

**Office of Academic Affairs**  
**Guidelines on Recruiting Candidates for Faculty Positions**  
**2022 – 2023**

Academic Affairs works closely with academic units in faculty recruitment. This document serves as a step-by-step reference, outlining the process. If you have questions, please contact Lisa Sacks at [lsacks@wesleyan.edu](mailto:lsacks@wesleyan.edu) or x3428, or anyone in Academic Affairs. This document along with additional search resources can be found on our website under [Info from the VPAA](#).

The first section of this document provides guidelines that apply to searches for tenured, tenure-track, adjunct, professor of the practice faculty, and artists-in-residence; the second section applies to searches for full-time visiting faculty.

**1. Search Process Overview.**

**a. The initial recruiting process:**

- i. Form the search committee; including a Process Advocate for the Office of Equity & Inclusion.
- ii. Meet in May or August with Academic Affairs and the VP for Equity & Inclusion;
- iii. Develop the recruiting materials and submit them to the appropriate Academic Dean, the Academic Affairs Faculty Resource Specialist (Lisa Sacks), and Associate Provost (Sheryl Culotta).
- iv. Post the position on Wesleyan’s recruiting website;
- v. Advertise the position;
- vi. Recruit intensively for a diverse applicant pool;
- vii. Receive and review applications;
- viii. Conduct initial interviews.

**b. The on-campus interview:** Submit a proposal to your Academic Dean with a shortlist (typically three candidates) to bring for on-campus interviews, their full dossiers, a log of all the people in the field that the search committee contacted in order to recruit for diversity, and a cover letter. The Dean, VP for Equity & Inclusion, and the Provost will review this proposal. Provost approval is required before inviting a candidate to campus.

**c. The offer:** Submit a proposal to your Academic Dean as described below.

**Recruiting for Inclusion.** You are expected to develop a diverse pool of candidates. Search committees should develop a plan for reaching out in the field, calling on those across the field to inform potential candidates from underrepresented groups and, where appropriate, to facilitate recruitment. The VP for Equity & Inclusion is available to assist committees in this process. Directories to assist outreach efforts to historically underrepresented groups and women can be found at: <http://www.wesleyan.edu/inclusion/equity/equity2.html>. Throughout the search process, a log should be kept of all these contacts about potential candidates. In your proposal to bring candidates for on-campus interviews, you must include this log and a description of all efforts taken in order to increase the representation of underrepresented groups in the candidate pool. Please review [Faculty Diversity: Removing the Barriers](#).

All members of the search committee should review the booklet entitled: [Rising above Cognitive Errors](#) by JoAnn Moody.

Before commencing with review of dossiers, the search committee must develop a rubric of criteria for evaluation. 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, the academic unit, and Provost's Office.

Units must use a Process Advocate on each search committee. A Process Advocate will have been trained by the Office for Equity & Inclusion to point out cognitive errors (See Moody 21-22) and implicit biases in the review of candidates. Appointed by the Office for Equity & Inclusion, this person will not be a member of the unit carrying out the search and will not have a vote or decision-making role regarding candidate selection.

2. **Posting the position.**

- a. **Web posting:** Academic Affairs will post your advertisement for this position on the Faculty Openings web page: <https://careers.wesleyan.edu/postings/search>.
- b. **Application process:** Careers is the program Wesleyan uses to accept and review applications online. This program allows the applicant to submit a full dossier; it automatically emails references for confidential letters of recommendation and posts these (Interfolio letters are also supported). It allows faculty members to view the applications in WesPortal. You may view the applications online or download them as pdfs; you may organize the pool into categories; you may create a shortlist so that the full faculty of the unit see only the dossiers of a subset of applicants. Lisa Sacks in Academic Affairs will provide training and support for you and your AA in using Careers.

3. **Advertisements.** Academic Affairs will cover the costs of advertising, up to a maximum of \$1,800, for each search. If advertising costs will exceed \$1,800, the Chair should consult with Lisa Sacks before placing the ads. Advertising includes print and electronic announcements as well as any printing and mailing expenses. Lisa Sacks will provide a link to Careers for inclusion in your ad that will take applicants directly to your posting.

**Requirements for all faculty position advertisements:**

In order to ensure that Wesleyan will be able to obtain a visa and/or green card for the faculty member if it turns out that the successful candidate requires one, there are a number of very specific requirements that must be met for every faculty job posting.

All searches **must** post an ad in the Chronicle of Higher Education for a minimum of one month excluding holidays (there is no cost to the unit for this ad; it is included in our annual subscription with the Chronicle). This ad must include all of the following information:

- a. Job title / Rank of initial appointment
- b. Field and specialization(s)
- c. Date appointment begins (and length of appointment for non-tenure-track). Tenure Track/PoP appointments begin on July 1 (Visitor appointments begin on September 1).
- d. Job duties, including:
  - i. Teaching load (2/2 for tenure-track and 3/2 for PoP, unless otherwise agreed), in person on Wesleyan's campus.
  - ii. Additional duties:
    - 1. For tenure-track: "Additional duties include advising and mentoring students, carrying on a program of research, and participating in faculty governance at the departmental and university level" (you can add in other duties, as appropriate)
    - 2. For PoP: "Additional duties include advising and mentoring students, and participating in faculty governance at the departmental and university level" (you can add in other duties, as appropriate)

- e. Minimum requirements for the role, usually: “Ph.D. in X or related field in hand by the time of application” **if you will only consider applicants whose PhD has already been awarded,** or “Ph.D. in X or related field in hand by the time of appointment to be hired as an Assistant Professor; a successful candidate may be hired as an Instructor if the candidate does not have a Ph.D. in hand at the time of appointment, but will complete the Ph.D. in X or related field within one year of hire” **if you will consider applicants whose PhD is not already awarded at the time of application.**
  - i. Please note that you should only list bare minimum requirements in order to receive the broadest applicant pool.
  - ii. We cannot include anything that is “preferred” beyond the minimum requirements, though you may state “special consideration will be given to candidates with ....”
- f. Affirmative action statement will be appended to all postings.
- g. List of materials to include in application, usually: cover letter, curriculum vitae, writing sample, statement of current research and documentation of teaching experience including teaching statement, course syllabi, and student evaluations
- h. Cultural competencies statement: “In the cover letter, applicants should describe how they will embrace the college's commitment to fostering an inclusive community, as well as their experience working with individuals from historically marginalized or underserved groups”
- i. Date by which to apply
- j. Geographic location (this is included in the affirmative action statement)

### Template Faculty Job Posting:

Wesleyan University’s Department of XXXXX invites applications for a tenure-track Assistant Professor of XXXXX beginning July 1, 20XX. [Insert information on field and specialization.] Ph.D. in X or related field in hand by the time of application” or “Ph.D. in X or related field in hand by the time of appointment to be hired as an Assistant Professor; a successful candidate may be hired as an Instructor if the candidate does not have a Ph.D. in hand at the time of appointment, but will complete the Ph.D. in X or related field within one year of hire. The teaching load is 2/2, in person on Wesleyan’s campus. Additional duties include advising and mentoring students, carrying on a program of research, and participating in faculty governance at the departmental and university level. Wesleyan is a highly selective liberal arts college that values both scholarship and teaching very highly, has a strong, diverse undergraduate student body, and offers a generous sabbatical program and competitive salaries and benefits.

To apply, visit <http://careers.wesleyan.edu/postings/XXXX>. A complete application includes a cover letter, curriculum vitae, writing sample, statement of current research, and documentation of teaching experience, including teaching statement, course syllabi and student evaluations. In the cover letter, applicants should describe how they will embrace the college's commitment to fostering an inclusive community, as well as their experience working with individuals from historically marginalized or underserved groups. You will also be asked to provide the email addresses of three referees from whom we will obtain confidential letters of recommendation. Applications should be submitted online at <http://careers.wesleyan.edu/postings/XXXX>.

Applications completed by **DATE** will receive full consideration. Please contact **XXXXXXX at email or phone** if you have questions about the application process.

4. **Candidates' dossiers.** Dossiers should contain the candidate's vita, at least three letters of recommendation, samples of scholarship, and a teaching statement. You may also ask for statements of teaching philosophy, sample syllabi, a research plan, previous teaching evaluations, and any other materials appropriate for consideration at the initial stage. Candidates in the creative or performing arts should send other appropriate evidence of their work. For senior hires, teaching evaluations are a mandatory part of the dossier.
5. **Initial Interviews.** The first round of interviews may be conducted online via Zoom, gotomeeting, or Skype, or by phone, and/or at professional meetings. Each year, more and more search committees are reporting that online interviews are as good as or better than conference interviews for their flexibility, ease, and for allowing the committee to consider a larger and broader range of candidates than just those who attend the meeting. Even if interviewing at a conference, conducting additional interviews online will help create a more inclusive pool of candidates. Use the time of the initial interview to ask candidates for additional scholarship if needed by the committee to select finalists for on-campus interviews. The goal is to obtain a better sense of the quality of their work and, in some cases, whether the candidates are close to completing the Ph.D. Tips for conducting interviews can be found in the Faculty Search Aids folder on [Sharepoint](#).
6. **Interviewing at Professional Meetings.** Units wishing to interview at professional meetings are required to secure permission for travel expenses by submitting a proposal to their Academic Dean including a detailed budget. Please enumerate all travel expenses, including conference fees, transportation, lodging, and meals for each representative. If a suite is deemed necessary for interviewing, please include that cost in your proposal. Travelers must follow the University's [travel policies](#). Travel expense reports and detailed back up should be submitted to Lisa Sacks immediately following the conference.
7. **Approval for On-Campus Interviews.** In order to gain approval for a campus visit by candidates, chairs should send a written request to their Academic Dean (cc: Lisa Sacks) discussing the merits of the candidates they would like to invite to campus. The number of finalists invited to campus is generally three, and no fewer than two. Permission to bring more than three candidates for a campus visit must be authorized by the Academic Dean and will only be granted in exceptional cases. Official approval will be given by the Academic Dean to the search chair. The Office for Equity & Inclusion will be kept informed in writing of such requests by the Provost.

The written request should include:

- A. A brief description of the search process;
- B. Copies of the ads as they appeared in print and online, and a list of where they appeared;
- C. A list of all the candidates who applied for the position, their institutional affiliations, and rank if applicable;
- D. **A log of all personal contacts** made by search committee members to enhance the diversity of the pool and a description of how the unit met Wesleyan's goal to increase faculty diversity. In particular, it must explain what specific actions the unit took to increase the number of candidates from historically underrepresented groups within the pool of applicants, and it must include documentation of all personal contacts made by members of the search committee (letters, emails, and logs of phone or personal conversations). Also, if no candidates from underrepresented groups were shortlisted for a campus visit, the unit must indicate the reason.

- E. A discussion of the merits of the recommended candidates. The request should discuss the candidates' accomplishments and potential as scholars and teachers. This means that the search committee will have to read the candidates' work and closely examine the vita and other parts of the dossier before recommending a campus visit. When dealing with candidates who are still working on their Ph.D. it will be important to read as much as possible of what the candidate has written and to obtain as realistic as possible a sense of the expected date of completion. Since candidates tend to have an optimistic sense of when they will finish, obtain a list of the chapters completed, the work that remains to be done, and the expected date of completion. This should help the committee reach an independent judgment about the likelihood of completion in the near future. If the search committee can ascertain any possible problems with the candidates, they should discuss those as well.

The Academic Dean will forward the proposal with his or her recommendations to the Provost and VP for Equity & Inclusion.

## 9. The Campus Visit.

- a. **Meetings:** All candidates invited to campus will meet with the appropriate Academic Dean. In cases when a unit is hiring at the level of associate or professor, all candidates will also meet with the Provost. All candidates will also meet with a member of the Advisory Committee. These meetings are not evaluative in nature. Rather, they serve the purpose of informing the candidate of the tenure and promotion process as well as to answer in confidence any questions that candidate may have. It is recommended that candidates be asked if they would like to meet with anyone outside of the unit (i.e. people whose research interests overlap, people of specific identities). The VP for Equity & Inclusion is happy to meet with tenure track candidates if requested. Note: for searches at the level of associate or professor, all candidates will also meet with a second member of Advisory. Units should contact the following people early in the job search process to discuss the schedule for meetings with the candidates:
- Megan Flagg to schedule a meeting with the Academic Dean, and if applicable, with the Provost: ext. 2726
  - Advisory Committee representative for the search to schedule a meeting with an Advisory Committee member (two members for candidates for tenured positions)

All interviewers should receive copies of each candidate's vita and of the interview schedule. Prior to arriving on campus, Lisa Sacks will provide each candidate with: information on the promotion and tenure process, faculty grants, teaching at Wesleyan, administrative issues, benefits, the background check process, and an expense voucher.

Everyone who meets with candidates should refer to the guidelines on "[What not to ask during an interview](#)" which lists areas of inquiry that should be avoided in discussions with faculty candidates. Search committees should share this information with student groups who are meeting with candidates.

Before a search committee meets to discuss the outcome of the visit and the ranking of candidates who came to campus, the committee must obtain the opinion of the Academic Dean. In cases involving candidates for a tenured position the committee must also obtain the opinion of the Provost and the Advisory committee members who met the candidate.

- b. **Expenses:** Candidates are guests of Wesleyan when visiting campus. Their expenses are paid and they are not eligible for honoraria. The University appreciates the time faculty must devote to seeing candidates on campus and extending hospitality. Academic Affairs

appreciates efforts made by units to control costs, while insuring that every candidate is treated well and has a comfortable visit. Candidates who need to stay overnight will stay at the *Inn at Middletown*. Units should charge all charges to their Pcard and Lisa Sacks will change the accounting. Only modestly sized groups should join candidates for meals at the University's expense. Bills should not exceed \$60 for breakfast, \$150 for lunch (maximum \$30 per person) or \$325 (maximum \$65 per person) for dinner. (If a candidate is taken to more than one dinner, Academic Affairs will reimburse up to \$325 in total for the dinners.) Receptions, refreshments, and similar expenses are not reimbursed by Academic Affairs. All candidates are required to complete and sign a Travel Expense Report to receive reimbursement for travel. Bills are to be submitted to Lisa Sacks, as soon as possible after the visit.

10. **Selecting the Finalist.** The process for selecting a finalist should begin promptly after candidates visit campus. The faculty in the units involved in the search should conduct extensive and informed discussion. That discussion should be based on a careful examination of substantial portions of the candidate's work by most of the faculty in those units. **Chairs should consult all regular and core faculty in the unit, except the untenured faculty in their last year, and should hold a formal vote.** After this consultation, and with the affirmative vote of a majority of the tenure-track and tenured faculty, a written recommendation should be sent to the Academic Dean (cc: Lisa Sacks). The recommendation should include: a report on the number of votes in favor and against the recommendation and a description of the voting process; a discussion of the strengths and weaknesses of the candidate in comparison to the other finalists; and, if appropriate, a discussion and ranking of other candidates to whom an offer might be made should the first-ranked candidate decline. In the case of a split vote please provide a sense of acceptability of the finalist to those opposed.

Search committees are responsible for notifying candidates when they are no longer viable candidates for the position.

11. **Speaking with a Candidate about a Possible Offer.** Chairs must receive the explicit approval of the Provost, through the Academic Dean, to contact the candidate and say that he or she is the choice of the unit and that they will be hearing from the Dean shortly about the details of the offer. The Academic Dean will negotiate the terms of the appointment, as directed by the Provost.



## Guidelines on Recruiting for Visiting Faculty Positions

2022 - 2023

The following guidelines apply to searches for **full-time visiting positions (one year or more)**. If you have questions, please contact Lisa Sacks at [lsacks@wesleyan.edu](mailto:lsacks@wesleyan.edu) or x3428. Additional search committee resources can be found on our website under [Info from the VPAA](#).

**Recruiting for Inclusion.** A national search is expected unless a rationale for an alternate approach is pre-approved. When conducting a national search for a full-time visitor, you are expected to develop a diverse pool of candidates. Search committees should develop a plan for reaching out in the field, calling on those across the field to inform potential candidates from underrepresented groups and, where appropriate, to facilitate recruitment. Directories to assist outreach efforts to historically underrepresented groups and women can be found at:

<http://www.wesleyan.edu/inclusion/equity/equity2.html>. Please review [Faculty Diversity: Removing the Barriers](#).

All members of the search committee should review the booklet entitled: [Rising above Cognitive Errors](#) by JoAnn Moody. Contact the Provost's Office for a copy of this booklet.

Before commencing with review of dossiers, the search committee must develop a rubric of criteria for evaluation. 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, the academic unit, and Provost's Office.

It is suggested that the units use a "process advocate" on each search committee. A Process Advocate will have been trained by the Office for Equity & Inclusion to point out cognitive errors (See Moody 21-22) and implicit biases in the review of candidates. Appointed by the Office for Equity & Inclusion, this person will not be a member of the unit carrying out the search and will not have a vote or decision-making role regarding candidate selection.

### 1. Posting the position.

- a. **Web posting:** Academic Affairs will post your advertisement for this position on the Faculty Openings web page: <https://careers.wesleyan.edu/postings/search>.
- b. **Application process:** Careers is the program Wesleyan uses to accept and review applications online. This program allows the applicant to submit a full dossier; it automatically emails references for confidential letters of recommendation and posts these (Interfolio letters are also supported). It allows faculty members to view the applications in WesPortal. You may view the applications online or download them as pdfs; you may organize the pool into categories; you may create a shortlist so that the full faculty in the unit see only the dossiers of a subset of applicants. Lisa Sacks in Academic Affairs will provide training and support for you and your AA in using Careers.

2. **Advertisements.** Academic Affairs will place your ad in the Chronicle of Higher Education. All other advertising for visitor positions must be posted by the unit AA and paid for by the unit. Lisa Sacks will provide a link to Careers for inclusion in your ad that will take applicants directly to your posting.

### Requirements for all visiting faculty position advertisements:

- a. Job title / Rank of initial appointment
- b. Field and specialization(s)
- c. Date appointment begins - visitor appointments begin on September 1.

- d. Length of appointment (usually one year). If approved for more than one year, the ad should state: "The initial appointment is for one year, and is renewable for a second year based on performance."
- e. Job duties, including: Teaching load (3/2 for visitors, unless otherwise agreed), in person on Wesleyan's campus.
- f. Minimum requirements for the role, usually: "Ph.D. in X or related field in hand by the time of application" **if you will only consider applicants whose PhD has already been awarded,** or "Ph.D. in X or related field in hand by the time of appointment to be hired as an Assistant Professor; a successful candidate may be hired as an Instructor if the candidate does not have a Ph.D. in hand at the time of appointment, but will complete the Ph.D. in X or related field within one year of hire" **if you will consider applicants whose PhD is not already awarded at the time of application.**
  - i. Please note that you should only list bare minimum requirements in order to receive the broadest applicant pool.
  - ii. We cannot include anything that is "preferred" beyond the minimum requirements, though you may state "special consideration will be given to candidates with ...."
- g. Affirmative action statement will be appended to all postings.
- h. List of materials to include in application, usually: cover letter, curriculum vitae, writing sample, statement of current research and documentation of teaching experience including teaching statement, course syllabi, and student evaluations.
- i. Cultural competencies statement: "In the cover letter, applicants should describe how they will embrace the college's commitment to fostering an inclusive community, as well as their experience working with individuals from historically marginalized or underserved groups"
- j. Date by which to apply.
- k. Geographic location (this is included in the affirmative action statement).

### **Template Faculty Job Posting:**

Wesleyan University's Department of XXXXX invites applications for a [one year] full-time Visiting Assistant Professor of XXXXX beginning September 1, 20XX. [The initial appointment is for one year, and is renewable for a second year based on performance.] [Insert information on field and specialization.] Ph.D. in X or related field in hand by the time of application" or "Ph.D. in X or related field in hand by the time of appointment to be hired as an Assistant Professor; a successful candidate may be hired as an Instructor if the candidate does not have a Ph.D. in hand at the time of appointment, but will complete the Ph.D. in X or related field within one year of hire. The teaching load is 3/2, in person on Wesleyan's campus. Wesleyan is a highly selective liberal arts college, with a strong and diverse undergraduate student body, that values both scholarship and teaching very highly.

To apply, visit <http://careers.wesleyan.edu/postings/XXXX>. A complete application includes a cover letter, curriculum vitae, writing sample, statement of current research, and documentation of teaching experience, including teaching statement, course syllabi and student evaluations. In the cover letter, applicants should describe how they will embrace the college's commitment to fostering an inclusive community, as well as their experience working with individuals from historically marginalized or underserved groups. You will also be asked to provide the email addresses of three referees from whom we will obtain confidential letters of recommendation. Applications should be submitted online at <http://careers.wesleyan.edu/postings/XXXX>.



Applications completed by **DATE** will receive full consideration. Please contact **XXXXXXX at email or phone** if you have questions about the application process. Visa sponsorship is not available [note: this sentence may be removed if the unit is willing to pay visa costs].

3. **Candidates' dossiers.** Dossiers should contain the candidate's vita, and will usually also include at three letters of recommendation, samples of scholarship, and a teaching statement. You may also ask for statements of teaching philosophy, sample syllabi, a research plan, previous teaching evaluations, and any other materials that will be helpful. Candidates in the creative or performing arts should send other appropriate evidence of their work.
4. **Interviews.** Interviews may be conducted in person or online via zoom, gotomeeting, or Skype. Academic Affairs does not provide any funding to bring candidates for visiting positions to campus.
6. **Speaking with a Candidate about a Possible Offer.** Chairs must send the candidate's CV to their Academic Dean along with an explanation of why the unit believes the candidate is the best candidate for the position. Once the chair has received the explicit approval of the Academic Dean, the chair may contact the candidate to inform them of our interest in hiring the candidate, then the Dean will conduct the salary conversation and make the actual offer.

**Online Interview Meeting Rooms** (these rooms are all enabled with a camera and screen)

Contact Events & Scheduling to book, unless otherwise noted

Contact Events and Scheduling to arrange for support for your online meetings, if necessary

Boger 315

Usdan 110

Usdan 114

Usdan 136

Fisk 122

Fisk 204

Registrar's Conference Room

Fisk – CGS Conference Room (contact [jcollingwood@wesleyan.edu](mailto:jcollingwood@wesleyan.edu) to book this space)

74 Wyllys - GLS Conference Room (contact [qfrazier@wesleyan.edu](mailto:qfrazier@wesleyan.edu) to book this space)

45 Wyllys - Admissions Meeting Room

Devlin Room (Olin)

Romance Languages Lounge

B2/B3