

# Faculty Search Advisor (FSA) Meeting

**Laura W. Perna, Ph.D.**  
Vice Provost for Faculty  
GSE Centennial Presidential Professor of Education

**Joann Mitchell**  
Senior Vice President for Institutional Affairs

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# Topics for Today

- Importance of FSAs
- FSA Responsibilities
  - Searches in compliance with Penn policies
  - Pre-search responsibilities
  - Search responsibilities
  - Post-search responsibilities
- Best Practices and Challenges
- Discussion and Questions

## Meeting Goals:

- Build community
- Hear about your experiences serving on search committees
  - Discuss your questions
  - Inform our next steps

# Introductions

- Name, School, Department
- What would you like to learn regarding the FSA role and responsibilities? What questions do you have?

# FSA Responsibilities and Requirements

## Responsibilities

- Ensure faculty search processes are fair, open, and conducted in compliance with University policies and guidelines
- Encourage and advise search committees on recruitment strategies that reach a wide range of qualified candidates
- Ensure all candidates are evaluated in the same manner and using the same criteria
- Approve all position postings, including waivers

## Requirements

- Tenured members of the Standing Faculty and senior members (Associate Professor or Professor) of the Standing Faculty Clinician-Educator track\*
- Serve a minimum two-year term
- Be knowledgeable about search policies and procedures
- Complete Faculty Search Form

\*In PSOM, AC faculty may serve as FSAs for AC searches; these faculty report to the Standing Faculty FSA(s) in the department

# University Guidance

Equal Opportunity Policy  
[Office of Equal  
Opportunity Programs](#)

Outreach to People with  
Disabilities and Veterans  
[Section 503 and VEVRAA  
Protections](#)

Confidentiality of Records  
[H.R. Policy Manual](#)

Retention of Search Records  
[Records Retention Policy](#)

# Equal Opportunity and Nondiscrimination

*"The University of Pennsylvania's special character is reflected in the wide variety of **backgrounds, experiences and perspectives of the Penn community**...Penn's commitment to equal opportunity and nondiscrimination is fundamental to the University's mission of advancing knowledge, educating leaders for all sectors of society, and public service. The University of Pennsylvania prohibits unlawful discrimination based on race, color, sex, sexual orientation, religion, creed, national origin (including shared ancestry or ethnic characteristics), citizenship status, age, disability, veteran status, or any other class protected under applicable federal, state or local law..."*

Source: *Office of Equal Opportunity Programs: Policies, Handbooks & Procedures*



*Office of the Provost*

# Retaining Search Records



## Faculty Search Report Form

University policy requires that records related to the recruitment and selection process be retained for three years from the date the position is filled. The search must be conducted in accordance with applicable [University policy and guidelines](#).

List additional sites/publications used to solicit applications:

### FACULTY RECRUITMENT DETAILS:

School and Department:

Selected Applicant:

Proposed Rank and Title:

### SELECTED CANDIDATE

Reason of the reason the candidate was recommended for hire:

### POSITION ANNOUNCEMENT AND APPLICATIONS

For searches conducted in Interfolio:

- Position Link:

For searches conducted outside of Interfolio:

- Copies of all job advertisements and instructions
- Materials collected from all applicants (resume, cover letter)
  - Digital location (Box folder)
  - Name and email of a representative folder:

### COMPOSITION OF THE SEARCH COMMITTEE

Search committee members and titles (required for searches in Interfolio):

Committee Chair (Name, Title):

### SOLICITATION OF APPLICATIONS

Faculty Positions published in Interfolio Faculty Search are automatically posted to Penn's [Faculty Job Board](#). In addition, the University has partnered with [JobElephant](#) to facilitate recruitment advertising. JobElephant has automation in place to pull all open positions in Interfolio and post them to the job boards listed on the [UPenn JobElephant](#) site.

### SEARCH BY Faculty Search Advisor (FSA):

Search was conducted in accordance with [University policy](#).

FSA Signature

FSA Name

Date

Search Committee Chair Title

Date

FSA Title



# Documentation to Submit with Faculty Search Report Form

Automatically saved in Interfolio Faculty Search

## Search Details

- Position details and ad language
- List of search committee members and titles
- Application materials (i.e., CV, cover letter, research statement)
- List of candidates selected for interview

Help ensure these materials are saved and submitted with Form:

## Search and Evaluation Materials

- Recruitment strategy information
- Interview questions, including notes taken during interviews
- Candidate evaluation forms or rubrics
- Reference check notes

## Selection Materials

- Brief statement of the reason candidate was recommended for hire

# Principles Guiding Faculty Appointments and Promotions: The Role of Schools

...The diversity of professions and disciplines within the academic community of the University and the valued traditional customs of the several faculties preclude wholly uniform procedures for appointments and promotions at the school level. **The primary responsibility for developing and maintaining a high-quality faculty rests with the individual discipline. Each faculty shall adopt bylaws** prescribing procedures for the review of proposals for appointments or promotions within the faculty. Each faculty shall also establish procedures for the appointment of a school personnel committee. **Uniform procedures should be followed** when appointments and promotions are considered at the University level under the aegis of the President and Provost. Consistent with policies adopted by the Trustees, additional procedures concerning academic appointments and promotions may be promulgated by the President and Provost.

Source: Faculty Handbook, II.D.

# Principles Guiding Faculty Appointments and Promotions: Determine Appointment Criteria

The overriding objective of the faculty appointment and promotion policy and procedures should be the **recruitment and retention of a distinguished faculty**.

... A high degree of excellence is expected in both research and teaching. The **relative weight given to research and teaching varies from case to case and should be determined by the individual faculties**, but always with significant achievements in research if they are to be assigned teaching responsibilities...

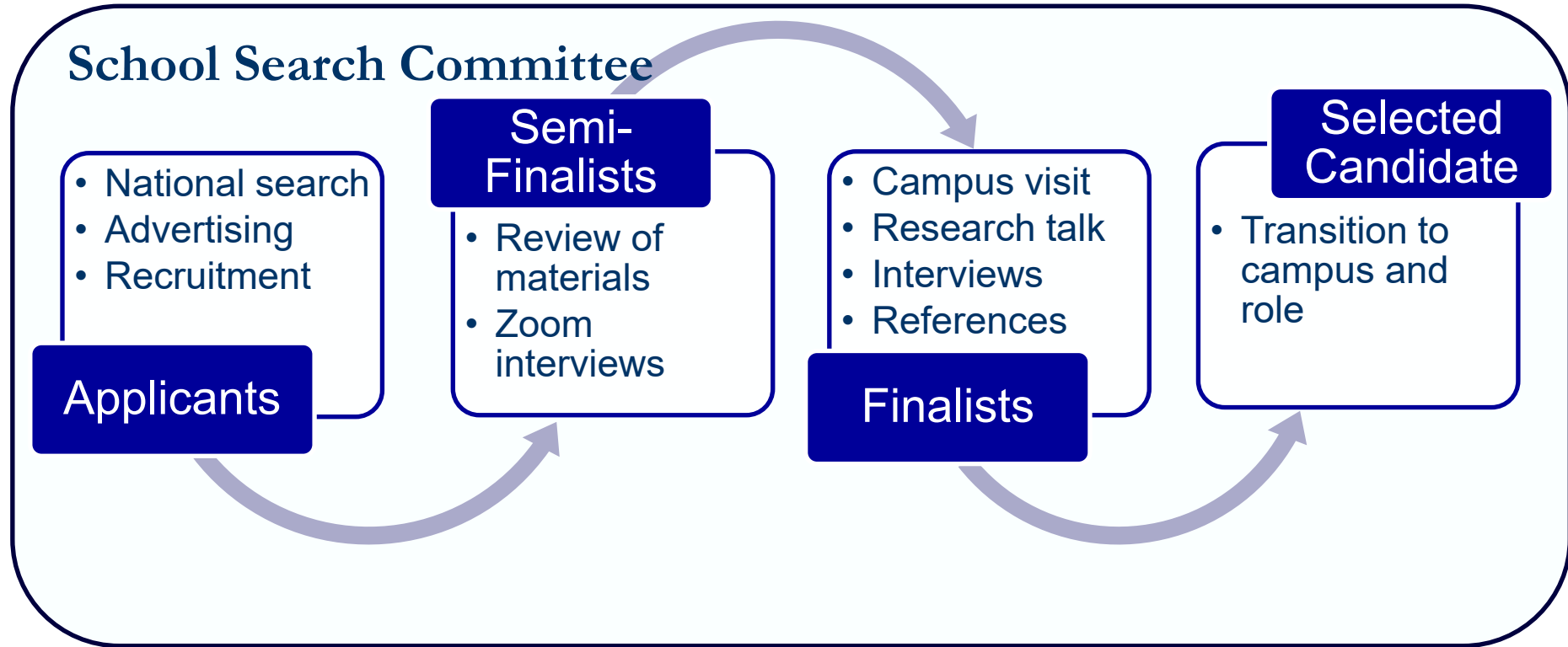
In matters of appointment and promotion, **some weight should also be given to unusual service in such “citizenship” activities** as University governance, curriculum development, service to the profession, editing of professional journals, or academic programs carried out in residences.

Source: Faculty Handbook, II.D.1. The Appointment Process

**Evaluate All  
Candidates  
Using  
Consistent  
Practices**

# Selecting Faculty for Appointments

*FSA's are expected to engage in every step of the search and selection process.*



# FSA Pre-Search Engagement

- **Serve as member of the search committee or designate another faculty member** who is knowledgeable about School and University search policies and guidelines
- Assist with the **formation of search committee**; committees should have members with range of backgrounds, perspectives, and experiences
- Ensure the **needs and requirements in the position description** are broad enough to generate a pool of well-qualified candidates
- Evaluate the **plan for posting and publicizing the position** to ensure both breadth and depth

# Broad Outreach

*A national search is required*

- **Recruit proactively.**
- Develop an ambitious outreach plan to build a broad pool of qualified candidates who will:
  - Contribute to **“world-class teaching, research, clinical care, and service”**
  - **“Bring ideas and people from all backgrounds”** to your School
- **Advertise in popular *and* special-interest venues.**
- **Personalized and proactive outreach** is essential to encouraging a sizable pool of excellent candidates.

\* Contact the Office of the Vice Provost for Faculty to learn more about advertising your positions through Penn’s JobElephant institutional subscriptions.

# Outreach Strategies

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Proposed Rank and Title:

### POSITION ANNOUNCEMENT AND APPLICANT MATERIALS:

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- Copies of all job advertisements, posting instructions
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  - Digital location (Box folder):
  - Name and email of a representative:

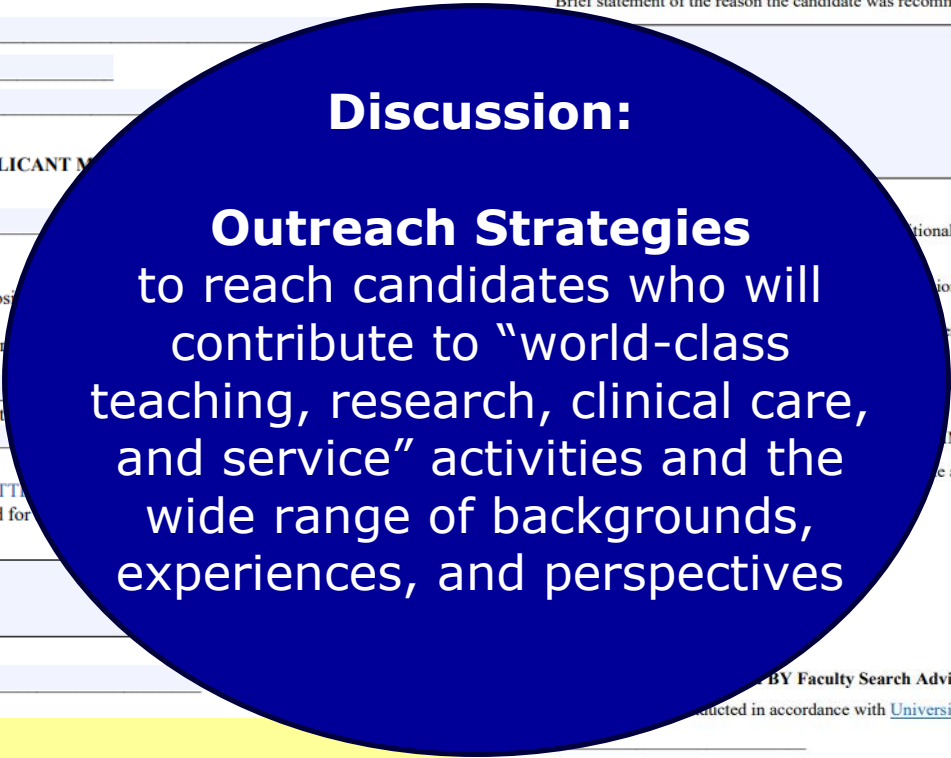
### COMPOSITION OF THE SEARCH COMMITTEE:

Search committee members and titles (required for searches conducted in Interfolio):

Committee Chair (Name, Title):

### SELECTED CANDIDATE

Brief statement of the reason the candidate was recommended for hire:



Additional required records (attached to this document or

Instructions to narrow the pool at each stage of the

Interviewed or otherwise participated in the

Use Adobe to create a combined PDF as your

### SEARCH COMMITTEE:

Search committee members and titles (required for searches conducted in accordance with

Date

Search Committee Chair Title

### SOLICITATION OF APPLICATIONS

Faculty Positions published in Interfolio Faculty Search are automatically posted to Penn's [Faculty Job Board](#). In addition, the University has partnered with [JobElephant](#) to facilitate recruitment advertising. JobElephant has automation in place to pull all open positions in Interfolio and post them to the job boards listed on the [UPenn JobElephant](#) site.

### SEARCHED BY Faculty Search Advisor (FSA):

Search conducted in accordance with [University policy](#).

FSA Signature

FSA Name

Date

FSA Title

# During-the-Search Engagement: Encourage Use of Fair, Consistent Practices

- Encourage the committee to discuss and agree on criteria important for success in position **before** reviewing applicants
- Use letters of reference **only** to inform understanding of qualifications of finalists
- Discuss with the committee – at each stage when pool is narrowed – why decision was made to advance some rather than others
- Review and approve shortlist of candidates before finalist selection

## Interviews

The interview experience should be consistent for all candidates.

Before applicant review begins, help to craft the questions and discuss interview objectives, topics or areas to be covered, and the schedule for each applicant.

# Protected Classes

Search committee members are prohibited from discriminating against applicants in the hiring process based on any characteristic protected under applicable federal, state or local law. Moreover, hiring decisions must be made independent of any applicant's protected characteristics.

Protected characteristics include:

- Race
- Color
- Sex
- Gender
- Sexual Orientation
- Gender Identity
- Religion
- Creed
- National or Ethnic Origin
- Ancestry
- Citizenship
- Age
- Disability
- Veteran Status
- Marital Status
- Source of Income
- Familial Status
- Genetic Information
- Domestic or Sexual Violence Victim Status

# Penn Resources to Support Faculty Searches

Department  
Administrators  
and Faculty  
Coordinators

Human Resources  
(Employee Assistance  
Program, etc.)

Office of Equal  
Opportunity  
Programs

Office of the  
Vice Provost for  
Faculty

Committees of  
the University  
Council

Additional  
Resources

# Example Interview Questions

## Introductory Questions

- Please take a few minutes to tell us a little about yourself and how your background, experiences, and pursuits have prepared you for this position.
- What attracts you to this position?

## Research

- What research agenda would you like to carry out if you become a member of this department?
- What resources would you require to successfully continue your research agenda?
- With whom would you like collaborate, if you were selected for this position?

## Teaching

- Tell us about your teaching methods, philosophy, and goals.
- What is your experience teaching students of different backgrounds, experiences, or perspectives? What methods have you found to be effective and what have you learned from this teaching experience?
- Describe strategies you have used to create a learning environment where all students can succeed.
- Tell us about a time when you successfully managed a difficult student and a time when you did not successfully manage a difficult student.
- What have evaluations for your teaching indicated, both positive and negative? How has evaluation feedback changed how you teach today?

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Adapted from the UC Davis Sample Faculty Interview Questions

<https://health.ucdavis.edu/facultydev/pdfs/search-materials/SampleFacultyInterviewQuestions.pdf>



*Office of the Provost*

# Candidate Evaluation

## Faculty Search Report Form

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### FACULTY RECRUITMENT DETAILS:

School and Department: \_\_\_\_\_

Selected Applicant: \_\_\_\_\_

Proposed Rank and Title: \_\_\_\_\_

### POSITION

For search \_\_\_\_\_

For search \_\_\_\_\_

COMPLETION  
Search completed in Interfolio

Committee Chair (Name, Title): \_\_\_\_\_

### SOLICITATION OF APPLICATIONS

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List additional sites/publications used to solicit applications:

### SELECTED CANDIDATE

Brief statement of the reason the candidate was recommended for hire:

### REQUIRED SUPPORTING MATERIALS

This report should also include the following additional required records (attached to this document or uploaded as one separate document):

- Notes that memorialize the rationale for decisions to narrow the pool at each stage of the selection process
- Notes collected from faculty members who interviewed or otherwise participated in the evaluation of candidates

If these materials were created as separate documents, use Adobe to create a combined PDF as your report.

### APPROVAL BY CHAIR OF THE SEARCH COMMITTEE:

The information on this form is accurate and complete and this search was conducted in accordance with [University policies and relevant guidelines](#).

Search Committee Chair Signature

Date

Search Committee Chair Name

Search Committee Chair Title

### APPROVAL OF SEARCH BY Faculty Search Advisor (FSA):

This search was conducted in accordance with [University policy](#).

FSA Signature

Date

FSA Name

FSA Title

## Discussion:

- Evaluating Candidates**
- What tools and practices have been helpful for you?
- How do you decide which finalist to move forward?

# Develop Plan for Consistent Review of Applicants Using Applicant Evaluation Tool (example)

## Candidate Evaluation Sheet

The following offers a method for department faculty to provide evaluations of job candidates. It is meant to serve as a template for departments that they can modify as necessary for their own uses. The proposed questions are designed for junior faculty candidates. However, alternative language is suggested for senior faculty candidates.

Candidate's Name:

Please indicate which of the following are true for you (check all that apply):

- Read candidate's CV
- Read candidate's scholarship
- Read candidate's letters of recommendation
- Attended candidate's job talk
- Met with candidate
- Attended meal with candidate
- Other (please explain)

Please comment on the candidate's scholarship as reflected in the job talk:

Please comment on the candidate's teaching ability as reflected in the job talk:

Please rate the candidate on each of the following:

	excellent	good	neutral	fair	poor	Unable to judge
Potential for (Evidence of) scholarly impact						
Potential for (Evidence of) research productivity						
Potential for (Evidence of) research funding						
Potential for (Evidence of) collaboration						
Fit with department's priorities						
Ability to make a positive contribution to department's climate						
Potential (Demonstrated ability) to attract and supervise graduate students						
Potential (Demonstrated ability) to teach and supervise undergraduates						
Potential (Demonstrated ability) to be a conscientious department/School community member						

Source: [advance.umich.edu/resources/candidate-evaluation-tool](http://advance.umich.edu/resources/candidate-evaluation-tool)

# Participate in new study: The impact of anonymization practices in faculty hiring

Eligible faculty who **have conducted a faculty search that has anonymized any aspect of a candidate's file (e.g., name, institutional affiliation, or anything else) are now invited to participate in a study** funded by the Alfred P. Sloan Foundation.

Participation will involve completing an interview and a confidential Qualtrics survey about that search or searches.

Questions can be sent directly to Damani White-Lewis, Assistant Professor in the Graduate School of Education (Penn), at [dkwlewis@upenn.edu](mailto:dkwlewis@upenn.edu).



# Discussion

- What **practices** have you found to be effective in ensuring that search committee practices are fair and open?
- What **activities** are FSAs in your school/department engaging in this year?
- What **advice** do you have for new FSAs?

# Discussion

- What **challenges** have you experienced in ensuring that search committee practices are fair and open?
- What **resources** would help search committee members in your unit conduct fair and open searches?