

Overview of Search Procedures for Faculty Positions

1. First Search Committee Meeting

The following outline can be used to start an agenda for the meeting:

- **Review Office for Access & Equity search documents** (each opens in new window):
 - [Interview Questions & Pre-Employment Inquiries](#)
 - [Non Discrimination Statement](#)
 - Questions related to the online Inclusive Illinois training?
- **A WORD ABOUT CONFIDENTIALITY**
 - Search process is confidential
 - Maintain confidentiality before, during, and after the search of all candidate information and deliberations.
 - Candidate information should not be shared
 - Finalist information should not be shared
 - Reference checks must be done with guidance from Search Chair/Department Head
 - For searches where there are internal applicants, the search committee must take extra care to NOT discuss any aspects of the search in front of internal applicants. The department must also take care when scheduling interviews to ensure the confidentiality of finalists.

Planning the Search

- **Search Process Best Practices**
 - Free of bias or stereotyping or applicants in verbal or written communication
 - Candidates must be evaluated fairly
 - Search Committee discussions need to focus on the materials submitted (resumes, reference letters, etc), interviews, and comments from individuals that also met with the finalists. Personal information on any applicant must be kept out of the search committee discussions.
 - Campus visit provides similar opportunities for each finalist
 - Interview procedures treat finalists consistently

□ Units will need to document the **recruitment efforts** that were made during the search. **Please keep a list of conferences attended, organizations contacted, and individuals contacted** that are part of the unit's search plan to attract a highly qualified applicant pool. Submission and assessment of these contacts is part of the search paperwork.

We suggest putting the Recruitment Efforts excel file in a shared work area (box or teams) so that all search com members can note the efforts they have conducted. At the end of the search, the HR staff can assist the Search Chair in determining the effectiveness of the efforts.

Here are some examples which will help search committees formulate a plan best suited for the search:

- Recruited at professional conferences
- Called or sent the position announcement to professional organizations
- Engaged local and regional networks of people in related fields at corporations/businesses
- Mailed/emailed vacancy notices to graduate departments, professional journals, and/or newsletters
- any other efforts?

- **Discuss Advertising Sources**

[Required Advertising Sources for National Searches](#)

1. [U of I Job Board](#) : Posted automatically

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2. [HigherEd Jobs](#) and Email: Posted automatically and the unit is billed directly (\$61).
3. [Broadbean sources](#): posted automatically by OAE. Departments do not need to keep copies of these ads.
4. [National Professional Journal](#): If an international person is hired for the position, and the unit sponsors permanent residency for tenure system faculty, please note that at least one ad for the position needs to be posted in a national professional journal, either in print OR electronic ad posted for 30 days. Without an ad the unit may end up having to re-advertise during the permanent residency process. The Chronicle of Higher Education meets Department of Labor requirements for print or online advertising. Additional Dept of Labor information can be found in the [LAS Faculty Search Information BOX folder](#).

[Units will have identified other sources to use](#). Will sources already identified be effective in soliciting and recruiting a qualified pool of applicants? Should additional sources be used?

Planning for the Review of Applicants

□ Discuss and set **applicant screening criteria**. Please submit the application screening criteria to [LAS \(lascollegehiring@illinois.edu\)](mailto:lascollegehiring@illinois.edu) for review **before the committee begins the review** of applications. Examples of evaluation criteria can be found in the [LAS Faculty Search Information BOX folder](#) – Search info folder

- Required and preferred qualifications from the ad must be used as the basis of the screening criteria
- If a degree area states “or related field” discuss and define what areas are related
- Applicants must meet all required criteria to move forward in the search process

□ Discuss **letters of reference**

- Search committee must have a consistent plan concerning letters of reference. Refer to the search ad to see what was stated about collection of references
 - All must be in for review of application?
 - All must be in to select applicant for next level of review?
 - Other?
- Whatever plan is selected, the search committee must be consistent for all applicants at each stage of the process.
- Evaluation of letters- strength of letters especially as related to applicant screening criteria
- **Please note- Search Committee members cannot be references for any applicants.**
- Review the [Cornerstone Job Aid- Managing Candidates](#) for information on using Cornerstone to collect reference letters. ATLAS also has a reference gathering system- details in this BOX folder: <https://uofi.box.com/s/y9txhtuehom6gw5aadahp468xd9xizt4>

□ Discuss **late applications**

If the ad will remain on jobs.illinois.edu past the advertised deadline date the search committee will need to discuss the following three options:

- Not review any late applications after the deadline. Begin the review of on time and complete applications. If the on time and complete applications do not yield a qualified pool, the committee can decide to then look at late applications. See point 2 below for further

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information on reviewing late applications.

- Review on time and late applications from the beginning of review period. Appoint a member of the search committee to work with the staff member to monitor applications received after the deadline date. Notify the search committee when new (late) applications have been submitted. The committee should review all late applications received prior to the position being removed from the job board, which is normally after the finalists are identified and LAS HR and IE are notified.
- Remove the posting from the job board at 6pm of the deadline date. Late applications could not be submitted.

☐ **Establish timeline for search process**

☐ **Begin Discussion of the Interview Process**- See section 5 for items to discuss.

2. Submit application screening criteria, interview criteria and interview questions to LAS for review

To ensure an inclusive search process, the LAS Inclusive Excellence team will review the following documents:

Application Screening Criteria

Interview Criteria

Interview Questions

LAS encourages search committees to develop all these documents at the beginning of the process.

☐ Submit the documents above to LAS (lascollegehiring@illinois.edu) for review. College approval of each document is required **before the committee uses the documents**.

Application Screening Criteria examples can be found in the [LAS Faculty Search Information BOX folder](#) .

- Required and preferred qualifications from the ad must be used as the basis of the screening criteria
- If a degree area states “or related field” discuss and define what areas are related
- Applicants must meet all required criteria to move forward in the search process
- LAS highly suggests the creation of a rubric to guide the search committee in the evaluation review. Example in the BOX folder above- Search Information folder

Interview Criteria- used to evaluate interviews. Interview criteria will normally be based on a more in depth review of the Application Screening Criteria including items that could not be assessed on paper or reference letters.

Interview Questions-finalists should be asked the same set of questions, thereby allowing comparative judgments to be made while ensuring that crucial job- related information is obtained. These questions are asked by the search committee to each finalist (either semi- or final). Examples can be found via the [LAS Faculty Search Information BOX folder](#) . Additional questions do not need to be documented:

- Follow-up questions
- Questions specific to a certain aspect of a finalist’s vita (i.e. specific research question)

3. Committee review of applications

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□ **Review applications using the established application screening criteria approved by LAS Inclusive Excellence**

□ **Applicant Status/Disposition Codes and Flags.** Search Committees will need to provide updated applicant status codes and flags (if applicable) for all applicants to the unit HR staff.

Applicant Flags are assigned only when a search is multi-level, for example, a search for Assistant or Associate Professor. The flag indicates the level at which the applicant was evaluated. An applicant can be reviewed for multiple levels. Instructions for updating flags can be reviewed [here](#).

Instructions for HR staff on updating **applicant status/disposition** codes within CSOD can be found via [LAS HR site](#). Applicants who did not move forward as a semi-finalist or finalist will have the applicant code of Closed/Dispositioned. When Closed/Dispositioned is chosen, a disposition status for the applicant will need to be assigned. Search Chairs will need to provide the HR staff member with the appropriate code for each applicant; acceptable disposition codes to choose from for faculty searches are the following:

- Declined interview
- Lacks min qualifications experience/skills
- Lacks min educational requirements – if they do not meet the degree required
- Lacks preferred educational requirements
- Lacks preferred qualifications experience/skills
- Late submission – if the unit is not reviewing any late applications this code can be used

Applicants who were chosen as semi-finalists and not chosen to move forward should be updated to

Closed/Dispositioned – Not Hired-Semi-Finalist

Applicants chosen as finalists should be updated to **Finalist and/or on campus interview**.

□ Keep in mind information from the **Office for Access & Equity on reviewing applications**:

- Be mindful of unconscious bias in the review of candidate names, experiences, educational institutions, etc.
- Evaluate each candidate's entire application; don't depend too heavily on only one element such as letters of recommendation, or the "prestige" of the degree granting institution or post-doctoral program.
- Don't automatically eliminate candidates without preferred qualifications.
- Be able to defend every decision for eliminating or advancing a candidate.
- Spend sufficient time (at least 20 minutes) evaluating each applicant.

4. Semi-Finalist Interviews (optional)

If the Search Committee will conduct semi-finalist interviews to determine a set of on-campus finalists, please do the following:

- Establish the criteria for evaluating these interviews- include in the *Narrative of the Search* document.
- Update applicant status codes in Cornerstone to indicate Semi-Finalists (Instructions for HR staff on updating applicant status codes can be found via the JDX and Cornerstone Job Aids section of the LAS HR site)
- The unit HR contact will need to comply with [federal export control laws](#) for each semi-finalist. The [LAS Search Committee and Processing Doc](#) BOX folder contains instructions.
- After the interviews, justify why semi-finalists were or were not chosen to move forward in the process- what qualifications did they meet or not meet. Include this information in the *Narrative of the Search*

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document. The *Narrative of the Search* should be written by the search chair as the review and interview process occurs. LAS HR and IE teams are available to review drafts as needed.

- ☐ Discuss if regret emails should be sent to applicants who have not been selected to move forward at this time. If a group of applicants could possibly be considered if the on-campus finalists do not yield a strong pool, a regret email should not be sent at this time, perhaps sending a still under review email would be acceptable? HR staff have access to send regret emails via CSOD.
- If there are groups that would not be considered for the position, it is best to contact them at this time. Regret emails should be sent via CSOD. See the JDX Cornerstone job aids via the IHR Cornerstone job aids *Managing Candidates* for instructions. If a code of closed/dispositioned has already been assigned for candidates use the Manage Candidates page to find candidates- Access all candidates by turning off the “show only active candidates” button- left side of screen.

5. Selection of Finalists

After on campus finalists are chosen, please do the following:

- Update applicant status codes in Cornerstone to indicate Finalists- completed by HR staff (Instructions on updating applicant status codes can be found via the JDX and Cornerstone Job Aids section of the LAS HR site)
- Ensure that the criteria for evaluating the finalist interviews has been approved by LAS.
- The unit HR contact will need to comply with federal export control laws for each finalist (if not done at a semi-finalist round). The [LAS Search Committee and Processing Doc](#) BOX folder contains instructions.
- After the interviews, justify why finalists are or are not hireable for the position- what qualifications did they meet or not meet. Include this information in the *Narrative of the Search* document. Search Chair should complete the Narrative.
- **The following documents are required pieces for the search- HR staff will upload (as pdfs) via the CSOD workflow for the search- Attachments section which is located near the bottom of the General tab:**
 - ☐ Copies of all ads placed (as they appeared in each source). *Labeling: Advertisements- Req#*
 - ☐ Recruitment Efforts spreadsheet listing all efforts taken during the search and evaluation of those efforts. *Labeling: RE- Req#*
 - ☐ Application Screening Criteria used by search committee (criteria that was used to assess applications to determine who was selected for interviews.) *Labeling: ApplicationCriteria- Req#*
 - ☐ Interview Questions and Criteria. *Labeling: InterviewQuestions- Req#; InterviewCriteria- Req#*

Click the non-blue Submit button when all documents are uploaded.

- ☐ Discuss if regret emails should be sent to applicants who have not been selected to move forward at this time. If a group of applicants could possibly be considered if the on-campus finalists do not yield a strong pool, a regret email should not be sent at this time, perhaps sending a still under review email would be acceptable?
- ☐ HR staff will need to ensure that the CSOD applicant status/disposition codes for all applicants are updated. See section 3 of this document for specific information.

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6. Interview Process

Please ensure that the following are established and approved before any interviews begin:

- ☐ Interview Criteria
- ☐ Interview Questions
- ☐ Interview schedule

All interviews should, barring unique circumstances, be conducted under reasonably similar circumstances, and all candidates should be given similar opportunities to meet the same set of colleagues.

All individuals interviewing the finalists should review the following;

Position Announcement

Finalist's CV/resume

[Interview Questions and Pre-Employment Inquiries](#)

7. Search Committee provides recommendation to Executive Officer

The search chair will finish the *Narrative of the Search* document outlining the search committee's recommendation and send to the Executive Officer. The recommendation may end with a ranked list, an assessment of each finalist ending in hireable or not hireable or only include the overview of each finalist. The Executive Officer would have provided guidance on what they expect to receive at the beginning of the search process. The *Narrative of the Search* must include the following:

- ☐ Semi-Finalist overview: if semi-finalist interviews were conducted, provide a brief statement on why each was or was not chosen as a Finalist
- ☐ For each Finalist: name, interview date, and review of how each finalist met or did not meet the following:
 - Application Screening Criteria- qualifications; experience; references, etc.
 - Interview Review Criteria- in depth review of qualifications and experience; etc.

The Search Chair or Executive Officer should certify the oral English proficiency of non-native English speakers

State law that requires that the University certify the oral English proficiency **of non-native English speakers who have classroom instruction responsibilities**. Assessment and certification of oral English proficiency is a long-standing responsibility that is set forth in [Provost Communication No. 3](#). Search committees for faculty hires will need to be aware of this responsibility to assess and certify that individuals recommended for hire into classroom instruction positions are proficient in speaking English. Assessment should occur as part the search process, for instance, through one-on-one interactions, committee interviews, job talks, etc. This review is necessary to ensure compliance with state law and by external audit findings. The University of Illinois is an equal opportunity employer and does not discriminate on the basis of race, color, ethnicity, gender or disability.

8. Requesting Offer from Dean's Office

The HR staff member will need the following items to complete and submit the **Appointment Form-Hire from search**

- ☐ **Letter from Executive Officer to Dean** addressing the following: Proposed hire name, title, tenure code,

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salary offer, start date, any personal comments to add about appointment to be included in the offer letter, amount of time for decision on offer.

- **Narrative of the Search document** from Search Committee with Executive Officer's recommendation added at the end of the document.
- **Letters of reference** or transcripts of reference checks for proposed hire
- **Visual Compliance check** for proposed hire (name search)

The following documents have most likely been uploaded by the HR staff earlier in the search to the CSOD workflow for the search- Attachments section which is located near the bottom of the General tab

- Copies of all ads placed (as they appeared in each source)
- Recruitment Efforts spreadsheet listing recruitment undertaken during the search
- Application Screening/Evaluation Criteria used by search committee (criteria that was used to assess applications to determine who was selected for interviews)
- Interview Questions and Criteria – this includes the Semi-Finalist and Finalist questions

Click the non-blue Submit button when all documents are uploaded.

How to submit the Appointment Form-Hire from search

- 1.) The form can be found via [Cornerstone](#) - scroll to the bottom and choose Cornerstone – Urbana and Log in
 - 2.) Click on the “hamburger” (the three lines) in the upper right hand corner
 - 3.) Click on additional resources and then click on useful information
 - 4.) Click on Appointment Form and then Log in (netid AND @illinois.edu)
 - 5.) Click *Fill out new form*
 - 6.) Answer NO to “is the proposed appointee a current employee” if hire is non UofI employee; click next
 - 7.) Fill in the fields with the proposed hire information; Secondary Contact for approval notifications is lascollegehiring@illinois.edu as this is the only way the Dean's office will know when campus has approved a proposed hire; click next when ready
 - 8.) Upload the completed *Narrative of the Search* document (upload at top of page 2- *Attachments*)
 - 9.) Enter “See attached” in the *Proposed Appointee Justification*, *Non-Selected Finalist Summary* sections.
 - 10.) Reference checks: if references are in the cornerstone applicant file, click *Reference letters uploaded in cornerstone*. If reference letters are not in cornerstone upload to this form.
 - 11.) Upload a letter addressed to the Dean that addresses the following: Proposed hire name, title, tenure code, salary offer, start date, any personal comments to add about apt to the official offer letter, date to receive decision on offer. Add near end of page 2 – *Additional Attachments*.
 - 12.) Ensure that all applicant statuses and dispositions have been updated in Cornerstone. The status for the proposed hire should be their last updated status- **Finalist and/or on campus interview**. Anyone that was interviewed as a semi-finalist or finalist and not being proposed as a hire at this time will need to be updated to one of the following:
 - Closed/Dispositioned – Not Hired-Semi-Finalist**
 - Closed/Dispositioned – Not Hired – Finalist**
- The narrative will need to note what qualifications they lacked to not move forward in the process.
- 13.) Oral English Proficiency – fill out **ONLY if the proposed hire is a non-native English speaker**.
 - 14.) Enter in the net id of the executive officer as the dept approver, unless a designee has been agreed upon for this review
 - 15.) Choose College of Liberal Arts and Sciences (KV) for College; click next
 - 16.) Check the box to confirm the submission; click Save

Review of proposed hires will be conducted by the LAS Deans and LAS Director of HR; Office for Access & Equity review is also required before an offer can be made. Provost review needed for special hired (example DCAC, SHI requests).

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Tenured hires- Executive Officers should discuss tenured hires with their Associate Dean. Questions on the tenure packet should be referred to lasdean@illinois.edu. The tenure packet and *Appointment Form- Hire from search* are usually submitted to the college at the same time.

9. LAS approval of proposed hire- offer letter

□ **The Offer letter** - The Office of the Dean will contact the unit via email when approval is obtained to issue the offer.

For units within a School:

- The School Director will issue the offer.

For units NOT in a School:

- The Dean will issue the offer.

10. AFTER offer acceptance- Copy of acceptance for Dean's Office, Background and Misconduct Check Processes, BOT Review

FOR ALL UNITS- Upon receipt of the acceptance, the unit HR will need to request the **Background & Misconduct Checks** and begin the **Board of Trustees approval** process. See sections below for detailed instructions on each process.

□ **Campus HR Background & Misconduct Check Process**

[Information from IHR on Background Checks & Policy on Consideration of Sexual Misconduct in Prior Employment](#)

- The Background Check (and Misconduct check- both are submitted to IHR via the same request) is **available via CSOD Manage Candidates section**. Update the status code of the proposed hire to Background check. This will trigger IHR to review the request and begin their process.
- If check **not needed** **OR** when background/misconduct check **process complete**, IHR will email the JDX workflow initiator that the process is complete
- Upload a copy of the email to the unit's LAS-HR Unit- Tenure track faculty offer letters BOX folder
- If needed, the unit could follow-up with the candidate to confirm the start date and other details (such as visa or moving arrangements)

□ **Board of Trustees Approval**

- All tenure stream faculty appointments require Board of Trustees (BOT) approval BEFORE the appointment date.
- Consult the [Schedule and Instructions for Submitting New Tenure System Faculty Appointments](#) for deadline dates and a list of required materials to be submitted to IHR.
- For an Aug 16, 2026 start date, a unit will need to submit all required material to forBOTapproval@illinois.edu by June 16, 2026. Please copy lascollegehiring@illinois.edu on the submission.

If offer declined:

If the proposed hire turns down the offer please complete the following:

- Update the status and disposition codes for the candidate to- *Closed/Dispositioned* and *Declined Offer*

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- IF unit wishes to request to make an offer to a different finalist:
 - The search chair/Exec Officer will write up an addendum to the Narrative indicating the date of the declined offer and the next steps the department wishes to take. Attach this revised Narrative to a new appointment form. Review section 8 for details on the form.
 - Update the applicant status for the proposed hire via the Manage Candidates page in CSOD.
 - Access all candidates by turning off the “show only active candidates” button- left side of screen
 - Find the proposed hire, click box next to name and click the blue “Change Status” button
 - Choose *Finalist* as the “New Status” and click save
- IF the unit will NOT make another offer:
 - Email an update on the search to Office of the Dean (Dean, Associate Dean, lasdean@illinois.edu, LASCollegehiring@illinois.edu)
 - The Search Contact will update the status and disposition codes for the candidate to- *Closed/Dispositioned* and *Declined*
 - Ensure all applicants have been notified of their status in the search

□ **Wrapping up Search paperwork for all units:** While completing the steps above, please make sure these items are completed:

□ If the job is still on the U of I job board, please email lascollegehiring@illinois.edu and ask to remove the job.

□ Inform all other candidates of their status- preferably via email in CSOD. The unit may want to hold off on contacting the other finalists until after the top candidate has accepted the offer AND the background check has been successfully completed. Remember to upload any letters into each applicant file in CSOD. All applicants must be informed of their status in the search- this may have been done in stages throughout the search (an email to applicants that did not meet the minimum requirements sent after the first review of applicants, etc.). Instructions on sending bulk emails can be found on the IHR website for Cornerstone job aids *Managing Candidates*.

11. Process the hire through HR Front End.

Consult the IHR website for instructions: <https://humanresources.illinois.edu/services-and-information/resources/job-aids/>

12. Onboarding Process

Please review the campus site for [onboarding new employees](#) for useful information to assist the unit in effectively onboarding new employees.