Procedure for Departmental Faculty Searches
Recommendations of Faculty Affairs Committee June 2015

Strategic meeting of search committee chairs

To reduce significant overlap in candidate interviews, the chairs for approved searches are encouraged to meet early in the search process, preferably in the fall, to schedule on-campus interviews in order to better coordinate the sequencing of the individual searches.

Composition of the search committee

In order to insure broad representation in faculty composition, the committee recommends that the search committee be composed of: 3 faculty from the CEE search area, 2 faculty from the two other CEE programs, and at least one individual (faculty or, when appropriate, professional) from outside the department who brings appropriate expertise, diversity, and broad perspective to the search.

The committee discussed the value of having student representation on the search committee. Some members have found that student participation did not provide significant advantage, while others have found that grad student input was extremely important to the hiring decision. The possible inclusion of a senior graduate student or postdoctoral research associate on the search committee should be at the discretion of individual search committees.

When a student is included on the search committee, it is recommended that the student have ownership and responsibility for coordinating a larger group of grad students within the topic area and synthesizing these students' impressions and responses. It can be valuable to have the same students interacting with all faculty candidates, and that they participate in the seminar, chalk talk and lunch. It is recommended that any grad student rep be fully involved in the search process from the beginning, so that s/he can help the faculty to interpret the students' responses in the context of the criteria that the committee had laid out at the beginning of the search.

Applicant pool

The search committee may wish to refer to UW Faculty Advancement's *Handbook of Best Practices for Faculty Searches* (http://www.washington.edu/diversity/faculty-advancement/handbook/).

The search committee should make a deliberate effort to encourage a large and diverse pool of applicants. The position should be advertised via multiple channels such as email lists, web forums, professional networks, and other channels that will be seen by a diverse group of potential applicants. Faculty should be encouraged to take advantage of national meetings to meet with applicants and potential applicants. The committee may wish to include language in ad about the UW and CEE's established leadership in recruiting and promoting diverse faculty.

As recommended by UW Faculty Advancement's *Handbook of Best Practices for Faculty Searches:*

Once the job ad is posted, preliminary "scouting" should become active "networking." Members of the search committee, along with other members of the unit, should personally contact colleagues at UW and other institutions to seek nominations for potential candidates. Consider using the following means of active networking:

- *Send announcements and request nominations from departments at institutions that serve large numbers of Latina/Latino, African American, Native American, and other historically underrepresented populations. Your campus allies will be able to help you locate such institutions.*
- *Send announcements to diversity-related sections of regional, national, or international organizations within the discipline.*
- *Take advantage of social media (e.g., Facebook, Twitter, LinkedIn) to attract a broader pool of applicants by distributing the ad through a committee member's, unit's, or academic organization's account, or by reaching out to prospective applicants directly through their accounts.*
- *Consider inviting applications from junior colleagues who may be currently under-placed and thriving at less well-ranked institutions.*
- *Ask current faculty, graduate students, post-docs, and alumni to help market open positions by taking copies of job ads to academic conferences and meetings.*
- *Ask all members of the unit to contact their colleagues at other institutions to inquire about promising graduate students, post-docs, or junior faculty from underrepresented groups.*
- *Have the chair, director, or dean personally contact qualified nominated candidates, especially those from underrepresented groups.*

Screening of applicants

Prior to reviewing the applications, the search committee should develop explicit criteria that will be used to select candidates to retain for the next round of reviews (i.e., what metrics will be used for ranking candidates and developing a shorter list of candidates to review in greater depth). These criteria should be revisited before each subsequent round of review. Presumably, the criteria will remain largely intact, but they can be modified as appropriate. The key objective is to have explicit criteria that everyone understands and will use in their evaluations at each stage of the process. We recommend that the members of the committee from within the search area make a first pass through the applications to identify and remove those that are clearly not viable candidates. All applications should be reviewed by at least N search committee members where N may be 2 or 3 depending on how many applications need to be reviewed.

Screening of candidates for the campus interview

The committee recommends the use of phone interviews for screening of short-listed candidates. A standard set of interview questions should be developed to guide each phone interview in a consistent manner. Less structured or more casual phone interviews may provide an undue advantage to candidates already acquainted with members of the search committee. Examples of questions that have been used in past phone screening interviews include:

1. Describe who you are and what you do.
2. Describe a recent or past research result you are excited about

3. Why are you interested in coming / moving to UW? What would you bring to the position?
4. Describe your modeling expertise.
5. What 1-2 conferences do you see yourself prioritizing in the next several years?
6. What is the project you are most excited to do at UW
7. Who do you see yourself collaborating with in CEE and UW?
8. Where will you get your funding?
9. Describe an example of a service role at your current institution or elsewhere.
10. Which courses would you add to compliment our current courses and which courses would you like to teach from within our existing offerings?
11. Do you have any questions for us?
12. Tell us something outside of research and teaching that will make you successful at UW?
13. Which of your past projects would you say has had the greatest impact, and why?

The campus interview

The committee discussed the unstructured character and uneven faculty representation of candidate meetings, and recommends the following for improving the interview experience.

- Search committee should clearly articulate the objectives of the search and make that information available to all faculty involved in the interview process.

- Search committee should identify a point person for each departmental area (or division) to be in charge of coordinating the area/division meetings with each candidate. We recommend four group meetings, a meeting in each of the two areas within the division conducting the search, and one in each of the two other departmental divisions. The meeting times and locations should be made available to all faculty, along with emphasis that all faculty are encouraged to come to any of the meetings, and that attending any meeting is far better than attending none at all. The point person will be responsible for securing appropriate faculty for these meetings, insuring focused and active discussion, and providing written feedback to the search committee about each candidate.

- Participating faculty/students should be fully engaged in both the evaluation of the candidate and the "selling" of the department. Participants from each area should be given a set of topics to address with the candidate. Unstructured discussion is also encouraged, but coverage of the specified discussion topics should be a priority in order to insure consistency in reporting out by the point person assigned to each of these meetings. We encourage the search committee to identify a common set of discussion points in two general areas, 1) Questions addressing the candidate's qualifications for the position and 2) "Selling" the position by introducing the candidate to the many resources available through the Department, University, and Greater Seattle Area. Possible discussion points/questions in these two areas include:

  1) Candidate Qualifications

  - What do you see as future funding opportunities that build on your current research activities/program?

- What new research directions might you pursue at the University of Washington?
- What division of teaching and research commitments do you find attractive?
- What are some examples of your past service activities and/or possible future service contributions?
- Why is the Department or University a good fit for your career development?
- What do you see as possible collaborative opportunities, within or outside the Department?
- Consider drawing from the following behavioral interview questions (to probe candidates interpersonal and management skills) – tell us about the time you…
    - successfully collaborated with a team member from another discipline
    - ran into difficulty during a collaborative project
    - had to be very strategic in order to meet all your top priorities
    - had a conflict with a team member
    - had a good proposal rejected. How did you react? What did you learn and what did you do about it?
    - were teaching and realized you were doing something right
    - were teaching and realized you were doing something wrong
    - successfully motivated a team to accomplish a demanding task
    - found an error in your work after it had been published
    - were on a team with someone who wasn't pulling their weight
    - stepped up into a leadership role
    - effectively delegated tasks

2) Departmental/University/Seattle Area qualities and resources attractive to the candidate (the "sell")

- Collegiality
- Active departmental program of graduate student recruitment, supported by departmental and college-level fellowships
- Excellent departmental staff support
- Strong university-wide undergraduate research program, with competitive fellowship support
- University-wide educational and career development programs (e.g. Center on Engineering Learning and Teaching (CELT) for improving engineering teaching through instructional development), faculty development programs (e.g., ADVANCE for female engineering faculty), The Faculty Fellows Program to introduce new faculty to the University campus community
- The many advantages of living in Seattle – cultural, recreational, etc.

- Provide candidate advance information for the format and purpose of the chalk talk: no slides, presentation to include a description of future research ("What will be the focus of your first grant proposal?"), and to anticipate technical questions related to their research seminar.

- Arrange for informal and open meetings with students and junior faculty. This might include: a lunch with only assistant professors in attendance, a more casual meeting with select graduate students in the UW Club lounge, or a student-guided campus tour.

Post-interview faculty feedback

- The search committee should strive to collect consistent and representative feedback from the faculty for each of the candidates, for example, using a common template modified as needed for specific searches (attached). A point person on the search committee could be recruited to canvas individual faculty.

Attachments: Feedback Survey, Required Meetings, Committee Report, Interview Schedule

CEE Faculty Search
Suggested Feedback Survey
Template

Following each faculty candidate on-campus interview, it is suggested that a feedback survey be circulated to CEE faculty, staff, and grad students via Catalyst WebQ. Following is a list of sample survey questions.

1. Are you: (*multiple choice*)
    a. Faculty
    b. Staff
    c. Student
2. In regards to faculty candidate<*candidate name*>, who interviewed <*interview dates*>, would you agree with extending an offer? (*multiple choice*)
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree
3. Please let us know what strengths you think <*candidate name*> would bring to the department if s/he were hired. (*long response*)
4. Please let us know what areas may be a challenge for <*candidate name*> if s/he were hired into the department. (*long response*)
5. Please provide any additional comments here. (*long response*)

CEE Faculty Search
Campus Interview
Scheduled Meetings / Group Sessions

Required

- Kick-off and exit meetings with search committee
- CoE Dean or Associate Dean if Dean is unavailable
- *Female candidates meet w/ADVANCE representative (Joyce Yen or Eve Riskin)
- CEE Chair
- One-on-one meetings with division faculty
- Group meetings with other divisional/area faculty
- Seminar
- Chalk talk
- Lunch with "junior" faculty (3-5)
- Lunch with graduate students (3-4)
- Dinners with faculty night before first day of meetings and night of first day of meetings

Optional

- Faculty outside of CEE (at request of search committee or candidate)
- Breakfast with faculty on interview days
- Graduate student group meeting
- Campus and/or lab tour

Note: Scheduling breaks is important. This ensures the candidate gets a break and helps to make up time if candidate gets off schedule.

Intradepartmental Memorandum

To: Gregory Miller, Professor and Chair
Civil and Environmental Engineering

From: Faculty Search Committee
<*insert committee member names*>

Date: <*report date*>

Re: <*search area*> Faculty Search

Search committee report should include the search criteria, description of the decision making process, and how the selected candidate was the most appropriate fit in comparison to the other candidates. Suggested outline provided below.

In the fall of <*year*>, the Department of Civil and Environmental Engineering (CEE) initiated a search for a new faculty member in <*search area*> with a specialty in <*specialty area, if applicable*>. This memo documents the subsequent search process that was overseen by this Faculty Search Committee and resulted in the recommendation to hire Dr. <*finalist's name*> at the rank of <*rank*> Professor.

Search Committee Composition
<*Insert detail regarding composition of search committee, e.g. committee members' name, title, department.*>

Search Announcement
<*Insert approval process for search ad. Include date of meeting where ad was approved by faculty, date ad was approved by Academic HR, and advertising sources.*>

Review of Applications
<*Include number of applications and process for review and candidate selection.*>

Campus Interviews
<*Insert recap of campus interview process. Include selection process for candidates invited for on-campus interviews and schedule overview.*>

Final Selection of Candidate
<*Insert description of candidate review and finalist selection process. Also include brief recap of faculty meeting presentation.*>

Summary
<*1-2 paragraph summary of why candidate was selected as finalist.*>

Interview Schedule

Candidate Name		Date
Cell phone		
Flight Info.		
Airport transportation	(Atlas Towncar, preferred service)	
Hotel Info.	(Watertown Hotel or University Inn “Deluxe Rm.”, preferred)	
CEE Contact Info.	(Generally search committee chair)	
	Date	
Time	Description	Location
~6:00 PM	Faculty to meet at hotel and escort to dinner	
~6:30 PM	Dinner with faculty	
	Date	
Time	Description	Location
7:30 - 9:00 AM	Faculty to meet at hotel for breakfast; will escort to More Hall for first meeting	
9:00 - 9:30 AM	Meet with search committee	
9:30 - 10:00 AM		
10:00 - 10:15 AM	Break	
10:15 - 10:45 AM		
10:45 - 11:15 AM		
11:15 AM - 12:15 PM	Lunch with faculty	
12:15 - 12:30 PM	Seminar prep	
12:30 - 1:30 PM	Seminar	
1:30 - 2:00 PM		
2:00 - 2:30PM		
2:30 - 2:45 PM	Break	
2:45 - 3:15 PM		
3:15 - 3:45 PM		
3:45 - 4:15 PM		
4:15 PM	Faculty or student to escort back to hotel	
~6:00 PM	Faculty to meet at hotel and escort to dinner	
~6:30 PM	Dinner with faculty	
	Date	
Time	Description	Location
7:30 - 9:00 AM	Faculty to meet at hotel for breakfast; will escort to campus for first meeting	
9:00 - 9:30 AM		
9:30 - 10:00 AM		
10:00 - 10:30 AM		
10:30 - 10:45 AM	Break	
10:45 - 11:15 AM		
11:15 - 11:45 AM		
11:45 AM - 12:00 PM	Walk to UW Club with students	
12:00 - 1:30 PM	Lunch with students; walk to next meeting	

1:30 - 2:00 PM		
2:00 - 2:30 PM		
2:30 - 2:45 PM	Break	
2:45 - 3:15 PM		
3:15 - 3:45 PM		
3:45 - 4:15 PM	Exit meeting with search committee	
4:15 PM	Interview concludes	