Palo Alto University
Psychology | Counseling

Handbook for the Recruitment of Faculty Appointments

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The Recruitment of Faculty Appointments Handbook is intended to provide the overall framework to guide faculty committees, Chairs, staff, and others in achieving the University's goals of recruiting and retaining a well qualified and diverse community of teacher-scholars. It is based on achieving the goal of section 3.8 in the faculty handbook.

> The ongoing rejuvenation of the faculty is the shared responsibility of the Provost and the full-time faculty of the University. Thoughtful consideration is given to how the faculty PAU attracts and retains support the success of the students we serve, contributes to the body of knowledge in the field, and promotes the reputation of PAU. Ultimately the faculty enables the University to stay current and sustainable in the rapidly changing landscape of higher education.

The handbook will be useful for faculty search committees as they engage in the important task of bringing resources, legal interview guidelines, sample letters and recommendations for engaging in a fair, equitable, and inclusive process for searching and hiring for excellence is included. All faculty appoints shall follow this process.

Department of Faculty Success Contact Information

facultysuccess@paloaltou.edu

Human Resources Contact Information

hr@paloaltou.edu

A message from Provost Erika Cameron

Palo Alto University is an institution of higher learning that is grounded in values of social justice, dedicated to addressing pressing and emerging issues in the fields of psychology and counseling that meet the needs of today's diverse society. PAU has engaged faculty who make significant contributions to their fields and prepare future leaders who make a difference in the lives of individuals and communities.

Recruiting outstanding faculty is a shared responsibility, as is the process itself. Among our significant values is a campus culture that reflects our community. Our diversity underscores the fact that we are welcoming, respectful, and open to all across an array of dimensions. We also respect and embrace our history and traditions, which are unique and focused on creating a legacy of confident, competent, and compassionate professionals who are at the forefront of psychology and counseling moving ahead in life by moving lives ahead.

I am proud and humbled to be a member of this university community. I thank you in advance for your contributions to building on the success that is Palo Alto University.

PAU's Inclusive Excellence Framework

We work from the foundational belief that inclusion is required for individuals and institutions to thrive and achieve their greatest potential. Palo Alto University uses the Inclusive Excellence Framework as the basis for our endeavors to build individual and institutional capacity in equity. The IE framework provides a comprehensive organizing structure and a roadmap for systemic, intentional, and sustainable work to drive an inclusive university. This framework spotlights five critical dimensions of focus.

Access & Success: Processes which increase representation of students, staff, and faculty from historically underrepresented groups + All people able to achieve at the highest level

Climate & Intergroup Relations: An institutional atmosphere that respects and values all individuals and facilitates a sense of belonging + Meaningful and inclusive interactions across lines of difference

Education & Scholarship: Development of individual capacity towards cultural responsiveness and cultural consciousness + Production of innovative scholarship on the impact, alleviation, and healing of marginalized communities

Infrastructure & Accountability: Organizational and communication structures, policies and practices, and resource distribution that enable sustained and systemic integration of diversity, equity, inclusion, and social justice + Outcome assessment and transparency across divisions to continually measure impact and refine efforts

Community Engagement: Engagement with individuals and groups in our local area + Reciprocal relationships with community partners in service of well-being and mental health

Working Definitions

It is important that each of us work from a shared understanding of the concepts related to the IE framework and the equity work in our institution. The following are some key working definitions to frame the work.

Diversity: Meaningful representation of groups historically underrepresented in higher education, facilitating a community embodying a multiplicity of identities including race, ethnicity, gender, sexual orientation, gender identity, ability status, social class, education level, religion, and other sociocultural identities

Equity: The intentional investment of institutional resources and supports to ensure that outcomes do not differ by sociocultural identity or lived experience

Inclusion: An institutional climate that respects, values, and embraces individuals' whole selves, inclusive of sociocultural identities and lived experiences

Belonging: A sense of connection, acceptance, and value as a member and part of a community or institution

Social justice: Social justice is a recognition of the historical and contemporary structural forces that have created systems of inequity and disparity that unfairly advantage some groups and disadvantage other groups, particularly in terms of social status, economic justice, and physical and mental health. It is also a practice of proactively undoing these entrenched systems to allow all persons the opportunity to thrive and live safely, fully, and freely.

Legal Aspects of Faculty Recruitment - Affirmative Action and Proposition 209

In California, a fair degree of confusion exists about two laws and policies related to faculty recruitment and selection: Affirmative Action and Proposition 209.

Affirmative Action sets out the principles, policies and procedures that support the diversification of faculty with respect to US racial minorities and women. The Affirmative Action Policy is a part of the larger efforts to promote multiculturalism as described in the University's Mission Statement, and is therefore complementary to Affirmative Action Policies administered by the Human Resource Department. Affirmative Actions relates to the *Recruitment* phase of the search and appointment process to meet Affirmative Action requirements:

- The Faculty Search Committee should reflect diversity in its composition.
- The Faculty Search Committee should search and recruit broadly.
- Advertisements should be broad and inclusive in both placement of ads and the language within the ad itself.
- Availability data should be noted, so that the committee understands the makeup of the potential pool of applicants and can determine if the actual pool is a reflection of the available pool.
- The applicant pool and search process must be reviewed to make sure that outreach has been broad and inclusive.

Proposition 209 is a California State Law implemented in 1997 that states that no preferential treatment can be given during the hiring process based on race, sex, color, ethnicity or national origin. It relates primarily to the Selection phase of the search and appointment process. To meet Proposition 209 requirements:

- Those invited to campus as part of the approved pool may not be selected based on their race, sex, color, ethnicity or national origin.
- The rationale for the final candidate's selection or non-selection cannot be based on any of the criteria set forth in Proposition 209.
- In the offer and follow-up process, no preferential treatment may be given based on any of the criteria set forth in Proposition 209.

Adapted from the *Faculty Search Committee Toolkit*, UCLA Faculty Diversity and Development

PAU Faculty Recruitment Checklist

- **Appoint a Search Committee Chair.** The Provost in consultation with the Department Chair appoints a Search Committee Chair.

- **Establish a search committee.** The Department Chair, in consultation with the voting faculty of the department, establishes a search committee.

- **All search committee members should familiarize themselves with the PAU Faculty Recruitment Handbook, and will have completed the inclusive search training in the previous two years.**

    - Complete the [Canvas Course](#) on implicit bias before the Inclusive Search Briefing with the Assistant Provost of Faculty Affairs, Development and Diversity and the Director of Human Resources.

    - Attend an inclusive search briefing with the Assistant Provost of Faculty Affairs, Development and Diversity and the Director of Human Resources that explores evidence-based tools and techniques to promote equitable and inclusive hiring.

    - Receive the Inclusive Bias Training Certificate that is valid for two-years.

- **Search Committee Chair holds an initial meeting (2 hours) with the search committee to:**

    - Remind the committee that faculty searches will align to the principles of inclusive excellence.

    - Review the job announcement

    - Provide a general overview of the committee's role and discuss the process

    - Discuss the timeline for completion of the search

    - Review and discuss the means of evaluation and forms that will be used in the search process

    - Discuss how to access applications via the digital application portal (ADP).

    - Discuss where and how to advertise the position (If the committee decides the position should be advertised to other organizations, colleges and universities, they should use this time to discuss the content of a recruitment letter.)

    - Invite the following to the initial search committee meeting:

        - Director of Human Resources who will provide useful information and to help craft the recruitment approach.

- Assistant Provost for Faculty Affairs, Development and Diversity to provide an overview on inclusive faculty searches and to ask any questions about the search process.

- Department Chair who will provide context for department needs and direction.

- **Follow recruitment and vetting processes outlined in the PAU Faculty Recruitment Handbook.**

- **Determine finalists.** Finalists must be agreed upon by the committee and approved by the Department Chair.

  - The Search Committee Chair submits the finalists to the Provost for approval. Include the Assistant Provost of Faculty Affairs, Development and Diversity to this message as a CC.

- **Organize the on campus-visit.** Required meetings are outlined in the PAU Faculty Recruitment Handbook.

- After the open discussion and final committee meeting, the Search Committee Chair will **provide a recommendation to the Provost** that lists strengths and areas of concern for each of the finalists.

- In consultation with the Department Chair, the Provost will render a decision on the new appointment.

- Provost will inform the finalist(s) of the search outcome. HR will Inform all other applicants.

I. Initial Steps

The goal of Palo Alto University is to recruit and select faculty grounded in the discipline and committed to the mission of the University. Candidates for appointment will display an understanding of the central role of the department at PAU and an appreciation of the teacher-scholar model. Teacher-Scholars are faculty who actively engage with research in their respective fields of study, and through that, provide unique benefits to their students. These benefits include joint research opportunities, cutting-edge relevancy, increased opportunity to build strong mentor-relationships with faculty, and most importantly, the chance to explore their own creativity within their field of study. PAU is committed to its policies regarding equal opportunity and commitment to equity and inclusion in its hiring practices. The hiring of faculty in the department encompasses a series of phases that are outlined below. Before commencing the search, be sure to familiarize yourself with the PAU recruitment and appointment policies.

Department Planning

The appointment process begins with the Department Chair, in consultation with the program faculty, who seeks budgetary support for a new or replacement faculty position. To request a position, the department must show a demonstrated need for the position within the existing program, or for new initiatives within the program. Whenever there is the need and/or opportunity to define a new faculty position – either because one has been left vacant and/or there is the need and opportunity to add a new position. It is important that departments do not assume that every retirement or resignation will lead automatically to a new hire in your department/program. Because faculty lines represent a significant financial investment for the college that potentially stretches over decades, any vacancy must be the occasion for re-examining the overall distribution of faculty FTE among departments and programs. Therefore, departments will need to make the case for the position. *Our institutional commitment to create a more inclusive and diverse community for learning and teaching will be at the forefront in our decision-making.* Please see the approval process timeline (Appendix L)

A faculty recruitment proposal for a specific position will be developed by the Department Chair in consultation with the department faculty, and then presented to the Provost for approval. Requests should address the importance of the position to the Institution as a whole, to interdisciplinary programs, and to the department. In doing so, departments should address the following questions:

- Where does your department or program want to be in 10 or 20 years? What new fields are emerging in your discipline? What perspectives and experiences are you missing, and how will the department adjust to accommodate them? If this is a foundational position in your discipline, describe its evolution in new directions or explain why it is of enduring importance. Refer to a recent decennial review of your department/program, if appropriate.
- How does this position support Palo Alto University?
- How will this position further your department and program?
- How has your department invested in building a diverse applicant pool? Have you developed additional networks and contacts that will enable you to personally reach out to the candidates you are looking for? If your strategy includes delaying the search (by a year or more, for example), describe how that delay will be used to recruit a robust pool of candidates. (It may also make sense to use a visiting professor as a means to explore potential long-term directions instead of a tenure-track position at this time.}
- If relevant, how will this position enhance or potentially impact an interdisciplinary program or department other than your own – such as by strengthening current ties,

contributing in new ways, or pivoting in another direction? Include a supporting statement from the related program(s) or department(s) that describes the potential synergies, benefits, and challenges. (FTE contributions to departments and programs will be negotiated as part of the approval process.)

- How will mentoring of the potential hire be handled within your department, or if applicable, within or in collaboration with an interdisciplinary program?
- What is the proposed rank and tenure status of the appointment; and
- The name of the faculty member being replaced and the source of funds if the proposed appointment is a new position or if the anticipated appointment is expected to exceed the budgeted salary on an existing position.

Approval for a Faculty Search

The Department Chair forwards the Faculty Recruitment Proposal to the Provost for approval. Written authorization from the Provost is required before recruitment of any full-time faculty may begin.

Position Announcement

The Department Chair in consultation with the department faculty drafts a position description. Afterward the draft of the position description is sent to the Assistant Provost of Faculty Affairs, Development, and Diversity for further review. Once the draft position description is finalized, the Department Chair will send it for approval to the Provost for adherence to university, state and federal guidelines for an open and inclusive search, prior to posting or advertising the faculty position. Please utilize the position description template (Appendix A).

The Position Announcement should include:

- Position Description

  - Position Title

  - Essential functions/major duties & responsibilities

  - Information about PAU/the Department that would attract candidates

- Application Requirements

- - Letter of interest

  - Curriculum Vita

  - Statement of teaching philosophy

  - Equity, Diversity, and Inclusion Statement[1]

  - A list of three to five references with contact information

  - Teaching Evaluations

  - Copies of Transcripts[2]

- Information for the Applicant

  - Closing or application review date (select one after consultation with Provost)

    - Closing date is xx/xx/202x

    - Open until filled. All applications received by xx/xx/202x will receive full consideration

  - Position availability or anticipated start date

  - Application address and point of contact for further information

Position Announcement Brochures

The Position Announcement brochure ([Appendix B](#)) is a supplemental advertising tool for distribution by faculty and administrators at conferences, events and among colleagues, and a convenient paper copy of the position announcement.

Departments are not required to use these brochures, however should they choose to do so, the production and cost will be absorbed by the Department for which the search is being conducted.

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[1] Describes a faculty candidate's past, present, and future (planned) contributions to equity, diversity, and inclusion.
[2] Unofficial transcripts are acceptable for the initial application. An official transcript is required for final consideration.

The Department Manager (DM) can assist with the production. Please print enough copies to distribute among faculty, search committee members and administrators as needed.

Forming the Search Committee

The Department Chair in consultation with the Provost appoints a Search Committee Chair (S.C.Chair). In most cases, the S.C.Chair[1] will be a senior faculty member in the program.

In forming the committee, the S.C.Chair will use a lens of inclusive excellence to consider factors such as content expertise, gender, racial and ethnic diversity, faculty rank, etc. A minimum of three people, including the S.C.Chair, will be invited to serve on the committee. At least 50% of the committee will comprise faculty in full-time appointments from the department approved to conduct a search, at least one faculty in a full-time appointment from another department.

Job Approval Form

Once the Provost approves the position description, the Department Chair will submit the Job Approval Form (which includes listing the members of the search committee).

An email with the final position announcement and a list of publications the ad should be submitted to hr@paloalotu.edu, as well as submission dates and deadlines for *The Chronicle*, as well as the plan for additional outreach. The ad copy will be formatted to fit the University's advertising standard and graphics will be added, in addition to PAU's boilerplate language for equity and inclusion, Affirmative Action, American with Disabilities Act, and Equal Employment Opportunity statement, and a description of PAU. Please allow 10 days for the position announcement to be formatted.

HR will send the final copy for approval by the Department Chair. Any changes that need to be made should be noted at this time. Please note the Provost Office may cover the cost for one conference attendance per open position for recruiting purposes. The DM can contact the Provost Office for more details.

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1 - *There are no travel funds to support remote Search Committee Chairs, however there are departmental travel funds for Department Chairs*

Advertising and Recruitment

The act of recruiting faculty begins long before a department gets approval to conduct a search. How members of the faculty interact at conferences and on professional service committees, the record of faculty publications and research areas, the professional success of alums, and the demographic mix of the current faculty are all ways in which messages are telegraphed about the department and impact how a potential applicant may see themselves "fitting in". Additionally, how the university is positioned in news outlets, PAU website, and social media, are just some of the numerous ways that faculty are being recruited to PAU.

All faculty should be encouraged to send the position notice to their network of colleagues along with digital links to pertinent department webpages. Periodically, the department chair and/or a small group of faculty may want to review the department's webpages to see if the collection of pages represents the department and the vision for the department.

The committee will prepare a job description and distribute it to all departmental faculty. Once the Position/Job Approval Form has been signed by the Provost, recruitment advertising may begin. The DM should check with the Search Committee Chair as to what specific publications and websites the ad should be submitted. Consultation with the Director of Human Resources and Assistant Provost of Faculty Affairs, Development and Diversity, can be very helpful in determining target publications. All job announcement for full-time faculty positions will be posted on:

- PAU Employment website
- The Chronicle of Higher Education
- Higher Ed Jobs
- LinkedIn
- Publications geared towards underrepresented populations. **Note:** The Search Committee Chair will provide this information to HR and the Assistant Provost for Faculty Affairs, Development, and Diversity.

If the search committee would like to post the job announcement in other outlets (ie. listservs, discipline specific job boards, etc.), please check with the Faculty Success to see if there are additional funds in the recruitment/advertising budget.

Payment for advertising will be handled by the Office of the Provost and/or HR.
Any non-traditional publications or websites that require payment for advertising will have to be discussed with and approved by the Provost.
A list of listserves and websites for announcements should be provided to HR.

Initial Search Committee Meeting

The Department Manager (DM) should assist the Search Committee Chair (S.C.Chair) in setting up an initial meeting of all committee members. The DM should find a time that fits all committee members' schedules and book a room or set up a virtual meeting accordingly.

During the initial meeting, the committee should discuss the position announcement draft and suggest changes or additional information they feel is relevant. In the interest of time, the S.C.Chair can incorporate the agreed upon changes and then send to the committee via email for their approval.

Other agenda items for the initial meeting (2 hours) should include:

- Introductions (if there are committee members who have not worked with one another before).
- General overview of the committee's role and open discussion about the process.
- Discussion of a timeline for completion of the search (the committee may choose to hold the search "Open until Filled").
    - Establish future meeting dates according to the tentative timeline and make necessary changes as needed.
- Invite the Assistant Provost for Faculty Affairs, Development and Diversity and the Director of Human Resources to the initial committee meeting to provide key reminders and updated information on inclusive search practices, and to help craft the recruitment approach.
- Discuss application submission deadlines and the merits of "Open until Filled".
- Discuss the means of evaluation and form that will be used for that process.
- Discuss the access of applications via the digital application portal (ADP).
- Discussion of where and how to advertise the position. (If the committee decides the position should be advertised to other organizations, colleges and universities, they should use this time to discuss the content of a recruitment letter and complete the Advertising Request Form)

Future Committee Meetings to be Scheduled

A good deal of communication with committee members can be done via email. The S.C.Chair and DM will be doing a majority of the administrative work in preparation for subsequent meetings. All committee members should attend the meeting sessions listed below.

The following meetings should be scheduled in addition to any others the committee feels is necessary.

- Application Review Meeting (2 hours): This meeting should be held within 2 weeks after the stated review of applications date in the Job Posting. Committee Members should be given electronic copies of all applications or access to the digital application portal with no less than 1 week to review and prepare for the meeting. The S.C.Chair and committee may determine that there should be an initial vetting process to screen applications to a manageable number before the committee convenes.

    - The agenda for this meeting should include discussion and selection of Video Teleconference (VTC) interview candidates and creating VTC interview questions.

- VTC Interview Dates (Two 4-hour sessions): These meetings should be scheduled approximately 1-2 weeks after the Application Review Meeting. Two days should be chosen on which committee members could commit at least four uninterrupted hours to interview the candidates that best meet the position criteria. Typically VTC interview invitations are extended to about the top five or six candidates.

- Deliberation to Recommend Finalists for "On-Campus" Interviews: During this meeting the committee will discuss the strengths and areas the candidates may need support in order to be successful, and from there narrow the pool to recommend two to three finalists for an interview with the campus community. Ideally this meeting is within a week of the VTC interviews and can be scheduled to occur immediately following the VTC interviews. During this meeting the committee will discuss the strengths and areas the candidates may need support in order to be successful, and from there narrow the pool to recommend two to three finalists for an interview with the campus community.

- The Search Committee Chair submits the finalists to the Provost for approval. Please cc the Assistant Provost of Faculty Affairs, Development and Diversity on this message.

- The final (on-campus) interview process consists of:

    - 1) a teaching demonstration (current course), to include at least the department chair and a member of the search committee. This teaching demonstration can be recorded for departmental review. Teaching demonstrations for residential programs will be in-person and teaching demonstrations for online programs can be hybrid.

    - 2) a colloquium presentation on their research open to the entire University

- - Candidates for Scholar Educator positions will present their teaching philosophy and how they use research to inform their teaching.

    - 3) a meeting with the Department Chair and interested department faculty not serving on the Search Committee Chair

    - 4) individual meetings with the Provost (1 hour), President (30 minutes), Assistant Provost of Faculty Affairs, Development, and Diversity (30 minutes). [Please check with the President's and Provost's Executive Assistants in advance of setting the final interview dates to ensure time is held in their calendars.

    - 5) a meal with some members of the search committee (when possible).

    - 6) Open meeting (forum) for all PAU Faculty and Staff (45 minutes):

      - The Open Forum is an opportunity of the PAU community to learn more about the candidate. Faculty, Staff and BOT members are invited to attend. The Open Forum should be facilitated by one of the search committee members. The host of this event will introduce the candidate and have 1-3 questions prepared to begin the Open Forum.

    - Faculty, students and staff who are not on the search committee are invited to complete a search feedback form for each faculty candidate. This information will be submitted to the Search Committee for consideration.

- Candidate Feedback Discussion (1 hour)*: This open discussion is in addition to written feedback provided and is an opportunity for the departmental faculty and staff to reflect on the candidates in relation to the job position and what they would bring to the department in support of inclusive excellence in teaching, clinical training, scholarship and research, and service. Search committee members present should listen and probe for understanding. This discussion can be part of a regular departmental meeting if such an arrangement does not unduly delay the decision-making process.

- Meeting to Deliberate and Recommend Acceptable Candidates (1 hour): After all the candidates have completed an on campus interview, and the department has met to reflect on the candidates, the Search Committee will meet to discuss and deliberate the candidates in relation to the position announcement, and to summarize the strengths and areas of support needed of the acceptable candidates and indicate if there are any unacceptable candidates in a memo to the Provost. Candidates are not to be ranked. The

Provost will meet with the Search Committee Chair and Department Chair to discuss the acceptable candidates.

II. Application Review

After the position is advertised, there should be 1-2 months during which candidates can submit application materials. The Search Committee Chair will work with the Department Manager (DM) for the department to ensure that applications are reviewed and completed. All applicants are required to register and submit the requested materials, for the desired posted position, via the digital application portal. The S.C.Chair and DM should work with Human Resources to be granted access to view the applications on the digital application portal (i.e ADP).

Note: The DM and/or S.C.Chair can download candidate's application materials from ADP to be shared with the committee via a Google Drive with individual folders for each candidate.

Screening the Pool

Before the initial review ("paper screen") is completed the Provost will screen the pool to determine if it is a representative pool (i.e., gender, racial and ethnic composition), of the national pool of eligible candidates in the discipline. If it's determined to not be a representative pool, there will be additional outreach efforts made to attract a representative pool of applicants.

After all timely applications for the advertised position have been received, the *online recruitment* system allows the department to generate an Applicant Pool Report. The report shows descriptive statistics about the demographics of those who applied. It also shows the statistics of the national pool of eligible candidates in the discipline of psychology and counseling. By comparing those who applied to the benchmark of those who were nationally eligible, the search committee can explore whether the search has been sufficiently broad and inclusive.

If the applicant pool seems oddly limited or unrepresentative, the Assistant Provost for Faculty Affairs, Development, and Diversity will inquire into the advertisement and outreach strategies actually taken. The Provost's Office will also inquire whether the national availability statistics seem appropriate and accurate.

Application Notification

The DM should send a notification email to applicants to follow up on incomplete applications. The S.C.Chair may also wish to compose a letter to send to applicants whose submissions are received after the established deadline. Depending on the determination of the search committee, applications can be sent electronically to members of the search committee or they can be

accessed and viewed online. The S.C.Chair and DM should work with Human Resources to be granted access to view the applications on the digital application portal (i.e ADP).

Applicant Assessment

The Search Committee Chair will lead a uniform screening process for all applications to limit bias in the search. It is essential that the entire search committee take the time to have a robust conversation about the screening process and to surface any questions for clarification.

The committee has multiple opportunities to review advancing applicants and the assessment forms used are a way to ensure a consistent review process at each level of screening. The assessment forms should address the essential functions, duties and responsibilities listed in the job advertisement and should include a numerical rating system for assessing the applicants.

1. Level 1 Review: All Search Committee members will conduct a review of each dossier. Assessment may be made or implied by the courses taught, publications, teaching philosophy, credentials, and other criteria aligned with the job posting (See Appendix C). The committee will select a promising group of applicants to move to the next level. This initial review or "paper screen" of application materials is for the criteria that can be evaluated through an assessment of the materials submitted (e.g., curriculum vitae, cover letter, publications, etc.).

2. Level 2 Review: The search committee will conduct a video teleconference (VTC) interview with each of the applicants advanced to this level and determine two or three candidates to bring for an on-campus interview. A consistent set of questions will be asked of each potential candidate and the assessment of the candidates is based on their responses. A common evaluation form (Appendix D) that includes each question and space for notes and a rating of the responses will be used by the committee. Please see PAU's Guidelines for Interview Questions from Human Resources.

3. Level 3 Review: This level of review, also known as the on-campus interview, provides multiple opportunities for the candidates to interact with a broader cross section of the university community and vice versa, as well as to assess how well they are able to deliver on some of the core responsibilities of the position -- teaching, presenting their research and/or scholarship, interacting with students, staff and faculty in the PAU community. Everyone (faculty, students and staff) who attends one of the campus presentations will be invited to provide written feedback. The feedback form should only include questions that address the essential functions, duties and responsibilities listed in the job posting, a numerical rating system for assessing the candidate, a space for comments, and to identify

the type of session attended (e.g., teaching demonstration, research talk, open forum, other)(Appendix I). A compiled electronic copy of the evaluations completed after the on-campus interviews will be provided to the committee members for evaluating the applicants.

Application Review Meeting

The purpose of this meeting is to: 1) have a robust discussion of the applications; 2) select a promising group of applicants to advance to the video teleconferencing interviews; and 3) draft interview questions.

In preparation for the Application Review Meeting all search committee members will conduct a review of each complete application submitted and return a completed Level 1 Screen Form to the DM 1-2 days prior to the meeting. The DM will then compile the Level 1 Screen Forms into a list of applicants and their initial scores by committee members, which will be presented at the Application Review Meeting and be the springboard for a robust discussion.

This "paper screen" (Level 1 Screen) of application materials is of the job position criteria that can be evaluated through a review of the materials submitted (e.g., curriculum vitae, cover letter, publications, etc.), and includes a numerical scoring system discussed and agreed upon by the committee. An assessment may be made or implied by the courses taught, publications, teaching philosophy, credentials, and other criteria aligned with the job posting and noted on the Level 1 Screen Form.

The selection of a promising group of applicants to advance to the video teleconferencing interviews should reflect the principles of inclusive excellence that is the foundational principle of PAU's strategic plan, and the vision for the department five plus years in the future. The committee may choose to advance 6-8 applicants to the next level.

Review and discuss a possible list of questions the committee would like to ask the candidates during the one-hour video teleconferencing interviews. In an one-hour interview a good rule of thumb is to allow four minutes per question, so 8-10 questions would take 36-40 minutes, leaving time for the candidates to ask questions and introductions.

If dates for VTC interviews were not previously scheduled, they should be scheduled at this time.

III. Video Teleconferencing (VTC) Interviews and Finalists

Notifying Candidates

The S.C.Chair should discuss the process by which the chosen candidates will be notified (in some cases, the S.C.Chair may want to notify the candidates or have the DM do so).

Once the notification process has been decided, candidates should be notified of the dates and times available for them to interview via VTC and asked to choose a time to interview (dates and times for the VTC interviews should have been confirmed during the Application Review meeting). Once the candidate verifies a date and time, a confirmation email should be sent and should include the following information (Appendix E):

- Date and time of the interview
- Instructions on accessing the video call
- Committee member information
- VTC Interview questions (if the Chair chooses to release them prior to the interview)

A schedule of the VTC interviews should be created and shared with the committee.

Interviews

The VTC interviews for all candidates should be consistent in time allotted, the questions asked and format. Each interview will consist of:

1. Welcome and overview of the interview
2. Introduction of the search committee members
3. Questions for the candidate
4. Questions from the candidate to the search committee
5. Thank the candidate and share next steps

Search committee members will evaluate each candidate (Appendix D).

Candidate Finalists

After the VTC process has concluded, the committee will decide on up to three (3) candidates to recommend to the Provost for on-campus interviews. This should be done immediately following the final VTC.

The S.C.Chair will send a memo containing the names, current positions, and CVs of the finalists to the Provost. The S.C.Chair will send a summary to the Provost on the qualities of the candidate pool. Please CC the Assistant Provost of Faculty Affairs, Development, and Diversity on these messages.

Once the Provost has approved the selection of the final candidates, the process for setting up interviews can begin. The D.M. will send the list of finalists to the Director of Human Resources to initiate the background check process and to the Department Chair to check references. **Note:** If letters of recommendation are attached to the application, the Department Chair does not need to contact references.

IV. Candidate Campus Interviews

Interview Phase

Once the finalists have been agreed upon by the committee and approved by the Provost, the Chair will contact the candidates to notify them that they will be invited to come to campus and that the DM will be in touch with them about their availability.

The committee should work with each small group to establish campus visit interview questions. Interview questions do not need to be ascertained from the President, Provost, or Department Chair.

Interviews and meetings on campus should include at least the following:

1. A teaching demonstration with students, department chair, and a search committee representative[3]. This teaching demonstration can be recorded for departmental review. Teaching demonstrations for residential programs will be in-person and teaching demonstrations for online programs can be hybrid.

2. A colloquium presentation on their research open to the entire University[4]

   a. Candidates for Scholar Educator positions will present their teaching philosophy and how they use research to inform their teaching.

3. An interview with the Provost who will discuss primarily the academic vision; RTP policy and procedures; salary range and start up funds (if applicable); opportunities for faculty development and the mission of the university (1 hour)

4. Individual meetings with the President and the Assistant Provost of Faculty Affairs, Faculty Development, and Diversity for 30 minutes each.

5. A meeting with the Department Chair

6. Group meeting with department faculty not serving on the Search Committee

7. A meal with some members of the search committee (when possible).

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[3] The candidates will ideally teach a topic that aligns with the course syllabus.
[4] Candidates will provide a title and brief description or abstract of their presentation to the search committee chair prior to their visit.

8. Open meeting (forum) for all PAU Faculty and Staff (45 minutes):

   a. The Open Forum is an opportunity of the PAU community to learn more about the candidate. Faculty, Staff and BOT members are invited to attend. The Open Forum should be facilitated by one of the search committee members. The host of this event will introduce the candidate and have 1-3 questions prepared to begin the Open Forum.

9. Faculty, students and staff who are not on the search committee are invited to complete a search feedback form for each faculty candidate. These feedback statements should be submitted to the Search Committee for consideration.

*Descriptions of presentations (to be developed by the S.C.Chair) that candidates will be asked to provide during their campus visit should be included in the candidates' welcome packets (Appendix O). All individuals involved in interviewing candidates will be asked to complete an evaluation form. The committee will include these forms as another data point for determining the strengths for each candidate, what supports the candidates may need to be successful, and which candidates to recommend for the position. The S.C.Chair will take responsibility for gathering and synthesizing the data for the committee. Hard copies of the evaluations can still be included in the full file of each candidate. In addition to soliciting written feedback from as many constituent groups as possible, the S.C.Chair will arrange a Candidate Feedback Discussion open to all departmental faculty and staff, in order to ask questions and voice opinions (see pages 18 & 31 for more details).

Confirming Candidate Interview Dates

Prior to contacting the candidates, the DM will check the following schedules:

- Class Schedule (for Teaching Presentation)
- Provost*
- Appropriate Department Chair
- Search Committee Chair
- University President*
- Assistant Provost of Faculty Affairs, Development, and Diversity

* Please check with the President's and Provost's Executive Assistants in advance of proposing the interview date options to ensure time is held in their calendars.

In consideration of these schedules and the timeline established by the committee (i.e. during a particular month or over a 3-4 week period), the DM will contact each candidate to confirm their availability. The candidate should be asked to identify periods of no fewer than two consecutive business days during which they are available to come to campus (keeping in mind travel time). Please see Appendix F for an example of the campus schedule.

Immediately following confirmation of interview dates for each candidate, the DM will contact appropriate course instructors to confirm a class in which the candidate will give a teaching presentation, and then schedule meetings with the Provost (1 hour), President (30 minutes), Assistant Provost of Faculty Affairs, Faculty Development, and Diversity (30 minutes), Department Chair and Search Committee*. Other meetings, meals and the research/scholarly presentation should be scheduled around these times, as these meetings are extremely important to the interview process.

*Everything possible should be done to ensure that the entire Search Committee is available during a candidate's visit to meet with the candidate, but sometimes this will not be possible.

Candidate's Itinerary, CV & Evaluation Forms

Involvement by our campus community not only assists the candidate in getting to know our campus environment and collegiality, but also gives multiple stakeholders an opportunity to meet the candidate in and provide their input. Two weeks prior to the visit a notification and calendar invite of the campus visit and the candidate's CV is sent to the PAU community. An example of the notification can be found in Appendix G. It is important that the DM remove/black out the candidate's address and phone number before sending out the candidate's CV to the PAU community.

During the dates of the candidate's visit to campus, the DM will have electronically send out the the evaluation forms*.

*The D.M. will circulate evaluation forms for use during candidate visits. These forms will pertain specifically to the Teaching and Research/Scholarly presentations and the Open Forum, to be filled out by attendees of these presentations (See Appendix H & Appendix I for examples). The DM will have copies of these available at each presentation site and electronically.

Interview Travel and Lodging Arrangements

The Department of Faculty Success will provide the budgetary information to the Travel Agency. They will work with the Department Managers to share the contact information of the finalists to schedule the travel and lodging arrangements with these steps:

1. Department Managers will send the Administrative Assistant for the Department of Faculty Success the contact information of the candidate.
2. The Administrative Assistant for the Department of Faculty Success will send the initial communication to the Travel Agent and CC the Department Manager.
3. The Department Manager can contact the Travel Agent directly with any questions, if necessary.

Completion of Interview Itinerary

Once travel and accommodations have been confirmed and meeting dates and times have been established with the above mentioned parties, the DM will work to establish other activities for the candidate during his or her visit. These activities will include the Research Presentation and meals, and may include meetings with other faculty members, meetings with students, campus tours, or attendance at University events. Any rooms that may be required for these activities should be reserved at this time.

Candidate Ushering

Once the candidate's interview itinerary is complete, the DM will contact all meal and activity hosts to let them know how they will be meeting the candidate and how they will be getting the candidate to his or her next activity. The DM will prepare the candidate's ushering itinerary with this information included, and distribute it to all activity hosts.

Campus Visits

NOTE: The research and scholarly presentations should be scheduled before the interview with the Provost.

The campus visit is an important opportunity to convey crucial messages to candidates. How these messages are communicated can make a difference in recruitment of faculty from

underrepresented or underserved groups, as well as for those candidates who hold values of equity and inclusion. Two important messages should be communicated to all candidates during their visit:

- A serious interest in how the candidate's teaching philosophy and experience or scholarly credentials and work responds to or incorporates issues of inclusion and diversity.
- The policies at PAU that can aid the candidate in balancing work and life.

Become familiar with the candidate's file for conversational purposes. Consider how the department creates and sustains an environment in which candidates from underrepresented and underserved groups can thrive. Some things that make departments attractive to candidates are:

- Transparent and clear evaluation and promotion policies and procedures.
- Providing mentorship to all new faculty.
- Recognition of alternative forms of scholarship, teaching, service, and mentoring in the tenure and promotion process.
- A clear and visible plan to promote equity within the department.
- Information about policies that impact work/life issues, like family-leave policies.
- Answers to questions generated by issues like housing considerations, parking, school systems, and such like.
- Knowledge of diversity initiatives, centers, departments, and groups that provide institutional networks of support for the candidate.
- Opportunities for the candidate to meet faculty and community members outside of the search committee, in both formal and informal venues.
- Tours of any offices, centers, or departments that candidates would like to visit.
- During the on-campus interview, ask candidates, "is there any other person or any other experience you would like to have while at PAU," thus providing candidates the opportunity to seek out information or support networks on their own terms. The following is a partial list that could be provided to candidates:
  - Head Librarian
  - Center for Excellence in Education
  - Affinity Groups
  - Human Resources
  - Clinic Director
  - Faculty member with similar research interests
  - Realtor
  - Others

Welcome Packet for Candidates

Once the Chair contacts the finalists, the DM will send a "Welcome Packet" to each candidate, which will include:

- Welcome Letter (should include confirmation of campus visit dates and requesting they let us know of any special accommodations or dietary restrictions they may have)
- Draft Interview Itinerary
- Information about candidate's Teaching and Research Presentations (Appendix M)
- Campus Visit Interview Questions (if the committee will be holding a formal interview and wishes to reveal the questions prior to the interview)
- Human Resources Information (provided by Human Resources)
  - PAU Health and Wellness Benefits
  - Retirement Benefits
  - Additional Benefits (e.g., EAP, faculty housing allowance, etc.)
- Program brochures (links)
- Other materials deemed necessary by the Chair
- Candidates should also be referred to the PAU and Department websites.

V. Expenses and Reimbursements Meals and Local Travel Expenses

The Chair and DM will work to find faculty members and/or students to share meals with the candidates during their visits. One faculty member will be asked to "host" each meal.

The Provost's Office will reimburse the candidates and University employees for meal and local travel expenses associated with the recruitment visit. Note: We cannot reimburse faculty who take candidates to sporting events, movies, amusement parks, etc. Nor can we reimburse a faculty member for such items as house cleaning services when they have a candidate visit their home. Recruiting reimbursements should be limited to travel expenses (airfare, mileage, train), hotel while here, *meals, parking, taxis/ride shares, etc.

*Note: Meal Expenses should be limited to $80 per person or less (that includes tip and alcohol). The Business Office requires an itemized receipt for meals, not just a credit card charge slip. Please include the names of those in attendance on the request for reimbursement.

VI. Final Steps

After the final candidate's On Campus Interview, the Search Committee will hold a Candidate Feedback Discussion with departmental faculty and staff who wish to provide oral feedback to the search committee. This meeting is in addition to the written feedback provided by faculty and staff in the department, and is an opportunity for the department faculty to reflect on the candidates in relation to the job posting (faculty position announcement) and what they each would bring to the department in support of inclusive excellence in teaching, clinical training, scholarship and research, and service. Search committee members present should listen and probe for understanding.

These meeting dates and times should be established as soon as the candidate interview dates have been confirmed if they were not established during the initial meeting. This meeting can be part of a regular departmental meeting if such an arrangement does not unduly delay the decision-making process.

Prior to the Search Committee's deliberation and recommendations the Department Chair will call/contact references. A summary of the references will be shared with the Search Committee to inform the Candidate Summary.

Committee Deliberation & Search Summary Report

Once the open meeting has taken place, the committee will meet one final time to review the references, discuss the candidates and draft the candidate summaries to be included in the search summary report for the Provost. The candidate summary is a detailed summary of the strengths and areas of concern of each finalist, and does not include any ranking of the candidates. Ideally the search summary report, including the candidate summaries would be delivered to the Provost within three working days of the last candidate's visit on campus, since candidates for our faculty positions are often in multiple searches and a delay in making an offer could jeopardize the ability of making an appointment.

The Search Summary Report includes the names of the Search Committee members, search dates, number of applicants, number of interviewees and the final committee summaries of the finalists (Appendix J).

Appointment Phase & Final Recruitment Forms

Once the Search Summary, the CVs of the acceptable candidates, and the Personnel Requisition Form have been received by the Provost Office the Provost will meet with the Department Chair and Search Committee Chair to discuss the committee's recommendation(s). Assuming concurrence, the Provost will call the candidate with an offer. If there is disagreement, the Provost will discuss the varying perspectives and decide upon a course of action.

The Provost will make the formal offer and negotiate the terms of the appointment with prospective faculty based on the input received from the Department Chair and the Chair of the search committee. It is the expectation that new faculty will have a terminal degree at the time of the start of the appointment. In circumstances in which this is not the case, the Provost shall set forth in the letter of appointment a deadline for completion of the terminal degree and the consequences if the deadline is not met.

If the offer includes a rank above Assistant Professor, the candidates' file will need to be reviewed by the Department Faculty Review Committee (DFRC) to determine if they meet the discipline criteria at PAU, and with the University Faculty Review Committee (UFRC) to determine if they meet the criteria of faculty at a similar appointment and rank at PAU (See promotion and tenure guidelines for more information and Faculty Handbook). Ideally, these reviews occur prior to the campus visit or final interviews so as not to slow the search process.

Offer Letters:

- The offer letter for initial tenure-track appointments will indicate the amount of time, if any, which the University has recognized as applicable toward promotion in rank and/or tenure. Tenure-track faculty who have not yet been granted tenure hold probationary appointments. (Faculty Handbook: 3.1.1.)
- The offer letter for initial appointment of a Scholar Educator faculty member will indicate the amount of experience, if any, which the University has recognized as applicable toward promotion in rank, and will state that their term track faculty appointment is not eligible for tenure. (Faculty Handbook: 3.3.1.)

Notification of Search Outcome

All applicants and candidates who are not selected for the position will be notified by the Director of Human Resources or the Provost. The Provost will notify finalists who were not selected for the position. The Director of Human Resources will notify the remainder of applicants and candidates that the search has concluded and of their status with a letter of rejection.

Resources

Faculty Search Process - UCLA Equity, Diversity & Inclusion

UCLA Proposition 209 Primer

RESOURCES for Search Committees including Evaluation Rubrics and Link to Project Implicit

Appendices

A. Job Description Template

B. Examples of a Position Announcement Brochure

C. Level 1 Screen (Paper Screen)

D. Level 2 Review - Video Tele-Conference Interviews

E. Sample Candidate Email Confirming Zoom Interview

F. Sample Candidate Schedule for On Campus Interviews

G. Candidate Interview Flyer Sample

H. Teaching Demonstration Evaluation Form

I. Evaluation Forms

J. Search Summary Report

K. Recruitment of Additional Faculty Appointments

L. Faculty Position Approval Process Timeline

M. Faculty Position Search Timeline

N. Sample Candidate Email Confirming On Campus Interview

O. Sample Welcome Packet

Appendix A: Job Description Template

PaloAltoUniversity

Palo Alto University (PAU), a private, non-profit university, founded in 1975 and located in the heart of Northern California's Silicon Valley, is a community grounded in values of social justice, dedicated to addressing pressing and emerging issues in the fields of psychology and counseling that meet the needs of today's diverse society. The students at PAU reflect the diversity of the region, are engaged in their education, and committed to improving the lives of others. The University sees diversity in its staff and faculty as very important to serving its diverse student body (or synonymous with inclusive excellence). PAU offers undergraduate and graduate programs with online, hybrid and residential options. PAU has an engaged faculty who make significant contributions to their fields and prepare future leaders who make a difference in the lives of individuals and communities. When you put all of this together, PAU creates a legacy of confident, competent, and compassionate professionals who are at the forefront of psychology and counseling and who move ahead in life by moving lives ahead.

Position Description

Job Title:
Department:
Reports To:
Location: Which Campus, remote, in person, or hybrid
Employment Status:

Summary

Specific Duties and Responsibilities
1.   XXXXXXXX
   - XXXXX
   - XXXXX
   - XXXXX

2.   XXXXXXXX
   - XXXXX
   - XXXXX
   - XXXXX

3.   XXXXXXX
   - XXXXX
   - XXXXX
   - XXXXX

4. XXXXXXXX
   - XXXXX
   - XXXXX
   - XXXXX

5.   Other duties as assigned

Required Qualifications:
To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
·   Degree Requirements
·   Years of Experience
·   Other requirements
·   Other requirements

Application Procedures:
PAU is committed to providing an educational environment that supports a diverse, equitable and inclusive population. In your cover letter, please include information on how your background and experience has prepared you to be in an environment that holds equity and inclusion core to its mission and values.

EEOC Policy:
The University is an equal opportunity employer and is firmly committed to non-discrimination in its hiring and other employment practices and in the application of its personnel policies. In compliance with all applicable federal and state laws, except where a bona fide occupational qualification exists, employment decisions will be made irrespective of the staff member's race, color, religion, religious creed, ancestry, national origin, age (except for minors), sex, marital status, citizenship status, military service status, sexual orientation, medical condition (cancer-related or genetic condition), disability and/or any another status protected by law. When necessary, the University will reasonably accommodate individuals with disabilities, if the individual is otherwise qualified to safely perform all essential functions of the position and if it will be done without undue hardship to the University.

Appendix B: Examples of a Position Announcement Brochure

SEARCH PROFILE:

HEAD, CROP AND SOIL SCIENCES

UNIVERSITY OF GEORGIA
1785

LEADERSHIP AGENDA

The next Head of the Department of Crop and Soil Sciences will have the opportunity to lead a number of key initiatives, including:

- **Teaching**
  - Develop attractive and sustainable undergraduate majors, with increasing enrollment aimed to meet societal needs. Ensure that academic programs are preparing graduates to be career-ready.
  - Continue to intentionally grow the number of graduate students in the department.

- **Research**
  - Lead the department toward increased success in research, spanning from applied to foundational to translational.
  - Increase external federal grant support, highly cited papers, and faculty recognition for research.

- **Extension**
  - Maintain a world-class Extension mission for the department and maintain strong relationships with commodity and industry groups.
  - Build capacity for the overall Extension mission through training and support of local Agricultural and Natural Resource Agents.

- **Administration**
  - Develop a collegial and supportive culture within the department.
  - Identify future trends and be prepared to move the department in that direction.
  - Mentor and develop junior faculty; ensure more senior faculty are working toward their strengths.
  - Provide effective oversight of the business operations of the department, maintaining a balanced budget.
  - Lead efforts to grow and diversify the department's funding portfolio.
  - Effectively lead and supervise support staff in the department.

QUALITIES AND CHARACTERISTICS (CONT.)

EXTENSION
The HoD must have the ability to adapt to the demands on the time of extension faculty. CRSS has multiple faculty in the department who directly serve and assist county agents, commodity groups, and industry related personnel that seek answers, demand research based information, and depend on UGA experts to make decisions that often have economic consequences. Therefore, the HoD needs to understand and be able to lead this group, but also ensure that their efforts are not discounted as they move forward in their careers. CRSS Extension faculty and staff are willing to assist and work with county agents, 4-H, legislative, and other governmental agencies to assist with the understanding of GA agriculture.

TEACHING
Enrollment growth should be the focus for undergraduate programs. The HoD should be able to lead faculty and staff in understanding that the undergraduate success of the department comes from support of staff to identify and recruit interested students. It is important that undergraduate recruitment efforts highlight potential career options and further educational opportunities.

Efforts to strengthen graduate programs should focus on the identification strong MS, MPPPM, and PhD prospects from current UGA students, and other institutions. The HoD should actively mentor faculty on identifying students that can promote and work with faculty across multiple disciplines when necessary. Today's industries require employees who can multi-task, and are familiar with multiple disciplines. Having faculty from other disciplines on graduate student committees promotes experiential learning and broadens the experience. The HoD needs to provide leadership to this emphasis.

FACULTY DEVELOPMENT
To secure the future of the department, the HoD should promote junior faculty by establishing mentoring committees with existing faculty members to assist with guiding them through the establishment, development, and guidance on how to succeed at UGA.

INTERNATIONAL
The next leader should recognize the importance of internationalization of the university as it seeks to further improve its worldwide stature. Therefore, it would be preferable for the HoD to have had international experience to effectively promote and support international activities that enhance the professional development of faculty and students and increase needed collaborative efforts to solve global agricultural issues.

COMMUNICATION
The HoD should maintain clear communications to keep faculty, staff, and students informed of timely issues that affect the department and their activities.

SUPPORT

- The department is supported by field, greenhouse, and lab facilities that enable your faculty and team members the opportunity to perform cutting edge research.
- This role would manage a robust fiscal budget to help promote the goals of the department.
- This role would work closely with and be supported by the department's highly qualified fiscal and administrative professionals.

RANK AND SALARY

- The successful applicant must qualify for the rank of Professor consistent with the Department of Crop and Soil Sciences Promotion and Tenure Unit Criteria.
- Salary for the position is competitive and commensurate with qualifications and experience.

NYU Langone Health

JOIN US

RONALD O. PERELMAN DEPARTMENT OF EMERGENCY MEDICINE

FACULTY RECRUITMENT

THE RONALD O. PERELMAN DEPARTMENT OF EMERGENCY MEDICINE IS RECRUITING FACULTY AT ALL LEVELS WITH INTERESTS IN PATIENT CARE, EDUCATIONAL SCHOLARSHIP, AND RESEARCH.

Our department cares for over 400,000 patients annually at our clinical sites across Manhattan, Brooklyn, and Long Island. Our patient population is diverse and represents a community that is both ethnically and culturally rich.

We are seeking faculty who wish to strengthen the vision of our department and the academic pursuits of both the institution and the specialty of emergency medicine.

We have a particular interest in candidates who have experience in:
- Simulation
- Undergraduate medical education
- Education research
- Population based clinical research
- Disaster and preparedness
- Critical care
- Other special interests

We are dedicated to providing the highest level of care to our patients and training the academic leaders of the future. Home to a well-established 4-year emergency medicine residency, our department is well integrated into the NYU School of Medicine curriculum.

We also offer fellowships in Medical Toxicology, Pediatric Emergency Medicine, Simulation, Ultrasound, Healthcare Leadership and Operations and Emergency Department Safety and Quality. Many of our fellowships come with the opportunity to pursue a joint Master's degree.

We conduct cutting edge NIH-funded research with local, national, and global impact across various domains including homelessness, alcoholism, opioid use disorder, palliative care, organ donation, clinical informatics, and care delivery systems.

IDEAL CANDIDATE

Innovative and motivated to enrich the academic productivity of the department and provide culturally sensitive care to our patients

ELIGIBILITY

Residency-trained and board-prepared or certified in emergency medicine

MORE DETAILS

Academic rank, effort and salary will be commensurate with education, training and experience.

We offer an outstanding and comprehensive compensation and benefits package including retirement as well as moonlighting options and CME education opportunities.

SUBMIT CV AND COVER LETTER

Through Interfolio at https://apply.interfolio.com/41475

Appendix C: Level 1 Screen (Paper Screen)

Please score applicants based on a review of their application materials on a scale of 0-3. 3 = strong, 2 = good, 1 = little or minimum, 0 = none. When the response is either a Yes or No, 1 = yes, 0 = no.

The candidate:	Applicant 1:	Applicant 2:	Applicant 3:	Applicant 4:
Terminal Degree	0 No	0 No	0 No	0 No
Teaching Exp.	1 Yes	1 Yes	1 Yes	1 Yes
Advising Exp.	1 little or minimum	1 little or minimum	1 little or minimum	1 little or minimum
Research Potential	2 Good	2 Good	2 Good	2 Good
Record of Publications	3 Strong	3 Strong	3 Strong	3 Strong
Record of Presentations	0 No	0 No	0 No	0 No
Record of engagement and/or scholarship in DEI	1 Yes	1 Yes	1 Yes	1 Yes
License or Eligible	1 little or minimum	1 little or minimum	1 little or minimum	1 little or minimum
Record of professional service	2 Good	2 Good	2 Good	2 Good

The candidate:	Applicant 1:	Applicant 2:	Applicant 3:	Applicant 4:
Additional Comments				

Appendix D: Level 2 Review - Video Tele-Conference Interviews

Candidate Name:		Date:
Search Committee Member:		
Questions:	Notes	Score
1. In light of what you know about PAU's mission and values, tell us why this position is a good fit for you and why you are a good fit for PAU?		
2. The news cycle is unending and as a result students, staff and faculty have been deeply affected by local, national and world events. 1) Describe the benefits and challenges of acknowledging such an event during one of your classes, and 2) a time that you did or did not respond to an event and what you wished you'd have done differently, if anything.		
3. Advising/mentoring…		
4. The past few years has seen an increased awareness of systemic racism in the U.S. and during this same time PAU was drawing on its social justice values by grounding the strategic plan in inclusive excellence. This question has two parts: 1) tell us what you've learned about yourself in the past few years in the context of heightened awareness of systemic racism; and 2) share an example of how principles of equity and inclusion are demonstrated in your work.		
5. Service…		
6. Describe a time when you were working with colleagues on a project and there was a difference of		

	opinion. What was the conflict and how was it resolved?		
7.	Describe how you've approached developing a new course or revising an existing course?		
8.	Every one of us has had a fabulous flop in our professional or public life (in other words, something we attempted or for which we were responsible that went very poorly or badly awry). Please tell us about one of yours and how you or the organization you were involved with recovered.		
9.	We have approximately 10-15 minutes left and would like to give you time to ask us questions.		

Appendix E: Sample Candidate Email Confirming Zoom Interview

Dear _____,

Thank you for your application to join PAU's Psychology Faculty.

We would like to invite you to interview for the Tenure-Track Faculty position with members of the Search Committee. The interview will last about 30-45 minutes in total and be conducted via Zoom. A Zoom link will be provided once the date and time have been confirmed.

Please reply to this email directly with your availability, including timeframes, during the following options:

Thursday, December 15th (anytime)

Friday, December 16th (11am-3pm)

Please note, we will schedule via PST. We look forward to speaking with you.

Sincerely,

Appendix F: Sample Candidate Schedule for On Campus Interviews

Tenure Track Candidate:

Time	Even
8:45 AM	Host will pick up the candidate and take them to the Calvin Campus
9:00 AM to 9:30 AM	Campus Tour with Host
9:30 AM to 10:00 AM	Interview with Assistant Provost Stephanie Storms (office)
10:00 AM to 10:50 AM	Interview with President Maureen O'Connor (office)
10:50 AM to 11:00 AM	Break
11:00 AM to 11:50 AM	Research Job Talk: Open to all PAU Community Members (Recorded) (In-person & Zoom)
4:15 PM to 5:05 PM	Open Forum for all PAU Staff and Faculty (In-person & Zoom)
11:50 AM to 12:00 PM	Break
12:00 PM to 12:50 PM	Interview with Provost Erika Cameron (office)
12:50 PM to 2:45 PM	Lunch with host & additional faculty
2:45 PM to 3:15 PM	Host will transport candidate to the Mountain View Campus
3:15 PM to 4:05 PM	Group Interview with Faculty (In-person & Zoom)
4:05 PM to 4:15 PM	Break
5:05 PM to 6:00 PM	Campus Tour and Break
6:00 PM	Class demo (In-person & Zoom)
7:00 PM	Dinner

Scholar Educator Candidate:

Time	Even
8:45 AM	Host will pick up the candidate and take them to the Calvin Campus

9:00 AM to 9:30 AM	Campus Tour with Host
9:30 AM to 10:00 AM	Interview with Assistant Provost Stephanie Storms (office)
10:00 AM to 10:50 AM	Interview with President Maureen O'Connor (office)
10:50 AM to 11:00 AM	Break
11:00 AM to 11:50 AM	Scholarly Presentation: Open to all PAU Community Members (Recorded) (In-person & Zoom)
4:15 PM to 5:05 PM	Open Forum for all PAU Staff and Faculty (In-person & Zoom)
11:50 AM to 12:00 PM	Break
12:00 PM to 12:50 PM	Interview with Provost Erika Cameron (office)
12:50 PM to 2:45 PM	Lunch with host & additional faculty
2:45 PM to 3:15 PM	Host will transport candidate to the Mountain View Campus
3:15 PM to 4:05 PM	Group Interview with Faculty (In-person & Zoom)
4:05 PM to 4:15 PM	Break
5:05 PM to 6:00 PM	Campus Tour and Break
6:00 PM	Class demo (In-person & Zoom)
7:00 PM	Dinner

Appendix G: Candidate Interview Flyer Sample

Subject: Research Job Talk - Charlotte Beard, PhD, Fri., 6/3 at 12:00 pm -12:50 pm

Dear PAU Community,

The faculty search committee for the Psychology Department faculty position is excited to invite you to the research job talk via Zoom with Charlotte Beard, PhD.

- **Research Job Talk:** Charlotte Beard, PhD
  - Internet Gaming Disorder: A Clinical Psychology Perspective
- **Date:** Friday, June 3, 12:00 pm - 12:50 pm
- **Zoom Link:**
  - **https://paloaltou.zoom.us/**

We encourage you to attend if at all possible -- we very much value your input!

About the candidate: Flyer
Dr. Charlotte Beard specializes in the intersection between mental health and technology. She has received training from institutions including the University of California, San Francisco, the University of Texas Health Science Center, and Palo Alto University, where she is currently a Visiting Professor. Dr. Beard's research is focused on Gaming Disorder as an emerging mental health concern, and her aim is to create interventions and wellness initiatives that are developed for a community of gamers, including partnerships with esports and application of advanced statistical methods. She has over 20 international publications and has been an invited speaker for gaming disorder and the role of technology in mental health. Dr. Beard is also involved in consultation with mental health start-ups and therapists in tech, with a focus on new approaches being developed in Silicon Valley.

Additionally, your feedback on this candidate will be requested through a Qualtrics survey.

Warm Regards,
The Faculty Search Committee
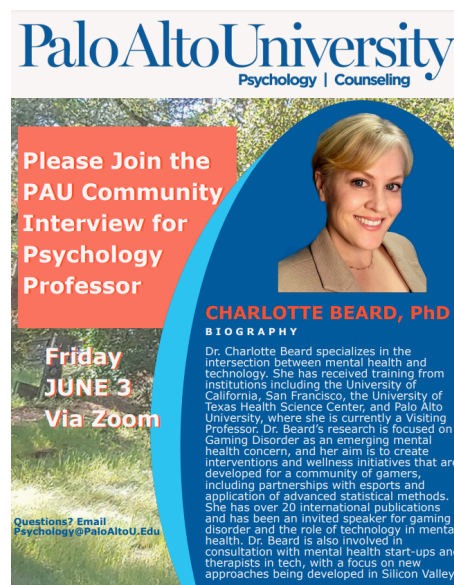
Appendix H: Teaching Demonstration Evaluation Form

The candidate:	Rating:	Notes
Was well prepared	0 No	
Delivered interesting and informative content	1 Yes	
Content aligned with inclusive excellence, incorporated multiple perspectives	1 little or minimum	
Was receptive to students' questions	2 Good	
Was effective at explaining things	3 Strong	
Taught at an appropriate pace	0 No	
Stimulated interest in the subject	1 Yes	
Stimulated discussion	1 little or minimum	
Established a respectful rapport with the class	2 Good	

Additional Comments:

Appendix I: Evaluation Forms

Faculty Evaluation Form

PaloAltoUniversity
Psychology | Counseling

Dear Faculty,
Thank you for choosing to provide feedback on a candidate for Assistant/ Associate
Professor on the Tenure Track Line. This survey is being sent to all voting faculty in the
Psychology Department. The results will be summarized and shared after all candidates
have completed their interviews. The survey is anonymous.
Thank you again for participating in this important process.
Sincerely,
The Search Committee (Eduardo, Joan, Karen, and Yan)

Which candidate are you evaluating?

Charlotte Beard

Staff Evaluation Form

PaloAltoUniversity
Psychology | Counseling

Staff Feedback

Dear PAU Staff,

Thank you so much for providing feedback on this candidate for
Assistant/Associate Professor in Psychology. The search
committee is especially interested in your feedback as a staff
member. Input from staff members will be summarized and
shared with voting faculty members to consider before they
make their final recommendation.

Thank you again for participating in this important process.

Sincerely,

The Search Committee (Drs. Bunge, Leykin, Christodoulou, and
Roller)

Students Evaluation Form

PaloAltoUniversity
Psychology | Counseling

Student Feedback

Dear PAU Student,

Thank you so much for providing feedback on this candidate for
Assistant/Associate Professor in Psychology. The search
committee is especially interested in your feedback as a student.
Input from students will be summarized and shared with voting
faculty members to consider before they make their final
recommendation.

Thank you again for participating in this important process.

Sincerely,

The Search Committee (Drs. Bunge, Leykin, Christodoulou, and
Roller)

Appendix J: Search Summary Report

<table>
<tr><td colspan="4" align="center">**SEARCH SUMMARY REPORT**</td></tr>
<tr><td>Position(s):</td><td colspan="3"></td></tr>
<tr><td>Dates of search committee meetings:</td><td colspan="3"></td></tr>
<tr><td>Dates of advertisements and names of journals or venues:</td><td colspan="3"></td></tr>
<tr><td>Dates that solicitation letters were mailed and to whom:</td><td colspan="3"></td></tr>
<tr><td>Additional outreach efforts:</td><td colspan="3"></td></tr>
<tr><td>Number of Applicants</td><td></td><td>Was the applicant pool representative of the national pool of eligible candidates in the discipline?</td><td></td></tr>
<tr><td>Number of Candidates interviewed - VTC?</td><td></td><td>Was the candidate group representative of the national pool of eligible candidates in the discipline?</td><td></td></tr>
<tr><td>Number of Finalists Selected?</td><td></td><td>Number of Finalists Interviewed?</td><td></td></tr>
<tr><td colspan="4" align="center">**Finalist Summaries**</td></tr>
<tr><td>Finalist 1</td><td colspan="3"></td></tr>
<tr><td>Finalist 2</td><td colspan="3"></td></tr>
<tr><td>Finalist 3</td><td colspan="3"></td></tr>
<tr><td colspan="4" align="center">**Search Committee**
My signature indicates that I participated throughout the process of this search and agree to the summaries of the final candidates submitted.</td></tr>
<tr><td>Name
Rank</td><td>Dept.</td><td>Signature</td><td></td></tr>
<tr><td></td><td></td><td></td><td>Committee Chair</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
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</table>

Appendix K: Recruitment of Additional Faculty Appointments

Contingent Faculty Search and Appointment Procedures
Requests for contingent faculty appointments (part-time and fulltime) are made by the Department Chair and are subject to budgetary approval by the Provost. Requests include a statement of need and necessary qualifications. If there is a prospective contingent candidate identified, a copy of their curriculum vitae needs to accompany the request, along with any additional relevant materials to support the request. Minimum qualifications for a contingent faculty position are a terminal degree in the discipline or closely related field that they are being asked to teach a course.

Visiting Faculty Appointment Procedures
Visiting faculty will be appointed by the Provost in consultation with the Department Chair. Visiting faculty appointments are limited to no more than two years.

Affiliate Faculty Appointment Procedures
Affiliate faculty will be appointed by the President in consultation with the Provost.

Distinguished Professor Appointment Procedures
Distinguished Professors are appointed by the President of PAU for a period of one or two years (renewable). The president can seek consultation with the faculty and a review of external letters.

Appendix L: Faculty Position Approval Process Timeline

When	Who	Responsibility
Fall Quarter	Department Chair	• Meet with faculty to discuss the positions needed • Submit request for new faculty position to Provost
Winter Quarter	Provost	• Approves the request
Winter Quarter	Department Chair	• Search Committee Chair appointment ○ Create the Search Committee • Job Description written ○ Submit to Provost and Assistant Provost of Faculty Affairs, Development, and Diversity for review • Submit Job Approval Form to HR • Recommend places to advertise the job posting
Spring Quarter	Department of Faculty Success	• Work with HR to submit the job posting • Work with HR to give Department Managers access to ADP

Appendix M: Faculty Position Search Timeline

When	Who	Responsibility
Spring Quarter	Search Committee Chair	• Host the First meeting with the Search Committee. Invite the Department Chair, Assistant Provost of Faculty Affairs, Development, and Diversity and the Director of Human Resources.
Fall Quarter	Search Committee	• Review of applications date • Application Review Meeting (2 hours): This meeting should be held within 2 weeks after the stated review of applications date in the Job Posting
Fall Quarter	Department Managers	• Contact the candidates and schedule the VTC Interviews
Fall Quarter	Search Committee	• VTC Interview (Two 4-hour sessions): These meetings should be scheduled approximately 1-2 weeks after the Application Review Meeting • Deliberation to Recommend Finalists for "On-Campus" Interviews: Within a week of the VTC interviews and can be scheduled to occur immediately following the VTC interviews.
Fall Quarter	Search Committee Chair	• Submits the finalists to the Provost for approval. • cc the Assistant Provost of Faculty Affairs, Development and Diversity on this message.
Fall Quarter	Department Managers	• Contact the candidates and schedule the "On-Campus" Interviews • Contact Facilities and IT to collaborate the necessary items to prepare for the "On-Campus" Interviews
Winter Quarter	Search Committee, Department Managers, and Search Committee Chair	• On-Campus Interviews occur. • Evaluations sent to the PAU community. • Submits the Search Summary Report to the within three days of the interview
Winter Quarter	Search Committee	• After Interviews, host the Candidate Feedback Discussion with Departmental Faculty and Staff to discuss candidates.
Spring Quarter	Provost	• Offers Positions to Candidates.

Appendix N: Sample Candidate Email Confirming On Campus Interview

SUBJECT: Palo Alto University: Interview Details for _____ & Information Needed

Dear __:

We are looking forward to meeting you on Thursday, ___. To help us prepare our community to meet you, **please send us the following information no later than ___, 1/9/5050 at 4:00 pm PST:**

- **Your biography (no more than 200 words)**
- **Photo for the job talk flyer**
- **Title of your job talk**
- **Title of your teaching demonstration**

Also, here is your schedule for Thursday, _ ___, 5055:

Time	Event
9:00 am to 9:50 am	Interview with Provost Erika Cameron
9:50 am to 10:00 am	Break
10:00 am to 10:50 am	Teaching Demonstration with Students (with Search Committee and Depart Chair) and Q & A with Students
10:50 am to 11:00 am	Break
11:00 am to 11:50 am	Research Job Talk: Open to PAU Community Members (*Recorded*)
11:50 am to 12:00 pm	Break
12:00 pm to 12:50 pm	Interview with President Maureen O'Connor
12:50 pm to 2:00 pm	Lunch Break
2:00 pm to 2:50 pm	Group Interview with Faculty
2:50 pm to 3:00 pm	Break
3:00 pm to 3:50 pm	Open Forum for all PAU Staff and Faculty (including Counseling Faculty)
3:50 pm to 4:00 pm	Break
4:00 pm to 4:50 pm	Wrap up/ Exit interview for Candidate to ask questions to Faculty Search Committee

Please note that we will record the *Research Job Talk* for the community members that cannot attend. Also, I will be sending you a calendar invite with Zoom links for all the events above by ___, _____. If you have questions about the day or the events, please email __ and _. Please take care.

Sincerely,

Appendix O: Sample Welcome Packet

Good morning _____,

We are excited to welcome you to campus on March 21st, 2023. Thank you for providing your bio to share with the PAU community.

As promised, I have attached a few documents here for you:
- Welcome Letter from the Department Chair, Rowena Gomez
- Tentative schedule
- Interview event descriptions

You requested a meeting with our Dean; however, due to the structure of the University, we do not have a Dean. You will meet with the Provost, Erika Cameron and other administrators during your interview day.

If you have any questions, please let me know.

Best,

1. **A Research Presentation Job Talk:** This presentation is open to the entire PAU community for attendance (faculty, students, staff). This event is about 50 minutes long. Candidates talk should include: presenting on their current research, their research interests, and research trajectory for about 45 mins. Q&A would be about 5 to 10 mins. Slides are used during the job talk.

2. **Teaching demonstration with students in a class:** Candidates should demonstrate their teaching abilities on a subject that they will likely teach at PAU. They would lead an abbreviated teaching demonstration for 40 mins with 10 mins for questions and answers in an actual class with students. They can teach a session on a topic related to the course or a different topic of interest. Search committee and department chair would be the only outside invitees to join the class and observe.

3. **Interview with Psychology Faculty.** Psychology faculty on all lines are invited to meet the candidate and ask questions. They can also answer questions from the candidate about faculty life.

4. **Open forum for PAU Community.** 45 mins interview by the psychology and counseling faculty as well as staff to meet the candidate.

5. **Interview with Stephanie:** 30 minute individual meeting with the Assistant Provost

6. **Interview with Erika:** 1 hour individual meeting with the Provost.

7. **Interview with Maureen:** 30 minute individual meeting with the President.

PaloAltoUniversity

February 9, 2023

Dear Dr. **XXX**

Thank you for applying to join the Palo Alto University (PAU) Psychology Faculty! The Psychology Department is excited to welcome you on campus March **XX**, 2023 for an in-person interview.

To prepare for your interview and to learn more about PAU and the Psychology Department, we have included the following:

- Tentative interview schedule
- Information about the Teaching Demonstration and Research Job Talk
- Equity and Inclusion @ PAU
- Clinic: Gronowski Center
- Academic Programs in the Psychology Department
    - PhD Program
        - Research Labs
        - Program Faculty
    - PsyD Program
    - UG Program
    - MS Program

Lastly, as we prepare to host you, please let me know if you need any accommodations. If you have any questions, please feel free to contact Yvette Walkinshaw, the Psychology Department Manager, at ywalkinshaw@paloaltou.edu or myself at rgomez@paloaltou.edu.

Rowena G. Gomez, PhD
Professor and Department Chair
Psychology Department

Palo Alto University | 800-818-6136 | 650-433-3800 | 1791 Arastadero Rd | Palo Alto, CA 94304

PaloAltoUniversity

INTERVIEW SCHEDULE
Psychology Department Professor Candidate

Thursday, March 2nd

Time	Event	Location
9:00 am to 9:20 am	Welcome and Orientation with Department Chair, Rowena Gomez	Building 3, Classroom 3
9:30 am to 10:20 am	Research Job Talk: Open to PAU Community Members	Wisniewski Hall, Building 3
10:20 am to 11:00 am	Open Forum for all PAU Staff and Faculty (including Counseling Faculty)	Wisniewski Hall, Building 3
11:00 am - 11:10 am	Break	
11:10 am to 12:00 pm	Interview with President Maureen O'Connor	President's Office, Building 1, Room 115
12:00 pm to 1:00 pm	Lunch break	Building 3, Classroom 3
1:00pm - 1:30pm	Campus tour	
1:30 pm to 2:00 pm	Interview with Assistant Provost Stephanie Storms	Asst. Provost's Office, Building 2, Room 213
2:00 pm to 2:50 pm	Interview with Provost Erika Cameron	Provost's Office, Building 2, Room 213
2:50 pm to 3:00 pm	Break	
3:00 pm to 3:30 pm	Teaching Demonstration Charlotte Beard - STAT 809 03 Course	Building 3, CR3
3:30 pm to 3:40 pm	Break	
3:40 pm to 4:30 pm	Group Faculty Interview	Library
4:30 pm to 5:00 pm	Wrap up/ Exit interview with Faculty & Search Committee	Library
5:30 pm	Faculty Dinner	P.F. Changs, Stanford Mall