FACULTY SEARCH

GUIDELINES *for Our Best Practices*

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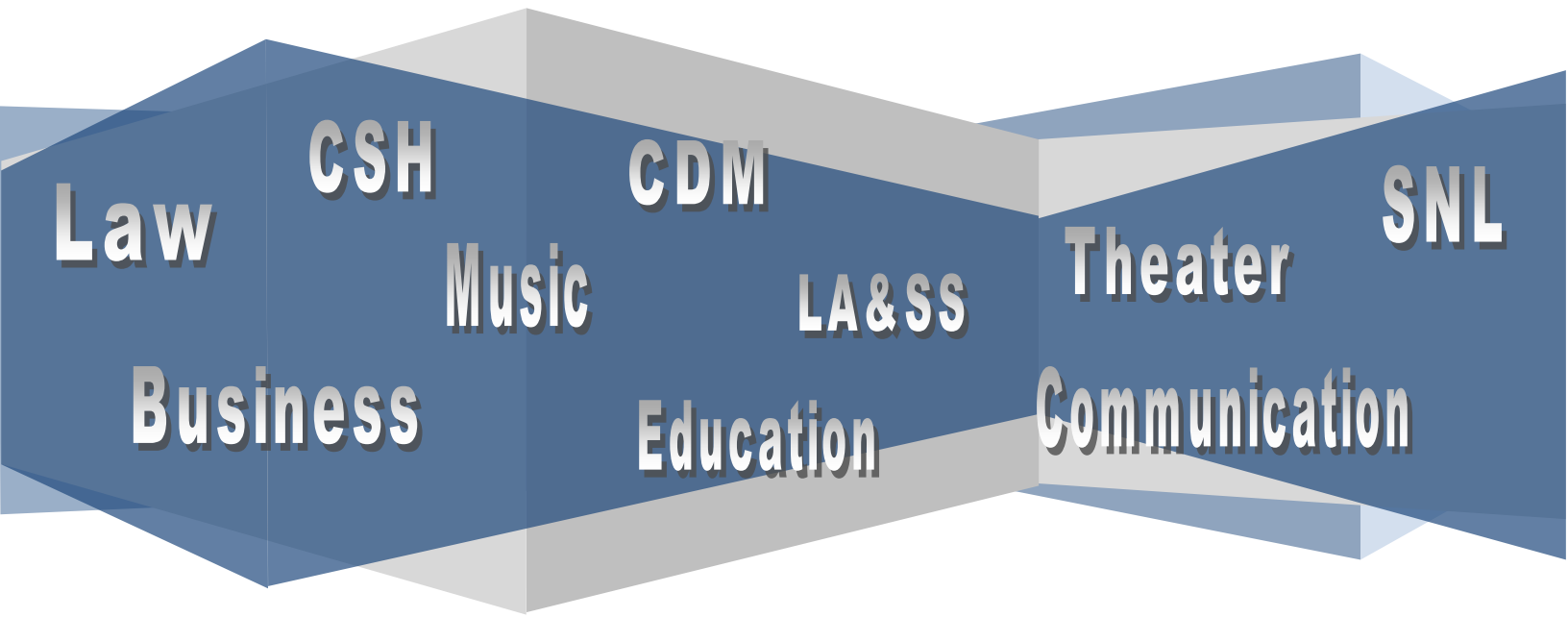
A Message from the President:

DePaul University is justly proud of its long commitment to an inclusive community. More important than our many national recognitions, are the personal commitments of our faculty and staff to making an outstanding education accessible, and to forming a university community that reflects the world into which our graduates will enter.

Achieving such diversity doesn't happen by accident. The diversity of our community is the product of careful planning and thoughtful action.

I am grateful to the President's Diversity Council for producing this excellent resource for faculty recruitment at DePaul. It is the product of studying best practices at institutions around the country. This will guide academic search committees, deans and department chairs in their efforts to attract diverse pools of candidates. Its impact will be seen in the dedicated teachers and extraordinary scholars we hire to move us yet
another step closer to becoming one of the finest Catholic universities in the nation.

Hiring faculty is one of the most important academic decisions we make on our students' behalf. Our intent is to hire outstanding faculty, and to intentionally search for outstanding faculty among the many diverse communities of this nation.

Academic searches require a tremendous amount of time and commitment. Thank you for your willingness to serve the university by undertaking this most important task and keeping our commitment to diversity at the top of our agenda. Together, I am confident we can fulfill our strategic plan to become a model of diversity in American higher education.

Sincerely,

Rev. Dennis H. Holtschneider, C.M.

Rev. Dennis H. Holtschneider, C.M.

President

A Message from the Provost:

Goal III of DePaul University's strategic plan, VISION twenty12, calls for DePaul to be a model of diversity. The recruitment and hiring of a widely diverse faculty is one of the areas in which we are striving to be that model of diversity. To that end, I join Fr. Dennis Holtschneider in applauding the Diversity Council in their efforts to develop this Faculty Search Handbook, which will serve as guidelines to the colleges and schools as they begin new faculty searches.

Each year as the faculty recruitment process takes place in the colleges and schools, the goal of casting a wide net in order to attract candidates from all corners of the globe is understood. Unfortunately, sometimes it is particularly difficult to recruit minority candidates in certain disciplines or situations. However, thanks to the efforts of diversity programs throughout the country, the number of minority teachers and scholars has materially increased. This increase in the faculty applicant pool gives DePaul a new and unique opportunity to have the diversity of our students reflected in our professoriate.

DePaul University is very fortunate to be located in a large metropolitan area with the vibrant City of Chicago as our home. This locale is often a special attraction to people of color due to the wide array of opportunities available here both in and out of academia. Also, it has been my experience that faculty of color are particularly sympathetic to the mission of DePaul University. So, while it is true that the market is very competitive and that there a number of academic disciplines with relatively fewer minorities, DePaul enjoys some very strategic advantages.

I am very grateful to the Office of Institutional Diversity and Equity for assisting with the development of this handbook as well for as their ongoing assistance with other issues that invariably arise. To the college and school faculty search and recruitment committees, I ask that you use this handbook as a source of best practices in your recruitment activities. And, I remind you that the Office of Diversity and Equity is always standing by, ready to assist you and the university in achieving this very important goal of becoming a model of diversity.

Best wishes,

Helmut P. Epp, Ph.D.
Provost

DePaul University

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Introduction

The President's Diversity Council in collaboration with Academic Affairs and Faculty Council has created this search guide to assist and advise deans, department heads, and search committees to conduct searches consistent with DePaul University's commitment to Equal Employment Opportunity (EEO). DePaul's commitment to recruiting a diverse faculty who possess a diverse range of abilities, life experiences, perspectives, and world views will enhance the academic quality and mission of DePaul University. It will also enable us to meet the needs of our diverse student population and to prepare all of our students to live, work, and learn in a globalized world.

Equal Employment Opportunity

DePaul University strives for equal employment opportunity in all aspects of employment, including recruitment and selection of new faculty and staff. EEO is the right of all prospective applicants to be judged on their ability and potential to perform the job requirements regardless of race, color, ethnicity, culture, religion, gender, sexual orientation, disability or any other legally protected category.

Diversity Recruitment Efforts

DePaul University's outreach efforts reflect its commitment to excellence in teaching, learning and service. The mission and distinguishing characteristics of DePaul promote a values-based education. Among these values, diversity is a vital core component. Therefore, a proactive recruitment strategy, which insures a diverse candidate pool, is standard operating procedure. An aggressive recruitment approach should be utilized in order to achieve recruitment objectives.

Before the Search

Before holding the first search committee meeting the search chair/department head should meet with the Office of Institutional Diversity and Equity (OIDE) to receive a faculty search guide and to develop a proactive search strategy.

Search Requirements

In fulfillment of DePaul University's mission, and in accordance with equal opportunity guidelines, all salaried full-time faculty vacancies require a search process, which includes a public announcement of a search for qualified applicants.

Appointments that do not require a public search include:
- Adjunct faculty;
- Visiting faculty; and,
- Non-tenure track appointments.

Use of Search Firms for Academic Administrative Positions

In selection of search firms the following criteria should be considered:

1. Experience and track record of success of the search firm, including the successful placement of women and people of color; and,
2. A demonstrated commitment to diversity.

Once contracted, the search firm should be given clear charge of the job requirements and DePaul's expectations for a diverse pool of qualified applicants.

The Search Committee

This guide acknowledges shared governance principles and recognizes the expertise of the faculty and their responsibility for faculty hires within their disciplines and fields.

A diverse search committee is key to effective searches. The search committee usually includes at least three members, and no more than five, including a chairperson. The committee members should understand the requirements of the position, understand the overall goals of the department, and be committed to the mission of DePaul University, including its commitment to diversity. Search committee chairs can consult members of the PDC's, Faculty Subcommittee to serve on search committees or to assist in overall planning for faculty search processes and procedures.

Committee Charge

The dean/department head should give appropriate guidelines and charge to search committee (s) regarding the position requirements and the importance of a diverse pool of qualified applicants.

Every attempt should be made to review areas of under-representation of women and people of color and to advise the committee to actively work to insure the diversity of the applicant pool.

Search Committee Composition

The search committee should:
‣ Reflect diversity many dimensions$_1$ as much as possible
‣ Include individuals who have a commitment to diversity.

Executing the Search Procedures

1. Hiring unit and/or college school seeks authorization to initiate a search
2. Dean reviews hiring unit's request and, if in support;
3. Dean submits request to Provost for approval. A step by step guide for using the online faculty recruitment application to initiate search requests, as well as launch and facilitate a faculty search can be found in the Search Administrator's User Guide, which is posted to the online faculty recruitment application. If you are not currently authorized for administrator access to the online application, contact the Office of Academic Affairs if you wish to receive a copy of the Search Administrator's User Guide

1 Including, but not limited to, race, ethnicity, gender, sexual orientation, religion, marital status and diverse perspectives and world views as possible.

4. A search committee is selected at departmental level;

5. A search plan is developed, seeking assistance from the OIDE;

6. Search committee writes job description, which includes position requirements and DePaul's EEO statement;

7. Search committee design advertisement, creates a sourcing plan, and engages in proactive search methods;

8. Search committee establishes selection criteria, inclusive of position requirements, and interview questions;

9. Search committee screens applicants and selects qualified finalists for interview/campus visits and records online explanation;

10. Hiring unit recommends final faculty candidate(s) and submits online to Dean,

11. If Dean accepts recommendation of search committee, forwards said recommendation to Provost for final approval

12. With Provost's approval, Dean drafts formal offer. If candidate accepts, appropriate next steps initiated in the collation and processing of required paperwork by both Academic Affairs and Human Resources.

The Proactive Search

A proactive search ensures the pursuit of highly qualified candidates. Effective search committees proactively seek and attract the best candidates for the position. In so doing, search committees serve their departments and the University in this endeavor. An important component of any search should include a good faith effort to recruit women and underrepresented groups, as well as, majority candidates. The search committee should not be satisfied with whomever applies to the position but should engage in a proactive search that yields a strong pool of applicants that reflects DePaul's commitment to excellence and diversity, and the dedication to teaching, scholarship and service.

The Search committee should:
- Develop the announcement for the position, which includes the following equal opportunity statement: ***DePaul University is committed to equality in educational and employment opportunities;***

    1. Identify qualifications

    2. Draft consistent *(position)* diversity supportive language that can be used in the Faculty announcements

    3. Identify knowledge, experience, abilities, and traits for position

- Develop recruitment/sourcing plan and strategies to ensure a diverse pool of qualified applicants;

- Determine selection criteria and procedures for screening and interviewing candidates;

- Determine desired job skills and competencies to include a willingness or ability to teach and work in diverse environments;

- Establish criteria that includes the ability of the applicant to contribute to the diversity of the unit - intellectually as well as in terms of underrepresented groups;
- Develop process by which references and letters of recommendation will be checked and reviewed;
- Document the search process from start to finish (online); and,

    1. The committee and its composition

    2. Sourcing Plan

    3. Criteria for selection of candidates

    4. Final recommendation(s)

    5. Reasoning for rejection of candidates on short list;

- A Final Search Report to be submitted online for the Provost Office approval

Development of a Sourcing Plan:

The development of a Sourcing Plan is vital to ensuring the success of search devoted to diversity. The search committee should view the Sourcing Plan as a method to generate a qualified diverse pool of candidates. Below are some strategies for advertising widely to secure desired results:

- Consult with faculty of color in the department, allied departments or programs, and/or the OIDE about ideas for where and how to search;
- Utilize person-to-person networks. Send job announcements to personal contacts for circulation;
- Identify potential candidates and call or email them with information about the positions (Figure 3);
- Explore and utilize national and regional professional and academic organizations, journals, conferences, and newsletters;
- Explore list serves, diversity publications, and job referrals;
- Establish networks with professional organizations to help disseminate faculty job opportunities at DePaul;
- Utilize discipline specific list serves, publications, and organizations
- Utilize faculty of color Ph.D. directories;
- Send job announcements to historically Black colleges, Hispanic serving institutions, and Tribal colleges; and,
- Look for discipline related list serves and publications for distribution of announcement.

Listed below are several organizations committed to diversity that could assist in the search. The OIDE has access to the sources listed below.

Link	Organization
www.ilache.com	Illinois Latino Council on Higher Education
www.icbche.com.	Illinois Committee on Black Concerns in Higher Education
rowan@accu.org	Campus Women Leaders
www.imgip.siu.edu*	Diversifying our Faculty in Illinois
www.sweb.org*	Southern Regional Educational Board
www.swe.org	Society of Women Engineers
www.awis.org	Association for Women in Science
www.phdproject.org*	The PhD Project
www.gcherc.org*	Greater Chicago HERC
www.haapijobs.com	Hiring Asian American/Pacific Islanders
www.jofha.com	Job Opportunities for Disabled American Veterans

www.diversity.ilstu.edu/dfi* Diversifying Faculty in Illinois (DFI)

www.cic.uiuc.edu/programs/directoryofminoirtycandidates* Wise Directory

www.mwdd.com/index.asp* The Women and Minority Doctoral Directory

http://uhce.rutegers.edu/apsonline/ha_home.html

For a full list of resources, visit the Office of Institutional Diversity and Equity website.

Evaluating Candidate Applications

‣ Establish a method to prescreen applicants according to agreed upon job-related criteria;

‣ Create a short list;

‣ Establish a plan for conducting interviews;

‣ Select applicants for on-site interviews.

Bringing Candidates to Campus

In order to insure a fair process, faculty interviews should be structured in the same way and as much as possible candidates should be asked the same questions, and evaluated according to the same criteria. The search committee must ensure that all candidates are treated equally and with

*These organizations represent various underrepresented groups.

respect and dignity. We should be mindful that there are ways that candidates might feel excluded. All candidates who visit DePaul should feel welcome and that DePaul is a viable career choice that values academic excellence, teaching, research, service, and diversity. Candidates should feel that we are interested in their scholarship, and value them as colleagues. Establishing rapport and trust with the candidate during the interview process is a vital component to achieving this objective.

Before the interview, the search committee should:

- ‣ Explore all criteria required for the position from the perspective of past experience as well as present or future unit needs;

- ‣ Review the position announcement, identifying primary job competencies;

- ‣ Review the candidates' curriculum vitae; and,

- ‣ Compose interview questions.

Interview Process:

- ‣ Provide an overview of the position and primary competencies ;

- ‣ Specify the length of time allotted to the interview process detailing the various components of the interview;

- ‣ Conduct the interview based on established interview questions; and,

- ‣ Take notes for later reference as well as writing of the search report to be submitted to the Provost's Office.

Final Note

Undertaking a search is one of the most important services to the University and DePaul appreciates the time and commitment that search committees devote to this endeavor.

As the search committee and the department/program work through this process they should be aware of the internal evaluation biases that can exist throughout the search process. If at anytime you have questions about this guide, developing a sourcing plan, or the procedures, please contact the Office of Academic Affairs or the Office of Institutional Diversity and Equity. For additional resources visit OIDE website at: http://diversity.depaul.edu/index.html.

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- <http://www.diversityweb.org/diversity_innovations/faculty_staff_development/development_and_programs/index.cfm>

- Association of American Colleges and Universities: Diversity.

- http://www.aacu-edu.org/issues/diversity/index.cfm.

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