

SEARCH PROCEDURES FOR ACADEMIC APPOINTMENTS

I. PURPOSE

These policies and procedures have been developed to guide the search process for academic vacancies in the Cornell University Library (CUL). This document provides guidelines that will be applicable to all CUL academic vacancies. For guidance on appointment to rank, search committees are encouraged to consult CUL [Procedure 13](#).

II. DEFINITIONS

- A. "University Librarian" refers to the University Librarian or his/her designee.
- B. "Hiring supervisor" refers to the department head, departmental librarian, or unit/college librarian to whom the candidate will report if hired.
- C. "Search committee" refers to a CUL search committee. A CUL search committee is made up of academic librarians, library staff, or faculty and is typically drawn from more than one campus library or unit. The makeup of a search committee varies according to the responsibilities of the position and its place in the administrative structure.
- D. "Director of Human Resources" refers to the Director of Library Human Resources or his/her designee.
- E. "[Procedure 13](#)" refers to CUL Procedure #13, "Appointment and Promotion of Librarians".
- F. The term "librarians" is used to include "archivists" wherever the latter are not specifically named.
- G. "Candidate" and "applicant" are used interchangeably to mean "an applicant for a vacant position."
- H. "Finalist(s)" is used to mean candidate(s) selected for on-campus interviews.

III. AFFIRMATIVE ACTION

- A. The Director of Human Resources, as Affirmative Action Officer, coordinates all searches to ensure that equal employment guidelines, including affirmative action requirements and responsibilities, are met.

B. Search committees should also review Cornell University's Equal Education and Opportunity Statement:

<https://hr.cornell.edu/our-culture-diversity/diversity-inclusion/equal-opportunity-and-affirmative-action/equal-education>

IV. SEARCH COMMITTEE GUIDELINES

A. A CUL search committee is not required for positions expected to be filled at the ranks of Assistant or Senior Assistant Librarian, as outlined in Procedure 13, Section III. However, search committees for positions at these ranks are encouraged.

B. A CUL search committee is **required** for positions expected to be filled at the ranks of Associate Librarian or Librarian and for other senior administrator positions.

C. The search committee assists the hiring supervisor in identifying and recruiting qualified candidates. The committee also provides a breadth and range of opinion in screening applications and ensures candidates' qualifications are considered objectively.

V. THE SEARCH PROCESS

A. Requisition

1. No position may be posted without prior approval from the University Librarian, College Dean, or others as necessary. The hiring supervisor, in collaboration with CUL HR, will prepare a position description, including qualifications and job posting language.

B. Posting and Advertising

1. CUL HR is responsible for posting each vacancy and for advertising in appropriate publications and via websites, listservs, and other means.

C. Review of Applications and Selection of Finalists

1. The search committee, hiring supervisor, or Director of Human Resources (as appropriate) will agree on the process and specific screening criteria by which applications/credentials files will be reviewed. The Director of Human Resources will advise the search committee and hiring supervisor as to their responsibilities for documenting committee actions, need for confidentiality and discretion, affirmative action/equal opportunity requirements, and any unique concerns with respect to the position.

2. The search committee will review applicant credentials and identify candidates meriting further consideration, based on the posted requirements of the position.

3. All candidates, whether external or internal, must be reviewed by the same criteria and accorded comparable treatment in the screening and interview process.

D. Screening Interviews and Reference Checks

1. If screening interviews are deemed appropriate, the search committee will conduct these in accordance with [CU guidelines](#).
2. Reference checks may be done before or after inviting candidates for on-campus interviews, at the discretion of the committee.
3. All reference contacts and screening interviews must be documented, with a copy of all documentation retained in the official search file.

E. Interview

1. The Director of Human Resources and hiring supervisor (and search committee members, as needed) work together to make interview arrangements. All interviews for a given position must be equivalent in scope and format, and must be conducted in accordance with appropriate University and legal guidelines.

F. Selection and Recommendation

1. Those meeting formally with finalists should be asked to report their feedback and recommendations to the hiring supervisor or search committee. Others who interact informally (for example, lunch participants) should also be encouraged to provide feedback to the hiring supervisor or search committee.
2. Reference checks are required before the search committee makes its recommendation to the hiring supervisor.
3. After all scheduled interviews have been completed, the search committee will prepare a written report that includes the members' assessment of the candidates' suitability for the position.
4. The hiring supervisor will make his/her selection after consideration of the search committee's report. The hiring supervisor will then discuss this decision with appropriate library and College/School administrators and the University Librarian.
5. The University Librarian has authority over hiring decisions in all cases, but works in cooperation and consultation with College/School Deans for some positions (e.g. contract college libraries and other college/school libraries).

G. Offer of Employment

1. The University Librarian will, via the Director of Human Resources, authorize the hiring supervisor or other appropriate administrator (for example, college librarian or department head) to make a verbal offer of employment to the successful candidate, including salary, rank, and term of appointment. In contract college libraries and

other college/school libraries, the University Librarian will consult with the College/School dean where appropriate before the offer of employment is made.

2. Salary negotiations, if needed, will be conducted by the hiring supervisor or other administrator (for example, college librarian or department head) in consultation with the Director of Human Resources and/or others in the administrative hierarchy for the specific vacancy.

3. If the verbal offer is accepted, the University Librarian will send a written confirmation of appointment, including salary, rank, and term of appointment. In cases where required (for example, in contract college libraries and other college/school libraries), the appointment letter will be sent jointly from the University Librarian and the College/School Dean. A copy of the formal offer letter will be sent to the hiring supervisor and others in the administrative hierarchy.

H. Unsuccessful candidates

1. The Director of Human Resources will notify unsuccessful candidates in writing that the position has been filled.

I. Documentation

1. The hiring supervisor and search committee are required to provide relevant documentation to the Director of Human Resources for the official search file.

2. The Director of Human Resources will maintain confidential search files for three years.