Library Faculty Recruitment Guidelines
University Libraries
Carnegie Mellon University

Prepared by the Library Faculty Recruitment Guidelines Task Force, 2019.
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I. Introduction

1.1 Statement of Values
A strong and diverse faculty is core to the mission of the University Libraries. Faculty recruitment provides a prime opportunity to enhance excellence and to foster diversity in the Library Faculty in accordance with Carnegie Mellon's guiding priority to attract and retain outstanding and diverse talent. These guidelines are intended to ensure effective and inclusive recruiting practices and fair treatment of candidates in the recruitment process.

1.2 Application of the Guidelines
These guidelines apply to the recruitment processes required to fill open or new faculty positions in the Carnegie Mellon University Libraries. The "ordinary search," described in section 2, applies to positions that may be filled by an external candidate, or for which external candidates will be sought or considered. Alternative methods of recruitment, "other recruitment," described in section 3, applies to recruitment in specific categories for positions that may be filled by existing Carnegie Mellon employees. These guidelines do not apply to changes in assignment for library faculty who have current appointments. These guidelines do not apply to a search for a Dean of University Libraries, which is managed by the Office of the Provost.

2. Ordinary Search

This section applies to positions that may be filled by an external candidate, or for which external candidates will be sought or considered. This includes positions that are joint appointments with another academic unit, if the Libraries is the home unit; and positions that may involve candidates who are identified through the university's <u>Faculty Dual-Career Assistance</u> program.

2.1 Search Committee
It is the general practice of the University Libraries to use an ad hoc search committee to conduct a national or international search to identify and recruit candidates for open or new faculty positions. In addition to pursuing a positive outcome, the committee is responsible for maintaining appropriate confidentiality throughout the course of a search, and for assuring the legitimacy of the process within the Libraries' and University's guidelines and standards.

2.1.1 Search Committee Membership
The Dean of University Libraries will appoint the search committee chair and all members of the search committee in consultation with the relevant Associate Dean/Division Director. Ordinarily, a separate committee is formed for each vacancy. Search committees should have no fewer

than five members. Search committees are typically composed of University Libraries personnel but may include other relevant university faculty or staff. Some members should represent the Libraries' division with the vacant position. At least one member should be Libraries' staff. Committees tasked with filling leadership positions should include at least one principal librarian/archivist. Internal candidates and those with other potential conflicts of interest are disqualified from serving on the search committee.

2.1.2 Search Committee Chair

The search committee chair oversees the actions of the committee, coordinates candidate screening and campus visits, handles appropriate communication and correspondence in a timely fashion, and compiles official documentation. The chair will also reach out to relevant schools and departments as appropriate to discuss a search. Documentation currently requires use of the Interfolio platform.

2.2 Human Resources

The University Libraries' designated HR Manager and/or Recruiter will assist the committee in the search process.
Human Resources Managers

2.3 Administrative Services

Libraries' administrative personnel can assist with scheduling, some correspondence, candidate lodging, etc. The search committee chair should provide a list of committee members and their specific committee responsibilities (if any) to relevant administrative services personnel.

2.4 Resources / Guidance

The CMU Office of the Vice-Provost for Faculty provides guidance for search committees. Search committees are expected to familiarize themselves with these resources.
Faculty Recruitment Checklist
Recommended Resources
Understanding Implicit Bias Research and its Implications
Guide to Legal and Illegal Pre-employment Inquiries [.pdf] (Skidmore College)
The American Library Association and the Association of Research Libraries offer guidance for recruiting.
Guidelines for Recruiting Academic Librarians
SPEC Kit 344: Talent Management
SPEC Kit 356: Diversity and Inclusion

2.5 Search Process

2.5.1 Launching the Search

Once the search committee has been named, the Dean of University Libraries, the relevant Associate Dean/Division Director, the search committee, and the designated HR Manager and/or Recruiter will meet to discuss the search. The Dean will announce the search to Libraries' faculty and staff.

2.5.2 Consultation with HR

The search committee will consult the designated HR Manager and HR Recruiter at the beginning of the search process. The designated HR Manager and/or Recruiter will provide

instruction in the use of the Interfolio platform, assure compliance with university requirements including the *Minimum Standards for Recruitment of Faculty and Instructional Staff* (effective: 6/6/2019), and fulfill other necessary functions for the search.

2.5.3 Position Advertisement

The relevant Associate Dean/Division Director, in consultation with the Dean of University Libraries and the search committee, will prepare an advertisement for the position. This will include the major assignments for the position and will describe the educational qualifications, competencies, and experience that are required and/or desired of the candidates. The advertisement should also include a clear mention of the position's faculty status and a link to the Policy on Librarian and Archivist Appointments.

2.5.4 Position Posting

The search committee will work with the designated HR Manager and/or Recruiter to develop a strategy to advertise the position and to attract a strong and diverse candidate pool. The designated HR Recruiter will post the position in Interfolio and on university-designated platforms. Committee members will post the position advertisement on appropriate listservs, job posting sites, and at other venues. The position will be posted for as long as is necessary to attract a strong and diverse pool of candidates.

2.5.5 Evaluation Criteria

The designated HR Manager and/or Recruiter will assist the committee in setting appropriate evaluation criteria based on the position advertisement. Once the evaluation criteria have been defined, the designated HR Recruiter will update Interfolio to allow for the ranking of candidates by the search committee.

2.5.6 Candidate Screening

Once applications have been received, the search committee will review, evaluate, and rank the applicants, and create a short list of candidates to contact. The designated HR Manager and/or Recruiter will conduct the first round of screenings to identify candidates who meet minimum requirements and determine that the pool is sufficiently diverse. Based on the initial screening, the search committee and designated HR Manager and/or Recruiter will determine who will receive video communications interviews with the search committee. Based on the video communications interviews, the search committee will determine who to invite for on-campus interviews with the University Libraries community. Ordinarily, two or three candidates will be invited.

2.5.7 Campus Visits

The search committee will establish a schedule for each campus visit. The schedule will assure that the candidate is properly evaluated and is given an opportunity to assess the position. The schedule commonly includes:
- Initial meeting/interview with the search committee
- Public presentation
- Meeting/interview with the relevant Associate Dean/Division Director
- Meeting/interview with the Dean of University Libraries
- Meeting/interview with relevant division faculty
- Meeting/interview with other relevant individuals or groups
- Meeting with designated HR Manager and/or Recruiter and Associate Dean for Faculty

- Library and campus tours
- Closing meeting/interview with the search committee
- Lunch and dinner for candidates, to include select committee members and other Libraries' faculty and staff.

2.5.7a Presentations

The search committee will designate a single topic for candidate presentations to ensure fairness and provide for direct comparisons. The candidate will receive the topic two weeks in advance of their scheduled presentation. The chair will contact relevant schools and departments to invite faculty to the candidate presentations.

2.5.7b Interviews

The search committee will develop a set of interview questions that will be asked of all interviewees to ensure fairness and provide for direct comparisons. Questions must be legal, non-discriminatory, and appropriate and should focus on job-related rather than personal information. Questions should be avoided that will likely elicit information about an applicant's membership in a protected class (e.g. race, color, national origin, religion, sex or gender, age, and disability). All informal interactions with a candidate are considered to be part of the interview and should likewise engage appropriate areas of inquiry. The search committee chair should assure that everyone who is officially engaged with the candidate understands appropriate interview behavior and how to represent the University Libraries and Carnegie Mellon.

2.5.8 Input

Following the campus visits, the search committee will solicit input from the Libraries' community and any other participants in the search. The committee and/or Human Resources will conduct reference checks on the candidates.

2.5.9 Candidate Recommendation

Subsequently, the search committee will consider all documentation and input and will decide if it can recommend a candidate (or candidates) for appointment. The search committee chair will inform the Dean of University Libraries about the outcome of the search.

2.6 Failed Searches

A search fails when no candidates are identified or recommended by the search committee; when a recommended candidate withdraws from consideration (including after an offer has been extended), and no other candidates are recommended; or when the dean opts not to appoint any candidate. In the case of a failed search, the ordinary search process may start over from section 2.5 of this document. The existing search committee chair and search committee will ordinarily remain in place for a second search.

2.7 CMU-Qatar Searches

CMU-Q Library faculty searches are conducted as outlined in this document (as applicable) under the direction of the Director of the CMU-Q Library. The Dean of University Libraries and the Dean of CMU-Q will jointly plan an ordinary search for a new Library Director. CMU-Q search committees typically includes at least one Libraries faculty member from the Pittsburgh campus. The search committee chair will inform the Dean of University Libraries and the Dean of CMU-Q about the outcome of the search.

3. Other Recruitment

Applies to recruitment in specific categories for positions that may be filled by existing Carnegie Mellon employees. The Dean may also exercise his or her right to recruit library faculty in other atypical circumstances not foreseen here.

3.1 Decision and Rationale
There may be circumstances that require alternative recruitment methods to secure library faculty for a particular open or new position. A decision to deviate from an ordinary search will emerge from consultations between the Dean of University Libraries, the relevant Associate Dean/Division Director, the Associate Dean for Faculty, and the Library Faculty convener or another faculty representative. The dean is responsible for defining a clear rationale for a decision to pursue an alternative method of recruitment. The dean will announce the decision and rationale to Libraries faculty and staff.

3.2 Categories of Other Recruitment

3.2.1 Staff to Faculty
The University Libraries may recruit qualified and proven University Libraries' staff for open or new faculty positions. It may also consider a change in status because a staff member is doing faculty-level work. A staff candidate may be eligible for direct appointment at the discretion of the Dean of University Libraries and the relevant Associate Dean/Division Director. Alternatively, recruitment may proceed with an ordinary search, or with an ordinary search adapted for a single candidate.

3.2.2 Fellows
The University Libraries may recruit qualified and proven University Libraries' postdoctoral or other fellows for open or new faculty positions. If a fellow's contributions are valued, the fellow may be eligible for a library faculty appointment after completing one year of a fellowship. The relevant supervisor should address this possibility prior to the end of the first year, leaving sufficient time to pursue an appointment. A fellow who was initially hired in a national or international search that involved a Libraries' or CMU-Q search committee (such as a CLIR fellow) may be eligible for direct appointment at the discretion of the Dean of University Libraries and the relevant Associate Dean/Division Director. Alternatively, recruitment may proceed with an ordinary search, or with an ordinary search adapted for a single candidate.

3.2.3 Transfer
The University Libraries may accept existing faculty positions and faculty to be transferred from other academic units of the university.

4. Hiring and Initial Appointments

4.1 Offers and Hiring

Correspondence and other matters related to offers and hiring are coordinated by the Office of the Dean of University Libraries and HR. At CMU-Q, the process will also involve the Dean of CMU-Q and the Senior Associate Dean of Faculty and Outreach of CMU-Q.

4.2 Initial Appointments

Once a candidate has been recruited and hired, he or she is appointed to a faculty rank under the Policy on Librarian and Archivist Appointments. For information about initial appointments and ranks, see: University Libraries Faculty Handbook