

FACULTY SEARCH PROCESS

Tenure Track

I. PROPOSING A TENURE TRACK POSITION

- Chair will consult with Assoc. Provost to identify the strategies the department will use to diversify the applicant pool. These strategies will be listed in item #6 on the personnel requisition form.
Position moves through the ATS as follows: VP, Budget, Personnel Committee, EEO, HR/Provost.
- Chair/Search Chair (C/SC) submits completed proposal on the Applicant Tracking System (ATS). Only tenure track positions go through the entire process, non tenure-track positions are approved by the Provost. Those that go through the ATS will then be entered in the system and advance to EEO and HR/Provost for approval.

II. RECRUITING

After final approval, the position will post on insidehighered.com, highered.com and the Denison and Ohio Five websites.

- Posting of the job on other sites listed in the proposal is the responsibility of the department.
- C/SC must insure the EEO/Affirmative Action Statement is included in all postings of the advertisement
- EEO/Affirmative Action Statement for the College can be found on Denison's employment page online at:
<https://employment.denison.edu/applicants/jsp/shared/frameset/Frameset.jsp?time=1266328034761>

Denison University is an Affirmative Action, Equal Opportunity Employer. To achieve our mission as a liberal arts college, we continually strive to foster a diverse campus community, which recognizes the value of all persons regardless of religion, race, ethnicity, gender, sexual orientation, disability, or socio-economic background.

- a. C/SC follows-through on diversification of applicant pool. Academic Administrative Assistant tracks and documents all individuals contacted using the strategies identified in the position proposal for diversifying the applicant pool.

III. PREPARING FOR THE SCREENING PROCESS

- C/SC prepares department to protect the College from liability, protect candidates' rights, and provide all candidates with the appropriate professional environment.

- C/SC distributes and reviews “Recruitment Guidelines for Departments” (on Provost’s website http://www.denison.edu/offices/provost/recruitment_guidelines_08.html) with search committee *and anyone who will be involved in the interview process*.
- All departments review the booklet entitled: *Rising above Cognitive Errors* by JoAnn Moody. Contact the Provost’s Office for a copy of this booklet.

- Search Committee develops evaluation criteria before the candidate evaluation process begins.
 - Criteria should focus on the job description/posting and additional qualitative characteristics pertinent to the position. This information becomes a guide for the Search Committee, Department, and Provost’s Office.
 - It is suggested that the department consider appointing a “process person” on each search committee who will point out cognitive errors (Moody, pp. 21-22). This person may be from outside of the department and in such cases will not have a vote or decision making role regarding candidate selection. Alternately the process person may be a voting member of the search committee. The role may rotate among department or search committee members. The method for using a process person should be determined before any of the actual meetings to screen candidates begins.

IV. CONDUCTING THE SCREENING PROCESS

- C/SC guides Search Committee through a thorough screening process.
 - The committee must discuss the values that will guide its search, e.g. Open-mindedness – willingness to share and consider divergent opinions, strict confidentiality to protect the committee members as well as the candidates throughout the process.
 - Avoid premature ranking.
 - Read all candidates’ materials.
 - Use data/evidence to support discussions of candidates.
- C/SC submits candidate list for review by Associate Provost with oversight for faculty diversity prior to scheduling telephone or conference interviews.
 - C/SC discusses diversification of applicant pool and rationale for candidate list in light of available diversity within the pool.
 - Associate Provost makes a recommendation to the Provost.
 - If Provost approves candidate list, C/SC is contacted regarding final approval.
 - Administrative Academic Assistant updates ATS to change the status of those selected for phone or conference interviews.
 - If Provost does not approve candidate list, C/SC works with Provost to shape interview list.
- After interview with the approved candidates, the C/SC will consult with the Associate Provost to obtain approval for the three finalists who will be invited to

campus. The Associate Provost will consult with the Provost before the final pool is approved.

- Prior to scheduling candidate visits, C/SC consults with Staff Assistant to the Provost regarding Provost's schedule/availability.
 - The Academic Administrative Assistant changes the status of the candidates invited for on campus interviews in the ATS.
- C/SC invites candidates to campus.
 - If candidate/s declines an on campus visit, Chair/Search Chair discusses alternate candidates with Assoc. Provost, and the steps are repeated: Associate Provost make a recommendation to the Provost, Provost approves candidate list, C/SC is contacted regarding final approval of new finalist.

V. HOSTING CAMPUS INTERVIEWS

- C/SC schedules interviews, develops itinerary, invites appropriate participation from members of the campus community. The Diversity Guide may be a useful resource for the chair to share with candidates.
<http://www.denison.edu/offices/provost/index.html>
 - C/SC develops an itinerary that allows each candidate to demonstrate their strengths *and* that allows each candidate to see the strengths of the Denison community.
 - C/SC offers candidates the opportunity to have a meeting with members of the community based on interests/affinity (e.g. professional, social or cultural interests).
 - * Some will get called on disproportionately

VI. CONDUCTING THE SELECTION PROCESS

- C/SC conducts the selection process. Again, criteria developed earlier in the search process are used appropriately to guide the selection process. The selection process should continue to make use of *Rising Above Cognitive Errors* by JoAnn Moody to ensure a fair and equitable selection process.
- C/SC submits hiring rationale to the Provost within 72 hours of the Provost's approval of the offer to the candidate.
 - Submit a hiring rationale of up to 1 page summarizing the strengths/weaknesses of each candidate with respect to the criteria used for evaluation. Comparative statements may be made where appropriate.
 - Hiring rationale includes whether any best practices were used at any stage of the process, particularly as it relates to diversity (e.g. formulation of the position recruitment, diversification of the pool), hiring process so that the College builds capacity for excellence in hiring processes. See Hiring Rationale/Candidate Summary

VII. HIRING A CANDIDATE

- C/SC makes hiring request to the Provost on behalf of Dept.
 - Provost approves and outlines hiring details including salary.
 - Department Chair makes offer to candidate.
 - Staff Assistant to the Provost sends contract after candidate accepts the position.
 - Signed contract received in Provost's Office.
 - Staff Assistant consults with Chair about closing the search and updates the ATS to reflect the recommendation for hiring candidate and ensures other statuses are updated accordingly.

- C/SC sends letters of regret from the department to the candidates by either: E-mail (going into the ATS and initiating letters) OR through U.S. mail. The ATS has options of: "not hired—send email", or "not hired-don't send e-mail"
 - If any candidate has a relationship with the College, the C/SC should consider this with respect to how communication with the candidate will occur.
 - Academic Administrative Assistants should retain copies of the letters of regret sent via U.S. mail for documentation.

VIII. EXTENDING HOSPITALITY TO THE NEW HIRE

- Chair and Department members consider ways to support the newly hired faculty member that are both pragmatic and social. Contributions to retention of a new faculty member begin immediately after s/he is hired. Best Practices include:
 - Extending Resources to the new hire (e.g. office supplies, guidelines on travel reimbursements, assist with computer or other technology needs.)
 - Review information the new person needs to know to get started in the position: E.g. department chair review the guidelines on travel, reimbursements, subscriptions, and other resources that s/he might use in the near future
 - Department Chair encourages the attendance of the New Faculty Orientation and Fall Faculty Symposium
 - Department Chairs ensure the Faculty Mentoring Plan is current and begins working with Department members to implement it.

References/Resources: Available in the Provost's—Contact Jane Dougan
(dougan@denison.edu)

Vicker, Lauren A, and Royer, Harriett J. (2006). *The Complete Academic Search Manual: A Systematic Approach to Successful and Inclusive Hiring*. Sterling Virginia: Stylus.

Moody, JoAnn. (2007). Rising Above Cognitive Errors: Guidelines for Search, Tenure, Review and Other Evaluation Committees. Joann.moody@earthlink.net
(<http://www.diversityoncampus.com/id7.html>)