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 the Faculty/Vice President for Academic Affairs appoints new faculty members.

The Dean in the Dean of Faculty’s Office with responsibility for a department or program conducting a search and the Vice President for Diversity, Equity, and Inclusion (VP for DEI) will oversee the recruitment and hiring for each search.

II. Recruitment for Tenure-Track and Long-Term, Renewable Contract Positions

A. PRE-RECRUITMENT DECISIONS AND ACTIONS

1. a. Preparing a Request for the Dean and the Educational Policy Committee (EPC) – Tenure-Track Positions.

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 tenured and tenure-track members (and, where appropriate, long-term, renewable contract faculty) 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 must consider the importance of fostering a diverse and inclusive community at the College, department, or program. There are many ways to signal our commitment to diversity, equity, and inclusion from the outset of the search, including, but not limited to: (1) defining the position as broadly as possible to appeal to a wide range of candidates; (2) requesting candidates to be familiar with scholarship on race and gender pertinent to the discipline and (3) asking candidates to communicate or demonstrate their commitment to teaching, mentoring, and otherwise supporting a diverse student body.

All proposals to the EPC must show evidence of sustained efforts to develop a pool of diverse candidates for positions in the department or program and the specific steps that will be taken to attract this pool. At the end of each fall semester, EPC, the Dean of the Faculty/Vice President for Academic Affairs, and the VP for DEI will hold a joint meeting on preparing EPC proposals in which these issues will be addressed. Departments and programs who have filed an intent to submit an EPC proposal are required to send a representative to that meeting.
Please refer to the Faculty Diversity site for suggestions and best practices.

b. Preparing a Request for the Dean and the Educational Policy Committee (EPC) – Long-Term, Renewable Contract Positions.
Long-term, renewable contract positions must be requested from the EPC and approved by the Dean of the Faculty/Vice President for Academic Affairs. Departments/programs should submit by October 31 a brief (1-2 page) request to EPC that provides a description of the contribution of the position both within and without the department/program (especially how the position will best meet the needs of students), evidence of sustained need for the position over a period of years, why this need merits a long-term renewable contract rather than a visiting position, and why a tenure-track position would not be more appropriate for fulfilling this need.

Please refer to the Faculty Diversity site for suggestions and best practices.

2. Complete and Submit the Pre-Search Form (Form 1)
The following information must be submitted by email on the Pre-Search Form (Form 1) and approved by the Dean in the Dean of Faculty’s Office with responsibility for the department or program conducting the search, the VP for DEI, and the Director of Academic Finance:

- the position description;
- search committee composition;
- search timetable; and
- details of and budget for the advertising/recruitment strategy.

a. Search Committee.
The Department Chair or Program Director, in consultation with the Dean for the department/program, will establish a search committee that consists of members of the relevant department or program (or both departments/programs, for joint appointments). When constituting the search committee, attention should be given to the composition of the membership with respect to academic discipline, rank, and diversity. You must also include on the search committee a faculty member from a related department or program in order to explore the search’s connection to the college’s intellectual community. The membership of the search committee, and the external member in particular, must be approved by the department’s Dean prior to completion of the form. 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 department’s Dean and, if relevant, the VP for DEI.

b. Search.
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 in identifying underrepresented candidates. To document this effort, a record of all contacts, including telephone discussions, should be kept by committee members so that the committee chair can report to the department’s Dean and the VP for DEI on the creation of a sufficiently diverse candidate pool. The vacancy
should be publicized through professional organizations and disciplines, with special attention to advertising in those publications recognized as bringing job openings to the attention of diverse candidates. The advertisement must contain language that strongly encourages applications from diverse candidates.

The search committee must make every effort to ensure that the pool includes underrepresented candidates. In the initial stages, there should be regular contact between the committee and the department’s Dean and the VP for DEI so that if the pool is not sufficiently diverse, they may help the committee implement new strategies. If the final applicant pool lacks diversity, the search committee may be asked by the Dean and the VP for DEI to restart the search.

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 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, he or she must be treated in the same way as external candidates. The search committees must take special care to maintain the confidentiality of 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. **Fall Meeting for Search Committees, Departments, and Programs**
   In early fall, the Dean of Faculty Office and the VP for DEI will hold a mandatory meeting for all search committees on issues pertinent to diversity, equity, and inclusion in the candidate selection and interview processes. All search committee members are required to attend; other members of the departments and programs holding the search are strongly encouraged to attend if they will be reviewing applications or interviewing candidates.

2. **Review of the Candidate Pool and Selection of Candidates to be Interviewed.**
   If the applicant pool is not sufficiently diverse, the search committee chair should notify the VP for DEI and the department’s 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 will meet to review applications and to select candidates to interview. The committee must attempt to identify applicants from underrepresented groups and must assess the advantages, in terms of increased diversity, of hiring such candidates when selecting
which applicants to bring to campus. Committee members should be careful not to
dismiss candidates who may have taken non-traditional career or educational paths and
also to restrict deliberation of the candidates to discussion of bona fide job
requirements.

3. Complete and Submit the **First-Round Search Form (Form 2)**
The following information must be submitted by email on the **First-Round
Search Form (Form 2)** and approved by the department’s Dean and the VP for
DEI **before** first round interviews may be scheduled.

- the number of applicants (categorized by gender and racial/ethnic status);
- a description of the search process;
- specific actions the department took to widen its pool of applicants;
- An *unranked* list of the names of the candidates selected for first-round interviews

In PeopleAdmin, the online applicant tracking system, move the top 10 to the
workflow state “Recommend as Search Form 2 candidate” prior to submission of the
form. Otherwise, send copies of their CV’s.

The Dean and the VP for DEI will review the lists for diversity-related issues and
give feedback to the committees within 72 hours. **Upon approval**, committees may
contact these candidates for first-round interviews.

4. First-Round Screening.
The search committee may conduct preliminary interviews at a professional
conference or via video or teleconferencing. Whenever possible, the interviewing
team should reflect the diversity of the search committee. Extraordinary effort must be
undertaken to interview members of underrepresented groups.

5. Complete and Submit the **Finalist Search Form (Form 3)**
The following information must be submitted by email on **Finalist Search Form
(Form 3)** and approved by the department’s Dean and the VP for DEI before
campus visits can be arranged.

- a description of the first-round search process;
- The names of the first-round candidates, sorted into three groups as follows:
  A. The three candidates selected for an on-campus interview, *unranked*.
  B. Other acceptable candidates, *ranked* in order of preference should further
campus visits be necessary.
  C. Unacceptable candidates, unsuitable for on-campus interview.
- a brief synopsis of the short-listed candidates’ accomplishments and/or potential
  as scholar/teachers, with rationales for their placement into the three groups.

The chairs of search committees should schedule a meeting with the department’s
Dean and the VP for DEI to discuss the first-round results, allowing at least 48 hours
for the Dean and the VP for DEI to read through the files and Finalist Search Form.
This meeting must take place and Finalist Search Form approved before campus visits
can be arranged.
6. **Campus Interviews.**
The department’s Dean and the Dean of the Faculty/Vice President for Academic Affairs will meet with all candidates for tenure-track positions interviewed on campus. The department’s Dean will meet with candidates for long-term, renewable contract positions. Search committee chairs should assure that all candidates meet with a diverse range of students and faculty members, both in and outside the department/program, while on campus.

7. **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.

8. **Complete and Submit the Hiring Search Form (Form 4)**
The following information must be submitted by email on the Hiring Search Form (Form 4) and approved by the department’s Dean, the Dean of the Faculty/VPAA, and the VP for DEI before an offer can be made. The Hiring Search Form 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.

The chair of the search committee will meet with department’s Dean, the Dean of the Faculty/VPAA, and the VP for DEI to discuss acceptable candidates and the search committee’s recommendation. Once a decision has been made, the department’s Dean will contact the chosen candidate to make an official offer.

9. **If a Visa is Required**
Once an offer is accepted, the chair of the search committee should alert the Dean for the department whether the candidate requires a visa. The Dean will notify the Human Resources Office, which will initiate the visa application process as soon as is practical, given the candidate’s circumstances.

10. **Alteration, Suspension or Discontinuation of a Search.**
The Dean of the Faculty/VPAA has the right to suspend or halt a search or to require additional recruiting if the initial effort or result is deemed inadequate or if there is lack of adherence to diversity guidelines.

11. **Communication with Rejected Applicants.**
Once the position has been filled, all other candidates should be so informed by the chair of the search committee.

12. **Records of the Search.**
The hiring department or program must retain for one year all records involved in the
III. Recruitment for Temporary 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.

Step 1: Obtain approval for the position from the Dean responsible for the department or program.

Step 2: Discuss an advertising strategy with the Dean. If an ad will be placed (in print or online), obtain approval for the ad copy from the Dean. Candidates considered for non-tenure-track, temporary positions must be legally authorized to work in the United States. Applicants who require an H1-B visa cannot be considered for temporary positions. Applicants for non-tenure-track, temporary positions who require sponsorship for visas other than an H1-B visa will be required to pay all costs associated with visa applications.

Step 3: Submit a budget for the search. This should include estimated costs for advertising, travel (both for candidates to visit campus, and, if absolutely necessary and with justification, for department members to attend meetings), and local costs. For details, see Appendix A to Search Form 1 for tenure-track and long-term, renewable contract searches.

As a general practice, non-tenure-track searches should be run with an eye to minimizing costs. In particular, departments and programs should make every effort to limit campus visits (e.g. by using telephone or video interviews to screen candidates), and to limit their interviewees to candidates in reasonable proximity to Hartford.

Step 4: Obtain the approval of the DOAA to begin the interview process.

Step 5: Send the DOAA the CV of the candidate(s) to whom the department/program would like to make an offer. Obtain approval of the DOAA in order to make the offer.

Before an offer is extended, the chair of the search committee should alert the Dean for the department whether the candidate requires a visa. The Dean will notify the Human Resources Office, which, if the candidate is hired, will initiate the visa application process as soon as is practical, given the candidate’s circumstances. Note that some visa applications can take many months to process, which could affect the start date for the candidate.

The candidates should be told that the appointment is contingent on a satisfactory background check, but that the check itself is only informational, and does not by itself determine whether an appointment is made. A background check will be conducted once a candidate accepts an offer.

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