

4.4 Procedures for Hiring New Faculty

A. Procedures for Faculty Searches (Tenure/Non-Tenure Track)

Authorization of Search: Appropriate authorization is required prior to any activity relating to publication of and recruitment for a faculty vacancy. This authorization will come only following consultation with the faculty leadership and the Provost, who must be in agreement with the search. It will be guided by the current strategic plan and the criteria for faculty hiring established by the faculty and academic leadership. It is the responsibility of the dean(s) to notify the appropriate department chair/program director and the Chief HR Officer that a search has been approved. This notification must be in writing and include appropriate documentation reflecting appropriated budget and cost center(s) supporting the position. The position can be either a tenure or non-tenure track position.

Search Committee: In consultation with the appropriate dean(s), the department chair/program director will appoint a Search Committee. Normally at least three full-time members of the department/program involved should serve on the committee. In addition, two to three full-time faculty members of other departments, especially those closely related or impacted by the department/program must be included. Also, every attempt should be made so that the Search Committee reflects diversity (age, gender, racial). This may include, for example, inviting the Chief Officer of Human Resources to serve ex officio. Attempts should be made to include at least one student, and alumnus/alumna, and members of the wider community (e.g., local businessperson, educator, professional in the same field). It is inappropriate for the person being replaced to serve on the committee. The Provost is in charge of the budget expenditures of Search Committees. Expenses should not be incurred without prior approval from the Provost (normally in writing). Expenses/reimbursements must be approved by the Office of the Provost as they are incurred. All travel and visits to the campus for search interviews must have the written approval of the Provost.

Chair and Position Description: The first three responsibilities of the Search Committee are:

- ❑ *Elect a Chair*
- ❑ *Define the position being sought*

Ordinarily the Chair must be a current full-time faculty member at Eastern University. The position should be defined in terms of the specific requirements (academic credentials, knowledge, skills, abilities, experience), the needs of the department/program, and be consistent with the strategic plan goals of the hiring school and the University as a whole. The position description is to be in official University format (the template for which can be obtained from the Human Resources office).

Publication of Position: When the position description has been carefully and concretely written by the Search Committee, the description must be sent to the appropriate dean(s) for approval, and then forwarded by the appropriate dean(s) to the Provost's office and the Chief HR Officer. Advertisements are to be placed only by that office, and only after the copy for the advertisement and budget for advertising has been approved by the Provost. With the position description the Search Committee should include a prioritized list of publications and/or organizations to be contacted for publishing the announcement. In developing a list of advertisement mediums an emphasis is to be placed on cultivating a racially/gender diverse candidate pool. Candidate applications should initially include a cover letter with Curriculum Vitae/Resume, unofficial copies of transcripts, and names/phone numbers of three professional references.

Ranking of Criteria: While waiting for applications to be submitted (and before examining any applications), the Search Committee should determine the relative merits of various criteria to be used in evaluating candidates (often referred to as the Analytic Hierarchy Process, or AHP). Sample criteria categories might include (but not be restricted to) the following: (a) disciplinary or technical specialty and/or expertise; (b) teaching effectiveness; (c) certification and/or licensure; (d) breadth of training/experience allowing for flexibility; (e) quality of credentials. The purpose of this determination is to help the Search Committee better understand the relative importance of various categories prior to reviewing individual application materials and then to guide the Committee as it looks at the applicants. The Committee should also devise an evaluation form to be used by committee members during the on-campus visit of the candidates. Sample forms from prior searches can be obtained from the deans.

Initial Action on Applications: All advertisements/postings shall direct candidates to forward their application materials to human resources, which office will record its arrival, send back an acknowledgment letter and an AA/EEOC survey, and forward the application to Chair of the Search Committee.

Initial Action after First Review: One of two letters should be sent upon the completion of an initial review to those who will no longer be given consideration, due either to an inappropriate background (e.g., the position is for an early American Historian and the applicant's background focuses on 20th century Asian History) or to insufficient qualifications. The Chair of the Search Committee should provide the Human Resources Office with the names of those applicants to receive each letter. These dossiers must be kept until the process is completed, but they may be set aside at this point.

A letter should be sent immediately after review to those candidates whose background and qualifications meet the basic criteria established by the Search Committee. This letter requests three more items of information, namely, an autobiographical statement describing the candidate's Christian journey and including how she/he came to faith in Christ, a one-two page response to the University's Doctrinal and Mission Statements, and finally a statement relating the candidate's faith/theology/values to the teaching of the discipline and to relationships between the candidate and students and colleagues. No individual will be brought to campus for interviews who cannot articulate his/her Christian faith adequately and support the University's Doctrinal and Missions Statements.

Securing of Credentials: When an applicant has returned the three items requested the Chair of the Search Committee (or delegated member of the Committee) should contact the references and request letters of evaluation and recommendation. Guidelines for references may be obtained from the deans.

Ranking of Candidates: When the Chair of the Search Committee believes that either no more applications are likely to be received or there are a sufficient number of completed applications from a qualified and diverse pool of candidates to make it likely that a satisfactory choice can be made, she/he should call a meeting of the Committee. Members should have reviewed and ranked all the completed applications prior to the meeting (using the agreed upon criteria and priorities). At that meeting, the members shall select and rank the top candidates. The committee may at this point decide that a phone interview is to be held with a short list of candidates in order to (1) narrow the list down further; and/or (2) to gather a wider range of information and impressions for a final ranking. In no case is the committee to hold face to face interviews with candidates without prior permission from the appropriate Dean and Provost. In any case, the committee shall select three candidates or less, submitting the list and qualifications to the appropriate dean(s), who will review the materials. The committee is to indicate in a narrative the rationale for the ranking and reasons for requesting on campus interviews for those candidates

that appear to be the best to fill the position. If no candidates meet or exceed the standards established by the committee, the search will either be re-advertised, put on hold until the following year or be terminated. The dean(s) review along with the committee's recommendations and ranking will be submitted to the Provost for decision as to next steps. Only the Provost (or his/her delegate) can authorize on-campus visits for candidate interviews.

Campus Visit: If candidates are brought to campus for an interview from outside the southeastern Pennsylvania region, travel arrangements should be made in such a way as to take advantage of the most reasonable travel rates. Arrangements for such travel should be made through the Administrative Assistant to the Provost since the budget for visits is held by that office. (Candidates who drive to campus for interviews should be reimbursed for mileage according to policy 90.11 of the Staff/Administration Handbook. Decisions to drive or travel by air/rail should be made in such a way as is most cost effective for the University and reasonable for the candidate.) Arrangements for meals on campus should be made with Sodexo.

As much as is possible, the visits of candidates should be close to identical in terms of structure and with respect to questions asked each candidate. On campus activities must include the following: (a) a teaching period, (b) an interview with the Search Committee, and (c) interviews with the appropriate dean(s) and the Provost. If it is possible, a meeting with a group of departmental students is advisable. In addition, the candidate should be introduced to the University community, campus, and facilities. Attendance at chapel, Windows of the World, and other events is encouraged. In some cases (such as Dean candidates or candidates for chairs of major academic programs) the President may also be involved in the on-campus interview process.

Committee Recommendations: The Search Committee should meet within one week of the last candidate's visit to make its recommendation, after completing any additional referencing deemed necessary. One possible action of the Committee is that none of the candidates is acceptable. This action should include a detailed explanation of why the Committee reached this decision and would normally come with a request for permission to re-open the search. The other possible action is that the Committee finds one or more of the candidates acceptable. In this case, the Committee should rank - with rationale - its choices. The Committee should also indicate the sense of the Committee by indicating whether the recommendation is unanimous or divided (and if divided, the division of the vote on the recommended Candidates). The Search Committee may suggest an appropriate faculty rank, but the appropriate dean(s) and the Provost must approve it in consultation with the chair or program director of the field in which the candidate will be teaching. The Committee's recommendation(s) should then be sent to the appropriate dean(s), who will make a recommendation to the Provost.

Administrative Action: The Provost will consider the recommendation of the Search Committee and the dean(s). If in agreement, the Provost will extend an offer to the recommended candidate or to one of the other ranked, acceptable candidates. Only the dean(s) or Provost (are) to discuss salary with the candidate. When a written or verbal agreement is reached the Office of the Provost will coordinate a mailing to the new faculty member with the following departments and materials:

- Faculty Covenant ----- prepared by the office of Human Resources
 - Appointment Letter-----prepared by the appropriate dean
 - Benefit letter ----- prepared by the office of Human Resources
 - Welcome/Cover -----Letter prepared by the Provost
- New faculty must provide official copies of all transcripts with the signed Covenant.

Appointment of Faculty Member: The Board of Trustees shall make appointments upon the recommendations of the Provost and President.

Closing the Search Process: When the candidate has been hired, the Chair of the Search Committee should notify Human Resources that the position has been filled and that all candidates not receiving a letter as described in the first paragraph of step 7 should now be notified. All resumes and Search Committee materials are to be forwarded to human resources to file as a closed search.

Orientation of New Faculty: New faculty are expected to attend a New Faculty Workshop prior to the Faculty Workshop in the Fall. The Faculty Development Coordinator will contact the Faculty Member concerning dates of the workshop, Faculty Mentor, and other information helpful and necessary for successful integration into Eastern's academic community. The Department Chair shall work with the new faculty member on such things as book orders, moving into office space, and other such matters. Human Resources will meet individually with new faculty members to facilitate applicable benefits enrollment processes.

First year Faculty: New full time faculty are ordinarily excused from all advising and are given a one course release. The release is in recognition that full time faculty are expected to engage the New Faculty Faith-Learning Seminar and are in the process of adjusting to the life and work of Eastern University. The release comes in the first semester or term of teaching.