Guidelines for Searches and New Appointments

An international search must be conducted for all new appointments to professorial ranks. Although variations exist in departmental recruitment processes, depending on the size of the department and the faculty to which it belongs, the following guidelines should be observed to the extent possible.

Initiating the Search

The departmental chair initiates the search by:

1. Ensuring that the appointment/s and search/es have been pre-approved by the dean and provost, and that budget has been allocated for the advertisements and candidate visits.
2. Reviewing the University’s Non-Discrimination Policy.
3. Drafting/updating the advertisement for each approved vacancy. All advertisements should clearly indicate that:
   a. Letters of reference must not accompany the application. Applicants should ask the referees to send their letters directly to the office of the relevant dean at AUB.
   b. AUB is an equal opportunity employer.
4. Submitting the draft advertisement to the dean of the faculty. Since the vacancy must be advertised internationally, the accompanying letter should specify preferred advertising venues, which may include specialized international journals, the Chronicle of Higher Education, Inside Higher Ed, and/or the AUB website. (Departmental chairs and faculty are also encouraged to circulate the advertisement more broadly, for example, to colleagues and departments at other universities, through the online publications of professional associations, and at conferences and other events.) As a general rule, applications should be accepted for two to three months following the initial date of publication.
5. Keeping a complete roster of applicants and preparing a summary table of the candidate pool.
6. The chair or a recruitment or other officer in the Dean’s Office is responsible for notifying applicants through a form letter that their applications have been received for consideration and that they will be informed of the search results in due time. The letter should list any elements missing from the application and ask the applicant to supply them.

Departmental Search Committee/Departmental Input and Vote

The chair convenes a departmental search committee in consultation with the dean. The search committee must include at least one member who is external to the department and preferably from a close field. The dean may appoint the departmental chair to serve as chair of the search committee.

7. Once the application deadline has passed, the search committee meets to scrutinize the pool, compile a shortlist of preferred candidates, and prepare a written, preliminary report on its recommendations to the department. There may be an intermediate step in which a
longer short list is discussed and ranked by the search committee and screened through interviews conducted by conference call or online video conferencing.

8. The search committee ensures that the report and the files (curriculum vitae and supporting materials) of all of the candidates are made available to members of the department (and other potential interviewers if relevant).

9. A departmental meeting is called to discuss and rank the shortlisted candidates. External member of the search committee should also attend and participate in the substantive discussion. The top two or three candidates will be invited to AUB for on-campus interviews. If fewer candidates are invited, justification must be provided in the final report.

10. The departmental chair sends the names of the shortlisted candidates to the Dean’s Office. If the candidate has not already arranged for at least three or four letters of recommendation to be sent directly to the dean at AUB, the dean solicits such letters using names supplied by the candidate as a starting point. If the vacancy is for an associate or full professor, the dean solicits three to five additional letters of recommendation from external referees who are different from the ones suggested by the applicant. (The dean may choose to wait for the department’s final recommendation before soliciting additional letters for candidates for associate or full professor.)

11. Interviews of shortlisted candidates proceed as follows:
   a. The visit dates and schedules are negotiated with the candidates and then announced to the relevant members of the AUB community well in advance of the visit.
   b. During the campus visits, each candidate normally gives departmental faculty and students an oral presentation on a subject in his or her field. Attending students should later be asked for feedback on the presentation in accordance with procedures agreed upon in advance by faculty members. Many departments include an interview session with the department, individual consultation with many or all faculty members in the department, and a meeting with graduate students.
   c. All candidates invited for a campus interview should meet with the dean. Candidates eligible for appointment as associate or full professors should also meet with the provost.
   d. If a campus visit is not possible, a conference call or online video conferencing presentation should be arranged that involves the candidate, the departmental chair, all members of the search committee (internal and external), and departmental faculty.

12. Following the campus visit, the search committee reviews the candidates and prepares an analysis of their relative merits based on the interviews and feedback from faculty and students. This analysis forms part of the search committee’s final report to the department.

13. The departmental chair calls a meeting of the department and of external members of the search committee during which the committee presents its recommendation and faculty members review the candidates’ files. All full-time departmental faculty and internal/external members of the search committee may participate in the discussion of the candidates. Their input is duly considered and recorded in the minutes of the meeting to form part of the candidates’ dossiers. A non-binding vote is also taken by secret ballot to get a sense of the entire department’s position on the appointment.
14. After reviewing the files, departmental faculty whose rank is equal to or higher than the new appointment take a formal vote, by secret ballot, on the candidates. Faculty of lower rank must leave the meeting during the vote. Departmental chairs may not cast a vote, but should be present during the vote.

**Reporting Back to the Dean**

The departmental chair reports back to the dean as follows:

15. The chair sends the following to the dean:
   a. The report of the search committee.
   b. The minutes of the departmental meeting (see also 13 above).
   c. A letter from the chair detailing: the main points raised by faculty during their meeting; the chair’s own evaluation of the merits of the shortlisted candidates; the chair’s own recommendation for the new appointment; and the chair’s opinion on how the new hire will strengthen scholarship and research in the department.
   d. A table listing all applicants and summarizing their main qualifications (degree, specialization, number of peer-reviewed publications – see 5 above), and cross-referencing some of the points raised in 15.c (e.g., the shortlisted candidates, their relative merits, and the rationale for the final choice).
   e. Information related to the search (unless the Dean’s Office has agreed to supply it at a later stage), including:
      - Copy of the job advertisement;
      - Date/s that it was posted, with venues (journals, societies, etc.);
      - Date of campus visit;
      - Proposed start date for the appointment.

**The Dean Takes Action**

16. The dean consults with the Faculty Advisory Committee (FAC), which reviews the dossier and the chair’s letter of recommendation.

17. Following the vote of the FAC, the dean adds the FAC minutes and vote results to the dossier and sends the appointment recommendation to the provost.

18. The provost studies the dossier and decides on appointments to the assistant professor rank. If the appointment is to the rank of associate or full professor, the dossier goes to the Board of Deans for a vote before the provost makes his/her recommendation to the president. Appointments at the level of associate professor and full professor are made by the Board of Trustees upon the president’s recommendation.

19. After the search is concluded, the dean should send or ask the chairs to send letters of thanks to the unsuccessful candidates.

20. A full record of the search and appointment should be kept at the offices of the deans of the faculties/schools and the University’s HR department.