

## Guidelines on Recruiting Candidates for Faculty Positions

*Revised: May 11, 2015*

The Academic Affairs staff works closely with faculty and staff involved in faculty recruitment. These guidelines apply to searches for tenured, tenure-track, and adjunct faculty. If you have questions, please contact Lisa Sacks at [lsacks@wesleyan.edu](mailto:lsacks@wesleyan.edu) or x3428.

### 1. Search Process Overview.

#### a. The initial recruiting process:

- i. Form the search committee;
- ii. Meet with Academic Affairs and the VP for Equity and Inclusion;
- iii. Post the position on Wesleyan's recruiting website;
- iv. Advertise the position;
- v. Recruit intensively for a diverse applicant pool;
- vi. Receive and review applications;
- vii. Conduct initial interviews.

b. **The on-campus interview:** Submit a proposal to your Academic Dean with a shortlist of 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, Chief Diversity Officer, 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.

2. **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 and 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 Diversifying the Faculty Checklist of Best Practices and Reviewing Applicants: Research on Bias and Assumptions.

### 3. Posting the position.

a. **Web posting:** Academic Affairs will post your advertisement for this position on the Faculty Openings web page: [www.wesleyan.edu/facultyopenings](http://www.wesleyan.edu/facultyopenings).

b. **Application process:** PeopleAdmin 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 from your eportfolio. 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 departmental/program faculty see only the dossiers of a subset of applicants. Lisa Sacks in Academic Affairs will provide training and support you and your administrative assistant in using PeopleAdmin.

4. **Advertisements.** Academic Affairs will cover the costs of advertising, up to a maximum of \$1,500, for each search. If advertising costs will exceed \$1,500, 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.

PeopleAdmin is the system Wesleyan uses to accept and review applications online. Lisa Sacks will provide a link for inclusion in your ad that will take applicants directly to your posting.

All ads **must** include:

- a. Field and specialization(s)
- b. Dates and length of appointment for visitors/Date appointment begins for tenure track
- c. Rank of initial appointment
- d. Teaching load (3/2 for visitors and 2/2 for tenure-track unless otherwise agreed)
- e. "Additional duties include advising and mentoring students, carrying on a program of research, and participating in faculty governance at the departmental and university level."
- f. Must state that candidate should have Ph.D. in hand by x date
- g. "Wesleyan University is an Affirmative Action/Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, sex, national origin, disability, protected veteran status, or other legally protected status. We welcome applications from women and historically underrepresented minority groups. Inquiries regarding Title IX, Section 504, or any other non-discrimination policies should be directed to: Antonio Farias, VP for Equity & Inclusion, Title IX and ADA/504 Coordinator, 860-685-4771, afarias@wesleyan.edu"
- h. List of materials to include in application
- i. "As part of the teaching statement, we invite you to describe your cultural competencies and experiences engaging a diverse student body."
- j. Date by which to apply

Following is a template job posting:

Wesleyan University's Department of **XXXXX** invites applications for a tenure-track assistant professorship beginning July 1, 20**XX**. **Insert information on field and specialization.** Candidates will be expected to have a Ph.D. in hand by the time of appointment. The teaching load is **2/2**. 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 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 course syllabi and student evaluations. As part of the teaching statement, we invite you to describe your cultural competencies and experiences engaging a diverse student body. 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

Applications completed by May 31, 2015 will receive full consideration. Please contact **XXXXXXX at email or phone** if you have questions about the application process.

Wesleyan University is an Affirmative Action/Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, sex, national origin, disability, protected veteran status, or other legally protected status. We welcome applications from women and historically underrepresented minority groups. Inquiries regarding Title IX, Section 504, or any other non-discrimination policies should be directed to: Antonio Farias, VP for Equity & Inclusion, Title IX and ADA/504 Coordinator, 860-685-4771, [afarias@wesleyan.edu](mailto:afarias@wesleyan.edu)

5. **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.
6. **Initial Interviews.** The first round of interviews may be conducted by Skype, phone, and/or at professional meetings. Each year, more and more search committees are reporting that Skype 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 by Skype will help create a more inclusive pool of candidates. To support this, several meeting rooms have been retrofitted with videoconference capabilities. 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.
7. **Interviewing at Professional Meetings.** Departments/programs 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 department/program representative. If a suite is deemed necessary for interviewing, please include that cost in your proposal. Travelers must follow the University's travel policies available online at <http://www.wesleyan.edu/finance/paymentprocess/policies/travelpolicy.html>. Travel expense reports and detailed back up should be submitted to Lisa Sacks immediately following the conference.
8. **Approval for on-Campus Interviews.** Search chairs should contact the Academic Dean to begin the process of securing authorization for on-campus interviews. The Academic Dean will forward the proposal with their recommendations to the Provost and the VP for Equity and Inclusion. The number of finalists invited to campus is generally three candidates, and no fewer than two. Permission to bring more than three candidates for a campus visit must be authorized by the Academic Dean. Official approval will be given by the Academic Dean to the search chair. The Office of Equity and Inclusion will be kept informed in writing of such requests by the Academic Dean or Provost.

In order to gain approval for a campus visit by candidates, departments or programs should send a written request to their Academic Dean (with cc to Lisa Sacks) discussing the merits of the candidates they would like to invite to campus. 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;
- E. A description of how the department/program met Wesleyan’s goal to increase faculty diversity. In particular, it must explain what specific actions the department or program 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 department/program must indicate the reason.
- F. 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.

9. **The Campus Visit.**

- a. **Meetings:** All candidates invited to campus will meet with the appropriate Academic Dean. In cases when a department 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. Note: for searches at the level of associate or professor, all candidates will also meet with a second member of Advisory. Departments should contact the following people early in the job search process to discuss the schedule for meetings with the candidates:

- Maureen Zimmer to schedule a meeting with the Academic Dean: ext. 3090
- If applicable, Megan Flagg to schedule a meeting 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. The Academic Dean will give information to each candidate on the promotion and tenure process, faculty grants, teaching at Wesleyan and will discuss administrative issues, benefits, the background check process, and provide an expense voucher.

Everyone who meets with candidates should refer to the guidelines on “Avoiding Discrimination in Hiring” 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 search committee must also obtain the opinion of the Provost and the Advisory committee members who met with 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. The Office of Academic Affairs appreciates efforts made by departments 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*. Departments should complete the top half of the Inn's direct billing forms and email them to Lisa Sacks to make reservations. Only modestly sized groups should join candidates for meals at the University's expense. Bills should not exceed \$60 for breakfast, \$100 for lunch (maximum \$25 per person) or \$250 (maximum \$50 per person) for dinner. (If a candidate is taken to more than one dinner, Academic Affairs will reimburse up to \$250 in total for the dinners.) Department 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 departments 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 departments. **Chairs should consult all regular and core faculty in the department or program, 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 department and that he or she 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.