riverside Plaza Lane NW, Unit A Albuquerque, NM 87120 Phone: (505) 765-1052 / Fax: (505) 765-5608 Web: www.aises.org Email: info@aises.org

DiversityWorking.com (Online job board) 914 Wynnewood Road, Suite 1B Pelham, NY 10803 Phone: (949) 388-8220 Web: www.diversityworking.com E-mail: employers@diversityworking.com or steven.garcia@diversityworking.com

Association for Women in Science (Research and academic positions; published six times per year plus online advertising) 1629 K Street, Suite 300 Washington DC 20006 Phone: (202) 588-8175 Web: www.awis.org E-mail: clientserv@yourmembership.com

Educause (Online job listing for technology-based information resources with a focus on higher education) 4845 Pearl East Circle, Suite 118, PMB 43761 Boulder, CO 80301 Phone: (303) 449-4430 / Fax: (303) 440-0461 Web: www.educause.edu/careers/educause-career-center E-mail: info@educause.edu

Bio Careers (Life Science Ph.D.s and MDs) Phone: (877) 862-4656 x 120 Web: www.biocareers.com/employers E-mail: sales@biocareers.com (for advertising)

INSIGHT Into Diversity (National EEO recruitment publication directed to females, minorities, veterans, and individuals with disabilities) 50 Crestwood Executive Center, Suite 526 St. Louis, MO 63126 Phone: (314) 200-9955 Fax: (314) 756-2036 Web: www.insightintodiversity.com/ E-mail: info@insightintodiversity.com (for advertising)
<table>
<thead>
<tr>
<th><strong>Ford Foundation Fellowship Program Directory</strong> (contains information on Ford Foundation Postdoctoral fellowship recipients)</th>
<th><strong>Institute of Electrical and Electronic Engineers</strong> (Online job postings and networking)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web: <a href="https://sites.nationalacademies.org/PGA/fordfellowships/index.htm">https://sites.nationalacademies.org/PGA/fordfellowships/index.htm</a></td>
<td>3 Park Avenue, 17th Floor</td>
</tr>
<tr>
<td>The National Academies of Sciences – Engineering – Medicine</td>
<td>New York, NY 10016-5997</td>
</tr>
<tr>
<td>Fellowships Office, ATTN: Ford Foundation Fellowship Programs</td>
<td>Phone: (732) 981-0060 or (800) 678-4333</td>
</tr>
<tr>
<td>500 Fifth Street, NW</td>
<td>Web: <a href="http://www.ieee.org">www.ieee.org</a></td>
</tr>
<tr>
<td>Washington, DC 20001</td>
<td>E-mail: <a href="mailto:employerjobsite@ieee.org">employerjobsite@ieee.org</a></td>
</tr>
<tr>
<td>Phone: (202) 334-2872</td>
<td></td>
</tr>
<tr>
<td>E-mail: <a href="mailto:fellowshipsoffice@nas.edu">fellowshipsoffice@nas.edu</a></td>
<td></td>
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</tbody>
</table>

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<thead>
<tr>
<th><strong>GettingHired.com</strong> (Online job listing for job seekers with disabilities)</th>
<th><strong>Journal of Blacks in Higher Education</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>7301 Parkway Drive</td>
<td>BruCon Publishing Company</td>
</tr>
<tr>
<td>Hanover, MD 21076</td>
<td>PO Box 139</td>
</tr>
<tr>
<td>Phone: (866) 352-7481</td>
<td>Bartonville, PA 18321</td>
</tr>
<tr>
<td>Email: <a href="mailto:partnerships@gettinghired.com">partnerships@gettinghired.com</a></td>
<td>Phone: (570) 392-6797</td>
</tr>
<tr>
<td>Web: <a href="http://www.gettinghired.com">www.gettinghired.com</a></td>
<td>Fax: (570) 424-2027</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>HigherEdJobs.com</strong> (Online job listing specific to higher education)</th>
<th><strong>Latinos in Higher Ed</strong> (Online job listing specific to Latino professionals in higher education in the United States, Puerto Rico, and internationally)</th>
</tr>
</thead>
<tbody>
<tr>
<td>328 Innovation Boulevard, Suite 235</td>
<td>P.O. Box 16</td>
</tr>
<tr>
<td>State College, PA 16803</td>
<td>Cromwell, CT, 06416</td>
</tr>
<tr>
<td>Phone: (814) 861-3080</td>
<td>Phone: (860) 632-7676</td>
</tr>
<tr>
<td>Fax: (814) 861-3082</td>
<td>Fax: (860) 632-1760</td>
</tr>
<tr>
<td>Web: <a href="http://www.higheredjobs.com">www.higheredjobs.com</a></td>
<td>Web: <a href="http://www.latinosinhighered.com">www.latinosinhighered.com</a></td>
</tr>
<tr>
<td>E-mail: <a href="mailto:sales@HigherEdJobs.com">sales@HigherEdJobs.com</a></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Hispanic Outlook in Higher Education</strong> (Published 26 times a year, it is the sole Hispanic journal on today's college campus that reaches a broad cultural audience of educators, administrators, students, student service, and community-based organizations, plus corporations)</th>
<th>** Minority &amp; Women Doctoral Directory** (Listing of minority and women doctoral students who have recently received or are soon to receive their doctoral degree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PO Box 68, Paramus, NJ 07652</td>
<td>3001 Bridgeway, Suite K119, Sausalito, CA, 94965</td>
</tr>
<tr>
<td>Phone: (201) 587-8800 / Fax: (201) 587-9105</td>
<td>Phone: (415) 332-6933 / Fax: (415) 332-4799</td>
</tr>
<tr>
<td>Web: <a href="http://www.hispanicoutlookjobs.com">www.hispanicoutlookjobs.com</a></td>
<td></td>
</tr>
<tr>
<td>E-mail: <a href="mailto:Info@hispanicoutlook.com">Info@hispanicoutlook.com</a></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Type and Additional Information</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Monitor on Psychology</td>
<td>American Psychological Association</td>
</tr>
<tr>
<td>IMDiversity.com</td>
<td>(Online advertising for professional and technology positions)</td>
</tr>
<tr>
<td>National Association of Black Accountants, Inc.</td>
<td>(Online job listings and placement service)</td>
</tr>
<tr>
<td>National Society of Black Engineers</td>
<td>(Online advertising for professional positions)</td>
</tr>
<tr>
<td>Society of Women Engineers</td>
<td>(Maintains database of resumes plus listserv on jobs)</td>
</tr>
<tr>
<td>Southern Regional Education Board</td>
<td>(maintains free online job posting service)</td>
</tr>
<tr>
<td>Winds of Change</td>
<td>(Magazine published quarterly for the American Indian Science &amp; Engineering Society)</td>
</tr>
<tr>
<td>Society for Advancement of Chicano/Hispanics &amp; Native Americans in Science (SACNAS)</td>
<td>(Published six times per year plus online advertising)</td>
</tr>
<tr>
<td>Women in Higher Education</td>
<td>(Great resource to reach 12,000 women who have administrative careers in higher education)</td>
</tr>
</tbody>
</table>
Society for College and University Planning (Professional and administrative positions related to planning)
1330 Eisenhower Place
Ann Arbor, MI 48108
Phone: (734) 669-3270
Web: www.scup.org
E-mail: info@scup.org

Women in Technology International (Computing, science, and technology positions)
OLYMPIC PLAZA., 11500 Olympic Blvd. Suite 400
Los Angeles, CA 90064
Phone: (818) 788-9484
Fax: (818) 788-9410
Web: www.witi.com
E-mail: info@witi.com

Society of Hispanic Professional Engineers (Magazine published quarterly plus online advertising)
13181 Crossroads Parkway North Suite 220
City of Industry, CA, 91746
Phone: (323) 725-3970
Web: www.shpe.org
E-mail: shpenational@shpe.org
Sample Advertisement

Tenure-Track Assistant Professor of Political Science

Principal Duties

Purdue University’s Department of Political Science is seeking a tenure-track assistant professor of public policy with research in the area(s) of science and technology policy or science in the policy process. The successful candidate will maintain an active research program that aligns well with extramural funding opportunities. In addition, the person holding this position will teach and present with internal and external audiences. A high level of commitment to PhD student mentoring and support for a culture of diversity and inclusion is expected.

Qualifications

The candidate must complete a Ph.D. in political science, public policy, or closely related field before the date of appointment. This position requires demonstrated ability to publish high-quality peer-reviewed research in the area of science and technology policy, or science in the policy process. Preference will be given to candidates who can contribute expertise to the Advanced Methods at Purdue program through research that utilizes cutting-edge social science research methods.

The College and University

This position is one of seven hires this year in the Department of Political Science. The College of Liberal Arts at Purdue University is embarking upon 40 faculty searches for positions to begin in Fall 2022. These positions will advance research within and across disciplines, and intersect with technology, data science, and engineering in relevant and important ways. These positions include teaching in our innovative, nationally-recognized Cornerstone Integrated Liberal Arts Program that educates students across the university.

Purdue is a research-intensive, PhD-granting institution and a public land-grant university. Political Science faculty members are actively involved with many interdisciplinary programs and centers on campus, including the Ecological Sciences and Engineering program, the Building Sustainable Communities initiative, the Purdue Systems Collaboratory, the new Center for Tech Diplomacy, and many interdisciplinary centers at Purdue’s Discovery Park. In addition to the major and the PhD, the Department is home to graduate and undergraduate certificates and minors in environmental politics and policy, public policy, and human rights.

Application Procedures

To apply, please visit careers.purdue.edu. Applications must be submitted online and include: 1) Curriculum Vitae, 2) Recent research paper or other writing sample, 3) Cover letter of interest that includes a statement describing how the applicant’s research and teaching fit the principal duties of the position and how they are prepared to contribute to a climate that values diversity and inclusion, 4) a research statement, 5) a teaching statement, and 6) contact information for three professional references. Candidates who advance in the review process may be asked to provide letters of recommendation.
Purdue University, the [College/School] and the [School/Department] are committed to free and open inquiry in all matters. Candidates are encouraged to address in their cover letter how they are prepared to contribute to a climate that values free inquiry and academic freedom.

Purdue University, the [College/School of _________] and the [School/Department] of _________ are committed to advancing diversity in all areas of faculty effort, including discovery, instruction, and engagement. Candidates are encouraged to address in their cover letter how they are prepared to contribute to a climate that values diversity and inclusion.

Screening of applicants will begin January 17, 2022 and continue until the position is filled. A background check is required for employment in this position. For additional information, contact [contact person’s name] via email at [email address].

Purdue University is an EOE/AA employer. All individuals, including minorities, women, individuals with disabilities, and veterans are encouraged to apply.
Sample Condensed Ad

Purdue University

Tenure-Track Faculty Position in Computational or Systems Toxicology
School of Health Sciences, Purdue University

Job Summary

The School of Health Sciences in the College of Health and Human Sciences invites applications for a tenure-track position at Assistant Professor level in computational toxicology or systems toxicology. The successful candidate will lead an independent research program that utilizes state-of-the-art computational and systems approaches to advance understanding of how environmental exposures adversely affect human health. The successful candidate is also expected to contribute to the School’s educational missions.

Qualifications

Candidates must have a Ph.D. in toxicology, computational or systems biology, or a related field and productive postdoctoral research experience. We seek a candidate who would utilize either a hybrid wet/dry lab approach in which in silico predictions are tested by in vitro or in vivo approaches, or a candidate using especially innovative dry-lab only computational approaches. The position is competitive with regards to salary, start-up funds, and laboratory space.

Applications

The full advertisement, application requirements, and submission instructions can be found at: [Insert link to specific job posting]

For more information, contact [Contact Person’s Name] via email at [Email Address]

A background check is required for employment in this position.

Equal Opportunity

Purdue University is an EOE/AA employer. All individuals, including minorities, women, individuals with disabilities, and veterans are encouraged to apply.
Sample Required Strengths/Weaknesses Paragraphs for Closing Documents

Please provide supporting paragraphs (strengths and weaknesses) for each candidate that participated in an on-campus interview. This document will be uploaded to SuccessFactors as part of the information required to move any candidate into the Background Check bucket and eventually close the search. Paragraphs should include reasons why the particular candidate is being recommended and why the other finalists are not being recommended. The justifications must be job related. Please note that these paragraphs are utilized to defend the hiring decision in cases of an employment audit or lawsuit.

Regina Moore (accepted offer):

Strengths: Recent NSF CAREER Awardee. Her research is focused on emerging mechanobiology in a broad sense. She would be a great fit with current BME research, taking advantage of the Purdue MRI facility (e.g. 7T MRI scanner). Her teaching portfolio is extensive and interests are well aligned with BME curricular needs.

Weaknesses: None identified.

Akeno Ming (declined offer):

Strengths: Translational research would fit well with our instrumentation and imaging programs in addition to biomaterials and biomechanics. Successful funding record, including a K99. Work will result in diverse engineered devices that meet unmet needs in a global health space.

Weaknesses: Exceptional integrative but not necessarily deep scientific research.

William Wallace (declined offer):

Strengths: Collaborative, creative and driven. Excellent funding record. Modeling work will fit very well with others across the university. Will bring an excellent research program, international experience and unique perspectives. Future leader in computational mechanics.

Weaknesses: Limited experimental experience and related plan.

Nisha Khan (no offer):

Strengths: Significant computational modeling background in cerebral aneurysms.

Weaknesses: Relatively less experience in other biomechanical realms and related teaching. Presentation was unorganized and poorly executed.

Offers were extended to the top two candidates; however, they declined the position. Dr. Moore was then extended an offer having the higher marks based on position rubric. Additionally, her recent NSF Career Award and her proven teaching abilities suggest that she has great potential for success. Her interest in and knowledge of mechanobiology will help the department grow its programs.
Sample Screen Shot of Ad - Required for Closing Documents

Professor of Sociology-Director of Center on Aging and the Life Course
Purdue University
West Lafayette, IN

Apply on Institution's Website

Type: Full-Time
Posted: 08/22/2022
Category: Sociology

Professor of Sociology-Director of Center on Aging and the Life Course

Job Summary
The Department of Sociology at Purdue University invites applications for one tenured Full Professor with research in the area of aging/gerontology, life course, health, or medical sociology. The successful candidate will also serve as the Director of the Center on Aging and the Life Course (CALC).

Qualifications
The candidate must have a Ph.D. in sociology or a closely related field. The candidate also must have an established record of scholarly publications in the areas of aging/gerontology, life course, health, or medical sociology, as well as graduate mentoring experience, a history of external funding as PI or MPI from federal agencies or major foundations. The candidate must have a record of scholarship commensurate with full professor at Purdue University. Candidates will be expected to contribute to Ph.D. student training. Preference will be given to candidates who can contribute expertise to the Advanced Methods at Purdue program through research that utilizes cutting-edge social science research methods. Part of the teaching assignment for this position may be met by teaching in the first-year sequence of the College of Liberal Arts Composers program. Preference will be given to candidates who have administrative skills or experience, as well as a history of teaching, collaborating, or training others in interdisciplinary settings.

CALC
The Center for Aging and the Life Course (CALC) was established in 1985 as a university-wide entity to strengthen interdisciplinary inquiry on aging and the life course, with the specific aims of advancing research to optimize the aging experience of diverse populations and preparing future leaders for the field of gerontology. CALC emphasizes the application of the life course perspective-studying the aging process from gestation to death-and leads inquiries at multiple levels of analysis (from cells to societies). CALC draws upon the expertise of Faculty Associates from more than 20 departments at Purdue, fostering a vibrant interdisciplinary community. More than 40 students have completed the dual-title Ph.D., linking an established discipline-based program of study with an interdisciplinary perspective on aging, since the program began in 2006; twenty-one students are currently pursuing a graduate degree related to aging (either an interdisciplinary minor or a Dual-Life Ph.D.). Further details regarding CALC can be found at the center web page https://www.purdue.edu/agep/.

The College
The College of Liberal Arts at Purdue University is embarking upon 45 faculty searches for positions to begin in Fall 2023. These positions will advance research within and across disciplines, and interact with technology, data science, and engineering in relevant and important ways. These positions include teaching in our innovative, nationally-recognized Composers Integrated Liberal Arts Program that educates students across the university.

Purdue University, the College of Liberal Arts and the Department of Sociology are committed to free and open inquiry in all matters. Candidates are encouraged to address in their cover letter how they are prepared to contribute to a climate that values free inquiry.

Purdue University, the College of Liberal Arts and the Department of Sociology are committed to advancing diversity in all areas of faculty effort. Candidates are encouraged to address in their cover letter how they are prepared to contribute to an inclusive climate.

Application Procedure
To apply, please visit careers.purdue.edu. Names of references will be solicited for finalists. Applicants must include: 1) a letter of application explaining how their qualifications and experience make them a good candidate for the position, 2) a curriculum vitae, and 3) a statement regarding administrative skills or experience.

Screening of applicants will begin on November 9, 2022 and continue until the position is filled. A background check will be required for employment in this position. For additional information, contact the Search Chair, Dr. J. Jill Suller, jsuller@purdue.edu.

FLSA Status
Exempt

Purdue University is an EOE/AA employer.
All individuals, including minorities, women, individuals with disabilities, and veterans are encouraged to apply.
Sample Screen Shot of Job Profile Screen (from Success Factors) - Required for Closing Documents

Job Summary
The School of Materials Engineering at Purdue University invites applications for a tenure-track faculty position at the level of Assistant or Associate Professor. Purdue University seeks to attract exceptional candidates with interests and expertise in materials science and engineering with an emphasis in data science/computational materials science, materials in medicine or related topics. The successful candidate must hold a Ph.D. degree in Science or Engineering and demonstrate excellent potential to build an independent research program at the forefront of their field, as well as potential to educate and mentor students. The successful candidate will conduct original research, advise graduate students, teach undergraduate and graduate level courses, and perform service both at the School and University levels.

School and College
The School of Materials Engineering at Purdue University is known for its collaborative and interdisciplinary nature and strength in a wide range of fields from structural to active materials both in experiments and theory and computation.

University
Purdue University has launched the Integrative Data Science Initiative as a presidential Purdue Moves initiative. Our vision is to be at the forefront of advancing Data Science-enabled research and education by tightly coupling theory, discovery, and applications while providing students with an integrated, Data Science-fueled campus ecosystem.

Applications
Submit applications electronically at this site by selecting apply now. Applicants should submit their curriculum vitae, teaching and research plans, and names of three references. For information/questions regarding applications contact the Office of Academic Affairs, College of Engineering, at coeacademicaffairs@purdue.edu. Review of applications will begin on September 18, 2019 and will continue until position is filled. A background check will be required for employment in this position.

Community
Greater Lafayette Indiana is home to Purdue University and is one of the fastest growing communities in the Midwest. Subaru of Indiana Automotive, Colter, Corning, General Electric Aviation, Schneider Engineering Laboratories, Wabash National, 3M Global Defense and Security Company, high tech firms and small businesses all call Greater Lafayette their home. Conveniently located between Chicago and Indianapolis, Greater Lafayette is also near several other major metropolitan cities. Visit Lafayette-West Lafayette and Greater Lafayette Commerce are resources that highlight our great community.

Equal Opportunity
Purdue University is an EOE/AA employer. All individuals, including minorities, women, individuals with disabilities, and veterans are encouraged to apply.
Sample Flow Chart

**Faculty searches (1): training, administration and kick-off**

Dean/Dept Head appoints search cmte chair and members

• All members take hiring workshop if they have not already

First meeting. Set the tone & expectations for the process, how you will: build the diverse applicant pool; judge excellence in applicants; carry out the review

• Dept Head delivers charge to the cmte, members and Head agree on the exact job description; evaluation criteria; interview rubric (see examples)

Draft the job ad, using standard template language from the department or college

• Submit draft ad for college and OIE approval

Place the ad in specific places:
• CoHE, disciplinary journal(s) and/or their web sites; disciplinary or scholarly society web sites; sites and organizations targeted to diverse pool

personal contact with mentors and training sites in the field

• Charge cmte members and other deptl/college faculty in the field with making personal contacts, i.e., with an email list of colleagues in the field, and specific institutions or sites.
• Use a stock message drafted by the cmte; include a pdf of the job ad.
• Emphasize interest in diverse candidates.
Faculty searches (2): suggested procedures for reviewing applications (PJH)

All applications
  cmte chair will triage to remove incomplete applications and those completely unsuitable

Review of each remaining file by 2 committee members
  Use an on-line review form with 3 areas on which to make notes (examples):
  1) Scholarly or research achievements, impact, publication record?
  2) Plans and future potential?
  3) What do they bring to Purdue as a colleague or all-rounder?
  put applications into 3 “bins”
  “excellent”
  “very good”
  “probably not” (+ chair’s triage)

Repechage

single vote is enough to trigger discussion

All will read applications in these 2 categories

Each reviewer lists their top 5, unordered **

All members discuss these applications

Arrive at a remote video or phone interview list, unordered (10-12)

Conduct skype interviews, using the same prepared set of questions for all interviewees

Meet to arrive at a short list (usually 4)

Proposed short list

Submit short list to dept Head and Dean for approval

Dept-approved short list

Submit short list to college Faculty Oversight Cmte for approval

College-approved short list

Invite short-listed applicants for campus interview

*if applicant pool is very large, could retain only those receiving at least one “excellent” vote
*other possibilities: each member lists a top 10, or a top 5 and second 5
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