

PROCEDURES FOR RECRUITING FULL-TIME FACULTY (Tenure-Track and Visiting)

COLLEGE OF ARTS AND SCIENCES/BOLER SCHOOL OF BUSINESS
JOHN CARROLL UNIVERSITY

1. Departmental Responsibility. At the departmental level, the responsibility for recruiting new full-time faculty rests with the department chairperson.¹ This is true even in larger departments, which may find it desirable to utilize a search committee. Thus, COMMUNICATION WITH THE DEAN CONCERNING HIRING REQUESTS AND SEARCHES IS THE RESPONSIBILITY OF THE CHAIR. At the same time, the selection of new full-time faculty² is the responsibility of all faculty in a department. Even in departments that opt to utilize a search committee, it is expected that all full-time faculty members will have a voice and a vote in the selection of new full-time faculty.
2. Departmental Consultation. By May 15, departments that anticipate requesting authorization for faculty searches during the following academic year should notify the appropriate dean. This is especially important when the search will be the result of a retirement or a previous authorization. DEPARTMENTS MAY NOT ASSUME THAT POSITIONS BEING VACATED WILL BE FILLED IN THE SAME DEPARTMENT. That decision is the responsibility of the dean, subject to the approval of the Academic Vice President (AVP) and President. While most searches begin during the fall semester, if reasons warrant, departments may seek approval to begin a search during the summer. If such approval is given, the position should be advertised promptly. (See section #6.)
3. Final and Formal Requests. By August 1, departments should submit to the appropriate dean final requests for faculty positions for the following year. Requests must include a fully developed justification for the hire and appropriate supporting evidence (e.g., recent enrollments, most recent academic program review). CAS Departments should follow the protocol provided by the dean's office. Requests should specify fields, subfields, rank, and qualifications. Usually, new tenure-track faculty will be hired at the rank of assistant professor and will be expected to hold a Ph.D. or be nearing the completion of their dissertation. Requests also should explain the extent to which a new hire has the potential to enhance the diversity of a department. Chairs should not submit requests in the absence of a preliminary discussion with the dean. REQUESTS SUBMITTED AT OTHER TIMES ORDINARILY WILL NOT RECEIVE FAVORABLE CONSIDERATION UNLESS EXCEPTIONAL CIRCUMSTANCES ARE PRESENT (e.g., the unexpected death of a faculty member).
4. Dean's Recommendations. The dean will act on the requests with dispatch and submit his/her recommendations to the AVP. (In cases involving graduate programs, the dean will consult with the appropriate associate dean.) At the same time, the dean will inform departments of his/her recommendations regarding their requests. As appropriate, the requests will be viewed collectively, and the need to expand diversity in a department will be one factor considered when deciding which departments may hire.
5. Authorizations. The AVP usually will convey final authorizations for faculty positions to the dean in a timely manner but no later than October 15, contingent on the current budget. The dean will promptly notify departments concerning the authorizations. No search may begin until the chair has met with the dean and the AAVP for Faculty Diversity.

¹Subsequently referred to as the chair, unless otherwise specified.

²Subsequently referred to as faculty.

6. Advertisement. A department authorized to hire new faculty should advertise the position(s) promptly. All advertisements should include the current AA/EEO statement of the University. Ads should also indicate that a search is open until the position is filled. The dean must approve all ads and the list of disciplinary publications in which the ads will appear. The draft copy of the ad should be given to the dean and the AAVP for Faculty Diversity at least one week before the deadline for copy in the intended publications. The AAVP for Faculty Diversity is responsible for advertising all approved positions in outlets that maximize the likelihood of diversifying the candidate pool and will work with the deans' offices to place composite ads in appropriate outlets (e.g., *The Chronicle of Higher Education*, *Inside Higher Ed*, the JCU website). The date indicated in the ad for submission of applications should allow sufficient time for departmental screening of applicants. Any advertising bills should be submitted to the appropriate dean's office.

7. Acknowledgement of Applications. The department must acknowledge all applications either by surface mail or e-mail. The acknowledgement should encourage applicants to complete the affirmative action survey that assists us in tracking the diversity of our candidate pools.

8. Screening of Applicants. The screening of applicants is the responsibility of the department. Subject to the approval of the dean, candidates may be interviewed at the appropriate professional meeting. The temporal relationship of these interviews to the screening of applicants may be determined by the departments. Search committees are encouraged to seek out candidates in addition to screening those who apply. The AAVP for Faculty Diversity will provide access to various databases to encourage outreach and invitations to apply to candidates from historically disadvantaged populations. When the pool of potential candidates has been narrowed to five or six, the department should submit their names, in ranked order, and copies of their supporting materials to the dean. No candidate should be included on the short list without a complete application, which consists of a letter of application, a current curriculum vitae or placement file, at least three letters of reference, and official graduate transcripts. The dean will then confer with the AAVP for Faculty Diversity and the AVP. Lists that include no one from a historically underrepresented group may require an explanation from the chair, including efforts taken to diversify the pool.

9. Invitations to Campus Interviews. Ordinarily, the top three ranked candidates should be invited to campus for an interview day. Any local candidates for the position, including visiting JCU faculty, must be evaluated within the general pool of applicants and must number among the top three in order to be invited for a campus interview. ALL INVITATIONS TO CAMPUS MUST BE APPROVED BY THE DEAN. In addition, no candidate interview can be scheduled until contact information for *all* applicants is given to the AAVP for Faculty Diversity, typically in the form of a partially completed disposition spreadsheet. The Office of Institutional Effectiveness will use that information to administer the voluntary and confidential affirmative action survey to all candidates. Unsuccessful candidates should be notified of their status only AFTER the affirmative action survey has been distributed. After the department has received approval to schedule campus interviews, it should send the original dossiers of the finalists to the Office of the Academic Vice President while keeping copies for itself; the dossiers should include a copy of the advertisement for the position. The AVP Office will provide documents about John Carroll University and its mission to the appropriate dean, who will send them to the finalists prior to their campus interview along with any other materials deemed appropriate. Finally, at the time the department is scheduling interviews, a meeting should be scheduled to take place soon after the interview of the last candidate. This meeting—which includes the department chair, dean, and AVP—is held to review all of the finalists and determine their acceptability.

10. Travel, Room, and Meal Arrangements. Efforts should be made to find cost-effective transportation for the candidate. Likewise, whenever possible, the candidate's stay should be limited to one night, preferably at the University Guest House, which is located at the corner of Miramar and Milford. If the guest house is not available, HOTEL accommodations may be arranged at an establishment with which the college has an institutional arrangement. Sharing meals is an appropriate part of the interview process. Lunch may take place on campus and include students. Dinners may take place at attractive but reasonably priced restaurants and should be limited to a small group of departmental faculty.

11. The Interview Day. Individual interviews should include the department chairperson, the dean, the AVP, and, if appropriate, the associate dean responsible for graduate studies. All candidates should be afforded the opportunity to meet with faculty outside the department. This might include faculty with similar teaching or research interests (e.g., faculty involved with relevant interdisciplinary concentrations) or representatives of FOCO, the Women's Caucus, the Faculty Council, or the Untenured Faculty Organization. If one or more presentations are included, every effort should be made to schedule them at an appropriate time, and all department faculty should be invited. At least one of the presentations should be scheduled at a time convenient for attendance by the dean or an associate dean of the college/school. Finally, in consideration of the candidate, the schedule should include at least one short break (fifteen minutes) and one longer break (thirty minutes), the longer one to be held preferably before the presentation(s).

During the interview day, the general terms of a possible offer should be discussed with the candidate, usually by the dean or chair. The discussion should include terms of employment, course load, length of probationary period (for those who may be offered a tenure-track contract), and other items as appropriate (e.g., start-up costs). Likewise, THE DEPARTMENT SHOULD PROVIDE THE VISITING CANDIDATE WITH A COPY OF ITS STATEMENT ON TENURE CRITERIA AND PROCEDURES AND AT LEAST THE RELEVANT PAGES ON TENURE AND PROMOTION PROCEDURES FROM THE FACULTY HANDBOOK.

12. The Departmental Decision, Dean's Recommendation and AVP's Authorization. Once the interviews are complete, the chair will confer with the dean and AVP in the previously scheduled meeting mentioned above. At the same time, the search committee chair should confer briefly with all persons outside the department who interviewed the candidate, including the dean and AVP. Although the meeting with non-department faculty is more for the candidate's benefit, it is appropriate to gather feedback from them as well. Every department member also should be consulted and have a significant voice in the final department recommendation. Once the department has made its recommendation, it will inform the dean, who, in turn, will convey it to the AVP along with his/her own recommendation. The AVP will convey his/her acceptance or rejection to the dean. In the case of an acceptance, the AVP will authorize that an offer be made and specify the terms. The dean will convey that decision to the department. In the case of a rejection, the dean will inform the department and provide the reasons for the decision. At the request of the department, the dean will meet with the department to discuss the reasons. The department will then make another recommendation.

13. Going to Contract. The chair is responsible for making the original offer to the successful candidate on the terms authorized by the AVP. Although such an offer is informal, in that it is made orally, usually over the telephone, the University regards it as binding. The candidate should be given a reasonable amount of time (up to one week) to consider the offer, if s/he so requests. A request for more time should be conveyed to the dean, who will decide whether to grant it.

If the candidate accepts the informal offer, the chair should notify the dean, who will arrange for a contract to be sent out over the signature of the AVP, with a cover letter from the dean. A copy of the *Faculty Handbook* is included in this mailing. As the contract document is a standard statement only of rank, salary, and general responsibilities, any special conditions, such as the length of the probationary period before tenure, are included in the dean's cover letter. That letter legally constitutes part of the University's contract with the new faculty member, as do the *Faculty Handbook* and the department's statement of tenure criteria and procedures.

Ordinarily, assuming a satisfactory discussion of terms during the interview process, the University is not prepared to negotiate further. If, however, at the time of the informal offer, the candidate is dissatisfied with the terms and attempts to negotiate, the chair should not close the discussion but instead notify the dean.

A written contract will not be issued until the AAVP for Faculty Diversity receives the final disposition data for the candidate pool. (A sample Excel spreadsheet explaining why candidates did not advance in the search is attached to these procedures.)

If a candidate declines the offer, the chair will consult with the dean about how to proceed.