

THE COLLEGE OF  
**WOOSTER**

*Independent Minds, Working Together.*

MEMORANDUM

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To: Search Chairs  
From: Carolyn Newton, Provost  
Date: August 2013  
Subject: Guidelines for Faculty Tenure Track Searches

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The following checklist and guidelines have been adopted by the Office of the Provost for faculty searches. As a chair involved in a faculty search during 2013-2014, please review this checklist and detailed guidelines and, if you have questions, please contact the Office of the Provost.

**All chairs of Tenure-Track searches and their administrative coordinators  
are invited to a workshop on  
Wednesday, August 21, 4:00 p.m. in Galpin Board Room.**

**T-T and 3-year Search Checklist:**

- \_\_\_ Write job description and submit to Provost (Chair)
- \_\_\_ Put job description in memo form and send to the President for approval (Darlene Berresford)
- \_\_\_ Chair will receive confirmation of Presidential approval of job description from the Office of the Provost
- \_\_\_ Send diversity search strategies to the Provost (Chair)
- \_\_\_ Send announcements and department advertising costs to be approved of by the Provost's Office before posting
- \_\_\_ Advertising by department as well as Office of the Provost advertising (Chair and Darlene Berresford)
- \_\_\_ Collection of Applications (Search Committee)
- \_\_\_ Send Excel spreadsheet, including all applicant names and addresses, to Marcia Beasley in HR – one week after the deadline for applications/date upon which review of applications begins – for Affirmative Action mailing (Chair/Admin.Coord.)
- \_\_\_ Send top six candidate files in hard copy along with the department's memo to the Provost outlining top candidates and include the total # of applicants. Also, if there are no identifiable diversity candidates in the top six files, send folders for all such candidates.

- \_\_\_ Set up interviews (Chairs work with Darlene Berresford)
- \_\_\_ Create interview schedule (work with Darlene Berresford)
- \_\_\_ Memo detailing decision to the Provost (Chair)
- \_\_\_ Offer made by Provost
- \_\_\_ Contract sent by Provost Office
- \_\_\_ Provost Office will notify chair when signed contract has been received
- \_\_\_ Department contact candidates that were not chosen

NOTE: Tenure-track searches not completed by April 15 will be pulled-down to one-year visiting searches.

## **DETAILED INFORMATION REGARDING THE SEARCH PROCESS**

### **Appointing the Search Committee**

After a department has received approval to hire a multi-year or tenure-track faculty member, a search committee, composed of at least three members, shall be formed to conduct the search and select the most qualified candidate. The search committee may include the entire department and must include at least two members of the department. In addition, there will be one representative from outside the department into which the new hire is being made. This outside person, a full member of the committee, brings a college-wide perspective to a departmental hiring process and represents to applicants the institution's commitment to cross-departmental connections. If a department does not have enough members that qualify being on the search committee, a special committee might be appointed. Please consult with the Provost on such occasions.

The department chair shall either act as or appoint a chair of the search committee and will appoint at least one other member from the department. To determine who the outside member will be, the search committee chair shall, in collaboration with the department, submit a list of three recommended candidates from outside the department and a rationale for each candidate to the Provost. These candidates may include faculty serving on elected and appointed committees. The Provost shall choose which faculty member from the list he/she deems most suitable and inform the department and the outside faculty member of his/her decision in an expedient manner.

### **Strategies to Obtain a Diversified Candidate Pool**

As part of your search, you should define specific strategies to solicit applications from women and candidates from other under-represented racial, ethnic, and cultural groups. Before advertising, you must submit to the Provost a written summary of the strategies you will be using to obtain a diversified applicant pool and make an appointment with the Provost to discuss these strategies in person. The plan should address the following aspects of the search process:

- All position descriptions should be written so as to reflect the institutional commitment to diversity, and to increase the number of minority applicants to the pool.
- The job announcement should be placed so as to reach the largest and most diverse audience of potential applicants.
- Additional efforts should be made by the department to increase the diversity of the applicant pool. Possibilities include but are not limited to:

- Sending a personal letter to graduate programs in your discipline with large numbers of minority students, or to specific minority candidates you know of;
- Making phone calls to graduate programs with a large minority student population, or to specific minority candidates you know of;
- Soliciting nominations for potential candidates from graduate faculty and others in your discipline;
- Requesting travel funding from the Provost to attend conferences or professional meetings and to historically Black colleges and universities where you can meet with potential minority candidates (<http://www.edonline.com/cq/hbcu/alphabet.htm>);
- Using any resources provided by committees on diversity in discipline-specific professional organizations.

The College is also a member of the Consortium for Faculty Diversity and, through the Consortium, receives several hundred resumes from minority applicants across the disciplines. These applications are available in the Office of Provost in early December, and you should feel free to review them for potential candidates.

### **Advertising and Publicizing Positions**

Tenure-track and multi-year visiting positions must be nationally advertised. The Provost approves final copy for all such ads before they are sent for publication and must authorize all advertising in advance. The application deadline should be set so as to allow a reasonable time for qualified individuals to apply.

The Office of the Provost places ads for all approved positions in *The Chronicle of Higher Education*. The Provost also will place the full description on the College's and Ohio5 web sites. GLCA is notified about openings for inclusion on their web site where they provide a link to the College's Human Resources page. Additionally, the Provost place approved ads on the websites of *Inside Higher Ed*, *Higher Ed Jobs*, *ScholarlyHires.com* and places an ad quarterly in the *National Minority Update*.

It is the search chair's responsibility to see that ads are placed in the appropriate professional publications. Copies of the description should be sent via e-mail to the leading graduate departments in the discipline. In particular, it is the chair's responsibility to send copies to the leading producers of minority Ph.D.s (information can be found at: <http://diverseeducation.com/top100/GraduateDegreeProducers2013.php>) and to solicit nominations of potential candidates from the chairs of these departments and others in their discipline. Nominations will be followed up by direct contacts with the nominee to provide information about the position and answer questions.

The following statement must be included in all web-listed advertisements:

*The College of Wooster is an independent college of the liberal arts and sciences with a commitment to excellence in undergraduate education. The College values diversity, strives to attract qualified women and minority candidates, and encourages individuals belonging to these groups to apply. Wooster seeks to ensure diversity by its policy of making appointments without regard to age, sex, color, race, creed, religion, national origin, disability, sexual orientation, gender identity and expression, or political affiliation. The College of Wooster is an Equal Opportunity/Affirmative Action Employer. Employment is subject to federal laws requiring verification of identity and legal right to work in the United States as required by the Immigration Reform and Control Act. The College of Wooster is a drug-free workplace.*

For reasons of economy, print versions of the advertisement may be limited to the following:

*Wooster seeks to ensure diversity by its policy of employing persons without regard to age, sex, color, race, creed, religion, national origin, disability, veteran status, sexual orientation, or political affiliation. The College of Wooster is an Equal Opportunity/ Affirmative Action Employer.*

All job listings must request graduate transcripts as part of the application materials. To save applicants undue expense, these may be unofficial transcripts; official graduate transcripts will be required before a contract is issued to the successful candidate.

### **Acknowledging Applications**

Each search must ensure that all applicants are acknowledged and are given the opportunity to self-identify to the College as members of protected groups. Normally, this can be accomplished by using the Affirmative Action form developed by Human Resources; candidates who respond will send their replies to that office, and no information about these candidates will be shared with the searching department.

The letter sent by Human Resources that encloses the Affirmative Action form and a postage-paid reply envelope includes as the first sentence an acknowledgement of application. By using the letter as the only hard copy acknowledgement letter, duplicate postage expense can be eliminated. There may, of course, be special circumstances where direct electronic communication from the department would be advantageous; for example, if there is specific information the search committee would like to convey regarding the search timeline or reminders of required items for the application.

Note: The chair is responsible for informing all faculty members who have a legitimate interest in the search. Students should never be in a position where they see or handle materials from candidates or references.

### **Screening Candidates**

The selection of candidates for a short list must clearly be in accordance with the requirements for the position as described in the announcement of the post.

In the case of positions whose duties as given in the job description include teaching in one or more of the College's interdisciplinary programs, the chair of the relevant program will be included, at a level appropriate to the division of teaching responsibilities, in the process of recommending and evaluating candidates for the short list.

Faculty members who have joint appointments in another department or program should have the opportunity be fully included in the search process. Departments may choose at their discretion whether to involve visiting faculty members (other than those who are candidates) in the search. Adjunct members of the faculty should not be involved in searches.

### **Preliminary Interviews**

For tenure-track and multi-year visiting searches that conduct interviews at professional meetings, the Provost's recruiting budget will pay the expenses for only **one** search committee member per search. The guidelines for these expenses are to follow those for the Faculty Travel Benefit and cover transportation (defined as direct airfare from local airports as well as ground transportation), room, board, and registration. The working assumption for this funding is that it should not exceed the maximum amount provided by the Faculty Travel Benefit; exceptions to this assumption must be discussed with and approved by the Provost at the outset of the search process.

Search committees that conduct semi-final interviews are urged to consider using desktop

videoconferencing and/or telephone interviews to conduct the preliminary screening. Darlene Berresford can provide assistance with setting up such interviews.

### **Campus Interviews**

When you have identified your top six to ten candidates, please send the **original** folders to the Office of the Provost. The department should keep a copy of all materials sent to the Provost's Office. Please include graduate transcripts in the candidates' folders. In a memorandum to the Provost, rank at least the top six candidates and explain the reasons for your recommendations. Normally, three candidates are invited for campus interviews for tenure-track and multi-year visiting positions.

In your memo, please provide a profile of the demographic composition of the candidate pool, *e.g.*, number of women and men, number of identifiable African Americans, Native Americans, Latinos(as), and Asian Americans, and the total number of applicants.

The final decision on who will be brought to campus for tenure-track positions is made by the Provost. Candidates are invited to the campus for interviews only by the President, the Provost, or by the department/search chair acting upon specific authorization. Normally, for tenure-track searches three finalists will be invited to campus. An internal candidate will count as one of these three finalists. If a minority candidate is identified in the pool as a strong candidate, but does not fall among the top three, this candidate may also be interviewed. In cases where the department and the Provost cannot reach agreement about which candidates should be invited to campus, the Teaching Staff and Tenure Committee shall review the arguments and serve as a mediator.

Darlene Berresford in the Office of the Academic Affairs will schedule the visit with the assistance of the department chair and distribute the schedule to all relevant parties. Any departmental additions to the schedule (and welcome packet) should be arranged through Darlene Berresford.

All information on the visit, including a copy of the candidate's schedule, the approved position description, and the first two to three pages of the candidate's dossier, will be made available to the department/search chair as well as to others who may have a legitimate interest in the candidate. The latter will also be invited to participate in the evaluation of the candidate.

As part of the on-campus interview, the candidate must teach a **regularly scheduled** class. When making arrangements with the Provost's office for the candidate's visit please identify the class to be taught by the candidate; mock classes will not be permitted unless the visit unavoidably occurs during a College vacation. To the extent possible, the candidate should provide a representative demonstration of his or her teaching ability and engagement of students. Ideally, all candidates should be asked to teach in the same course. Please take care to have all candidates teach to a neutral class; for example, neither internal nor external candidates should be asked to teach an internal candidate's class. If the department wishes, candidates also may give a research presentation or performance, or if the department also wishes the candidate to make a teaching presentation of his/her specialist area, this should be arranged through Darlene Berresford.

The Provost's Office understands the importance that sharing a meal in a fine restaurant can have in the search process and so we would like to make this possible, even in an environment in which we must be cost-conscious. For this reason, no restrictions have been placed on the selection of restaurant for tenure-track searches for the 2013-14 academic year. Please use discretion in placing orders so that the meal cost is reasonable and so that departments can continue to have free selection of restaurants in the future. In searches for visiting positions, chairs are required to use The Wooster Inn and meals in

restaurants off campus will not be reimbursed. In the event that The Wooster Inn is closed, a comparable local restaurant may be selected.

The Office of the Provost pays for all candidate meals. Search committees are requested to avoid excessive charges for these meals, and the following criteria will apply to all searches: the Provost pays for one meal with three department faculty members. (If there has to be a second meal with the candidate, the Provost will pay for up to two faculty members at that meal.) The Provost does not pay for departmental meals/receptions or for meals for the spouse of the candidate. Meals at out-of-town restaurants and outside catered meals are not covered by these guidelines and will not be reimbursed. Alcohol: for both legal and economic reasons, you are asked to exercise appropriate judgment in this regard; one alcoholic drink with dinner is reimbursable by the College. Please submit itemized, **detailed receipts** for reimbursement, as required by the Business Office.

Discretionary costs, such as the mailing of additional departmental materials and textbooks, must be paid from department funds.

### **Recommendations**

After campus interviews have been completed, and following discussion within the department, the chair should send her or his recommendation to the Provost for consideration as soon as possible. The recommendation should include evaluative comments on each of the candidates brought to campus and, as appropriate, a rank ordering of candidates. To expedite the process, the department may recommend, in the event that an offer is declined by the department's first choice, that the Provost offer a contract to its second and, if unsuccessful, third choice candidate. It should also identify any candidates who should not be given further consideration and explain the department's reason for this conclusion. If the Provost does not agree with the ranking, he/she shall present his/her arguments to the department, and the two parties shall deliberate and agree on an acceptable ranking. In cases where the department and the Provost cannot reach an agreement, the Teaching Staff and Tenure Committee shall review the arguments and serve as a mediator. If no agreement is reached, the President will make the final decision.

Contract offers are made only by the Provost or by the President. You should not contact the candidate until after the Provost informs you that an offer has been made. You should defer all questions on compensation to the Provost.

### **Post-Search Obligations**

As soon as the Provost confirms that a signed contract has been received, the department chair is responsible for contacting campus finalists to inform them of the outcome of the search. The chair must also communicate with all other applicants for the position, either by email or letter, to inform them of the search's conclusion.

All materials related to the search should be kept on file in the department for a period of two years before being destroyed.

### **Special Considerations**

Normally, a retiring faculty member should not be involved in defining a position description or in the search process itself. Exceptions to this may be made if approved by the Provost.

Faculty members with a family or other significant relationship with a person being considered for a faculty position are expected to recuse themselves from discussions about defining the position and the search or review process at departmental levels.

### **Procedures for Internal Candidates**

When an incumbent faculty member on a visiting appointment applies for a different position advertised by the College, the following procedures should be followed:

- The chair should insure that the individual has a copy of the announcement and is aware that a national search is taking place.
- The individual must formally apply for the position in writing as if she/he were an external candidate. If official transcripts and external letters are already a part of the permanent file in the Office of the Provost, the existing file may be used.
- An internal candidate is to be treated as any other applicant in the search, without positive or negative prejudice. In particular, potential internal candidates should not play a role in shaping the position or participating in the search.
- If the individual is invited to interview, the Office of the Dean for Faculty Development will contact her/him to make arrangements.
- Internal candidates shall not be included in any evaluation of other candidates for the position for which she/he has applied.
- If a current temporary appointee decides not to be a candidate, the chair may invite him/her to be a part of the department's search efforts. Please do not assume that she/he will not want to participate simply because she/he is leaving.

CN:dgb