

PREPARING TO RECRUIT

Preliminaries

- The entire recruitment process must be governed by a sense of the mission of the college, by careful planning, and by respect for the need for affirmative action and equal employment opportunity.
- Carefully review the college's voluntary affirmative action plan and the procedures for faculty appointments described in the *Faculty Manual* (especially §4.I, §4.VI.A, §4.VI.D, and §4.VII).
- Working backwards from a target search completion date, develop a realistic timeline for recruiting and interviewing.
- The department chair should discuss with the Associate Dean the nominees for membership on the search committee. The search committee should include individuals with different perspectives and expertise; all should have a commitment to diversity. *At least one member of the search committee must be from outside the department.* The Associate Dean has approval authority over the composition of the search committee.
- If the position is one where affirmative action initiatives have been deemed appropriate, develop plans to actively recruit underrepresented populations. Successful affirmative action initiatives require a pool of applicants that is demographically diverse and consistent with the availability of females and non-whites.
- The chair of the search committee should submit a completed "Faculty Recruitment Plan" form together with a proposed position announcement to the Assistant Provost by July 15. The position announcement should be narrative and appropriately detailed. (A template that may be used for the position announcement is included in this *Guide*.) The Associate Dean, the college's Affirmative Action Officer (Bruce King, Assistant to the President for Institutional Diversity), and the Assistant Provost must approve the recruitment plan and the position announcement. The timetable for the search must allow sufficient time to advertise the position and to recruit a diverse applicant pool.
- The chair of the search committee should work with the Associate Dean to develop a budget for the search. This budget should cover advertising, conference recruiting, candidate travel, local hospitality, etc. In recognition of the strain on a department's operating budget that may be caused by a tenure-track search, \$5000 will be transferred to the department's 2008–09 operating budget to offset search expenses.

Search Committee Procedures

- If the position is one where affirmative action initiatives have been deemed appropriate, an Affirmative Action Liaison will be designated by the college's Affirmative Action Officer. The Affirmative Action Liaison is an *ex officio* member of the search committee. The Liaison should be present at all meetings of the search committee or the department at which decisions about the search process or individual candidates are made.

- Meet with the Associate Dean near the beginning of the search process to discuss general expectations, procedures, etc.
- Develop specific hiring goals and criteria that reflect consensus on areas of specialty and other job-related requirements. Meet with all appropriate faculty and staff to develop consensus on these goals and criteria.
- Develop a clear position description that includes minimum as well as preferred qualifications and experience.

Establish a system for maintaining records of the search process. Copies of nominations, applications, letters to candidates, affirmative action progress reports, and search committee notes should be kept in a secure place for one year following the completion of the search.