

OPERATING GUIDELINES FOR THE RECRUITMENT AND HIRING OF FACULTY

CONTENTS

I.	Responsibility for the Recruitment and Hiring of Faculty	1
II.	Recruitment for Tenure-Track Positions	1
III.	Recruitment for Non-Tenure Track, Full-Time Positions:	5
IV.	The Re-employment of Persons in Recurring Temporary Positions	6
V.	Special Situations	6

I. Responsibility for the Recruitment and Hiring of Faculty

Following consultation with departmental or program search committees (and, when, relevant the Appointments and Promotions Committee), the Dean of Faculty appoints new faculty members.

The President appoints a Diversity Officer to oversee, along with the Dean of the Faculty, the recruitment and hiring of new faculty and to counsel with the Dean on recruitment efforts. As the representative of the President, the Diversity Officer keeps the President apprised of the progress of each faculty search and works with the President and Dean to set diversity policy.

In conjunction with the Educational Policy Committee (EPC), the Dean of Faculty will meet with the Diversity Officer to discuss what openings are likely in the next one to three years, far enough in advance to develop professional networks that may yield minority and women candidates for the applicant pool. The Diversity Officer will work with specific departments to enhance professional networks that may over time yield increased numbers of women and minority candidates.

II. Recruitment for Tenure-Track Positions

A. PRE-RECRUITMENT DECISIONS AND ACTIONS

1. Preparing a Request for the Dean or the Educational Policy Committee.

Tenure-track positions must be requested from the EPC and approved by the Dean of the Faculty. Prior to requesting a position from the EPC, all members of a department or program should meet to discuss the nature of the position, the job description, and the desired qualifications of candidates. The department or program faculty, in consultation with the Diversity Officer, must consider the need for diversity in the College, department, or program in the following ways: (1) the department or program should consider whether to require candidates to be familiar with scholarship on race and gender pertinent to the discipline and (2) it should ensure that the position is not so restrictively defined as to eliminate all women and minority candidates at the outset of the search.

All proposals to the EPC must contain information on the availability of women and minority candidates in the discipline or, preferably, in the specialty areas sought, and the outline of a strategy to recruit such candidates. The proposal should identify

networks of women and minority scholars to be contacted, methods of recruiting women and minority scholars not identified through the network, and publications within the discipline in which advertisements will be placed. The advertisement must contain language that strongly encourages applications from women and minority candidates.

The Dean of the Faculty will notify the Diversity Officer when a faculty position has been approved by the EPC. Such notification will include the name of the department, the department proposal, the designation of the position to be filled, as well as the rank of the person to be recruited.

The Dean will call a meeting with the chairs of all search committees and search committee members, the Diversity Officer, and other members of the departments or programs involved in the hiring decision to discuss principles and procedures relevant to diversity, to develop search tactics to recruit candidates, and to explore measures (including, but not limited to, the placement of advertisements) for increasing diversity.

2. The following information must be submitted by email on **Search Report 1** and approved by the Dean and the Diversity Officer: the position description, search committee composition, search timetable, and details of the advertising/recruitment strategy.
 - a. Search Committee.

The Department Chair or Program Director, in consultation with the Dean of Faculty, will establish a search committee that consists of members of the relevant department or program. When constituting the search committee, attention should be given to the composition of the membership with respect to academic discipline, rank, *and diversity*. We ask also that you include on the search committee a member of the faculty outside of the department in order to forge connections among departments. The membership of the search committee must be approved by the Dean and the Diversity Officer. When a candidate will serve both a department and a program, the Program Director or his/her designate usually will serve as a member of the search committee. All members of the search committee will have equal voting rights. Any question of conflict of interest involving a committee member will be settled by the Department Chair or Program Director, in consultation with the Dean of Faculty and, if relevant, the Diversity Officer.
 - b. Search.

Recognizing that women and minorities have been under-represented in applicant pools, the Search Committee must seek at the beginning of the search to contact those personal and formal networks within the profession and at Trinity that can assist it in identifying such candidates. In creating a diverse applicant pool, the Search Committee chair will distribute responsibility for accessing professional and personal networks. To document this effort, a log of all contacts, including telephone discussions, should be kept by Committee members so that the Committee chair can report to the Diversity Officer and to

the Dean of Faculty on the creation of a sufficiently diverse candidate pool. The vacancy should be publicized through professional organizations and disciplines, care being taken to advertise in those publications which are known to bring job openings to the attention of women and minorities in the field. Thus, the advertisement must contain language that strongly encourages applications from both groups.

The Search Committee must make every effort to ensure that the pool includes fully qualified women and minorities. In the initial stages, there should be regular contact between the Committee and the Dean and the Diversity Officer so that if it appears that the pool is not sufficiently diverse, the Diversity Officer and Dean can help the Committee implement new strategies. If the final applicant pool lacks diversity, the Search Committee may be asked by the Dean and the Diversity Officer to start the search anew.

c. Timetable.

The search committee must provide sufficient time for recruitment. Rather than establishing a deadline for receipt of applications, search committees are encouraged to employ an open application period. In such cases, advertisements and letters should disclose the date upon which consideration of applications will begin.

d. Searches with Internal Candidates.

When a person employed in a temporary position at Trinity applies for a tenure-track or long-term temporary appointment, search committees must take special care to isolate the individual from the search process. Inside candidates must be informed that their presence at Trinity by itself will neither enhance nor detract from their candidacy for the position. They also should be told that all questions about the search must be directed to the committee chair and that the chair will only answer questions about matters that may be disclosed to both inside and external candidates. At no time before the end of the search may the chair or any committee member discuss with the inside candidate his or her likelihood of being hired.

B. EVALUATION OF CANDIDATES

1. Review of the Candidate Pool and Selection of Candidates to be Interviewed.

If the applicant pool is not diverse, the search committee chair should notify the Diversity Officer and the Dean. In most cases the search committee will be asked to renew recruitment efforts before review of the candidate pool may proceed. Once a diverse pool of candidates is available for consideration, the search committee may meet to review applications and to select candidates to interview. The committee must attempt to identify applicants from under-represented groups and must weigh the advantages (in terms of increased diversity) conferred by hiring such individuals when selecting candidates to bring to campus. Committee members should be wary of unjustifiably and non-reflectively rejecting candidates who may have taken non-traditional career or educational paths and should be careful to restrict deliberation of

the candidates to discussion of bona fide job requirements.

2. Conference Screening.

The search committee may conduct preliminary interviews at a professional conference. Whenever possible, the interviewing team should have appropriate representation from the minority and women members of the search committee. Extraordinary effort must be undertaken to interview women and minority group members at the conference

3. The following information must be submitted by email on **Search Form 2** and approved by the Dean and the Diversity Officer before campus visits can be arranged:

- the number of applicants (divided by gender and racial/ethnic status);
- a description of the search process;
- a copy of the print ad;
- specific actions the department took to widen its pool of applicants;
- supporting material (e.g. cv's and recommendations for each candidate in the department's top 10-15 to be interviewed on campus);
- a brief synopsis of the short-listed candidates' accomplishments and/or potential as scholar/teachers, with rationales for ranking them in descending order, with the top three to be invited for campus interviews clearly ranked.

The chairs of search committees should schedule a meeting with the Dean and Diversity Officer to discuss the rankings, allowing at least 48 hours for the Dean and the Diversity Officer to read through the files and Search Form 2. This meeting must take place and Search Form 2 approved before campus visits can be arranged.

When the candidates are chosen for campus visits, the chair will email to them a copy of the Trinity employment application, which includes the "Applicant Authorization and Consent for Release of Information" (background check authorization form). The candidates should be instructed to bring the completed form with them to the campus interview and submit it to the chair.

Below is a sample ad:

DEPARTMENT – Position/Area/Specialty. The Department of _____ invites applicants for a full-time tenure-track position at the Assistant Professor level in Position/Area/Specialty commencing with the 200X-200X academic year. Undergraduate teaching responsibilities include (list specific areas, such as "an annual introductory survey of Islam, and an introduction to the Qur'an" or "clinical and abnormal psychology, introductory psychology, and areas of special expertise"). Applicants must have a Ph.D. with (list specific requirements, if applicable, such as "language competency in Arabic and another Islamicate language"), as well as teaching experience and a research program. Teaching load is 2/2 for the first two years (and 3/2 thereafter) with a one-semester leave every fourth year. Competitive

salary and benefits, plus a start-up expense fund. For full consideration, send letter of application (including statement of research and teaching interests), CV, undergraduate and graduate transcripts, sample of scholarly writing, and at least three letters of reference to Professor Jane Doe, Chair, Department of _____, Trinity College, 300 Summit Street, Hartford, CT 06106. All application materials are due by October 15, 2007. The Department will conduct interviews at the (list conference) in _____ in month, year. The Department's web page may be accessed at: www.trincoll.edu/academics/study/department.

Trinity College is an independent, nonsectarian liberal arts college for men and women, with approximately 2,200 undergraduate students and 180 faculty members, located in Hartford, Connecticut. Candidates should have a strong commitment to undergraduate and interdisciplinary teaching in a liberal arts context, and a well-articulated plan for sustained research. The College is an Equal Opportunity/Affirmative Action Employer committed to attracting and supporting a faculty of women and men who fully represent the racial, ethnic, and cultural diversity of the United States. We seek applications from minorities, women, and other under-represented groups.

Once the ad is approved by the Dean and the Diversity Officer, it should be emailed to Sylvia DeMore in the Dean's Office for inclusion on the Dean of Faculty website.

4. Campus Interviews.

The Dean of the Faculty, or an individual designated by the Dean, will meet with all candidates for full-time positions interviewed on campus. Search committee chairs may also arrange for women and minority candidates to meet women or minority faculty members while on campus.

5. Final Selection of Candidates.

The search committee should meet to discuss the finalists' qualifications and to identify candidates who would be acceptable for the position. Once a decision has been made, the Dean will contact the chosen candidate to make an official offer.

6. Email Search Form 3 to the Dean of Faculty and the Diversity Officer. This will include the following information:

- a discussion of the strengths and weaknesses of the candidate in comparison to the other finalists;
- a discussion of the other candidates to whom an offer might be made should the preferred candidate decline;
- a list of the finalists who are not acceptable, with brief statements outlining the reasons for their exclusion.

7. Alteration, Suspension or Discontinuation of a Search.

The Dean of Faculty and the President have the right to suspend or halt a search or to require additional recruiting if the initial effort or result is deemed inadequate or for lack of adherence to Diversity guidelines. The Dean of the Faculty and the Diversity

Officer must approve the procedures undertaken by the search committee before the next stage of the recruitment process may commence. If the Diversity Officer withholds approval, they will present their arguments to the President. With the agreement of the President, the search may continue and an offer may be approved by the Dean of the Faculty despite the lack of concurrence by the Diversity Officer.

8. Communication with Rejected Applicants.

Once the position has been filled, all other candidates should be so informed by the chair of the search committee.

9. Records of the Search.

The hiring department or program must retain for three years the applications and all other records involved in the recruitment process.

III. Recruitment for Non-Tenure Track, Full-Time Positions

Often when departments or programs hire visiting or temporary faculty members they can hire an individual whose areas of specialization may be different from those typically sought for long-term appointments. The person hired may bring new courses or a new approach to existing courses. Furthermore, sometimes people may be hired who lack the terminal degree for the discipline or other credentials that are commonly sought among people hired for tenure-track positions. The flexibility afforded in hiring criteria for temporary positions increases the likelihood that a diverse pool of candidates may be found and thus makes temporary positions another important focus of diversity efforts on the campus.

Non-tenure track positions must be approved by the Associate Academic Dean Mitzel. The Department Chair or Program Director must submit Search Form A to Dean Mitzel for approval. Candidates who are brought to campus must meet with an associate dean. No offer may be made without the prior approval of Dean Mitzel.

The Chair/Director should be familiar with the guidelines for tenure track recruitment. However, in general, the shorter the intended term of appointment, the more flexibility permitted in adherence to the recruitment procedures specified in the previous section. Nonetheless, through whatever procedures are adopted, special attention should be given to the recruitment of women and minority candidates.

The ability to hire women and minority candidates for temporary positions is enhanced by substantial pre-recruitment efforts. Even prior to the vacancy the Department Chair or the Program Director should, using local and national networks, build a vitae file of people who wish to secure temporary and part-time positions. The chair or director may identify faculty members at other institutions who would welcome an opportunity to teach at Trinity for a semester or a year. Then, when a vacancy arises, the search committee should review the vitae on hand and supplement them by contacting the same networks or placing advertisements.

Every person hired on a temporary basis must be informed in writing that, if his or her position is subsequently authorized for continuation beyond the current term of appointment, a full search will be conducted to fill it and that occupation of the position does not itself confer any

advantage in the subsequent search.

IV. The Re-employment of Persons in Recurring Temporary Positions

Sometimes positions that were created to serve temporary needs must be extended beyond the planned term of appointment, or new part-time or temporary positions are created for which a current employee may be eligible. The following policy governs procedures when an employee is being considered for re-employment at the College.

An incumbent may be re-employed in a temporary position without a search if that person was hired previously after a bona fide search process and, with the concurrence of the Department Chair or Program Director and the Dean of the Faculty, he/she is deemed sufficiently established in their assignments to render void the necessity of validating their selection through a search. The incumbents, however, must have been certified through departmental or program evaluation to merit this exception to normal recruitment procedures.

V. Special Situations

The President and the Trustees may, on rare occasions, be presented with an opportunity to appoint a distinguished person to the faculty as a departmental or college appointment. The departmental appointment would be made in consultation, and with the approval of the members of the department or program. Both types of appointments would also require prior consultation with the Appointments and Promotions Committee, the EPC, and the Diversity Officer.

These special appointments may not require adherence to the recruitment procedures described in this document.

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