

## **School of Humanities and Sciences Faculty Searches Protocol (Updated September 2018)**

Ithaca College endeavors to become an educational institution where individuals with many perspectives, experiences, and talents for discovery and creation work and thrive. The School of Humanities and Sciences aspires to be a leader in this effort. Faculty hiring is one of the highest priorities of our departments and of the dean's office; purposeful and proactive new faculty recruitment represents an opportunity to diversify both the community and the educational program of the College. Since each recruitment effort entails its own set of opportunities and challenges, the following protocol for faculty searches is designed to facilitate communication between department search committees and the Dean's office as the school makes these crucial decisions.

This protocol supplements the *Procedures for Educational Affairs Faculty Searches* from the Provost's Office. It covers mainly tenure-eligible (TE) and non-tenure-eligible (NTEN) searches.

### 1. General:

- a. The general rule for TE positions is to conduct a national search and for NTEN a national or regional search. This is both a legal requirement and best practice. Exceptions to this rule must be approved by the Dean (or the provost, if applicable).
- b. The current recruitment budget for each TE or NTEN search is \$3,000, which includes advertising, expenses for candidates traveling to campus for finalist interviews, local meals with candidates, and, in consultation with the Dean, conference travel to conduct semifinalist interviews. While departments should make every effort to use resources prudently, the Dean's office (or the Provost's office) may be able to supply additional funds as circumstances warrant.
- c. Since time is of essence in recruiting high-quality candidates, departments are encouraged, when feasible, to organize their search in such a way that an offer can be made and the search concluded before the end of the fall semester.

### 2. Search committee:

- a. Departments should refer to the *Procedures for Educational Affairs Faculty Searches* regarding the requirements on the composition of the search committee, as well as the requirement to attend training on inclusive search procedures.
- b. In consultation with the department and the Dean, and before the recruitment process begins, the search committee will assess the department's current demographics and its recent track record in hiring diverse candidates and will discuss the goals of diversity for the search.
- c. Each search committee, in consultation with the department or program chair, will designate one of its members as a **diversity advocate** in a timely manner sufficient to accomplish the duties delineated below. Diversity advocates typically will be members of the department conducting the search. In unusual cases, departments may choose to solicit diversity advocates from outside of the department. All faculty members are eligible to serve as diversity advocates as long as they go through the necessary training.

- d. Once the composition of the search committee is set, the roster of the search committee should be submitted to the Dean.

### 3. Diversity Advocate:

Diversity advocates should make use of resources that will assist them in their function, including the review of published guidebooks on diversity in faculty hiring (resources available through the Center for Faculty Excellence, Human Resources, or Chief Diversity Officer); consultation with the Chief Diversity Officer and the Department of Human Resources; and consultation with faculty members who have served as diversity advocate in other searches.

In addition, the diversity advocate will

- a. attend a training session on inclusive search procedures (If a diversity advocate attends this training in a given academic year and participates in a search in the next academic year, they will not be required to attend again, but would be required to attend if participating in a search in subsequent years);
- b. before the search, identify potential sources for a diverse applicant pool;
- c. before the search, review the position description to consider whether a broader or different description of subject matter may enhance diversity of curricular offerings and diversity of applicants;
- d. during the search, consult with the Dean regarding the diversity of the pool before on-campus interviews;
- e. during the search, consult with other search committee and department members to maintain awareness of the goal of promoting diversity;
- f. during the search, proactively insure that diversity and commitment to the values of inclusive diversity are both considered as positive qualifications in the consideration of candidates;
- g. soon after the search is completed, send a memorandum to the Dean noting the steps taken in the interest of diversity, their results, and suggestions for future searches.

### 4. Job advertisement:

- a. The position description should be crafted in such a way so as to attract a large and diverse pool of candidates. While very specific information on desired skill sets of candidates may help recruit candidates with an exact match of skill sets, it often also narrows the pool. Descriptions should instead emphasize essential qualifications (and, if necessary, indicate desirable attributes).
- b. In addition to traditional professional venues (e.g., placement services offered by professional associations, position listings in the Chronicle for Higher Education), departments should also consider venues visited by diversity candidates (e.g., listservs or blogs that focus on underrepresented faculty populations) and engage in targeted outreach to directors of graduate studies or certain faculty members.

- c. It is the College's policy that all announcements for faculty searches will include the following statement:

*Ithaca College is committed to building a diverse academic community and encourages members of underrepresented groups to apply. Experience that contributes to the diversity of the college is appreciated.*

- d. Search committees should also carefully consider incorporating additional language that specifies the significance of diversity for that position and the relevant department, program, or unit.
- e. The job ad must also be posted on the College's online job website.
- f. Before the advertisement is posted, departments should schedule a 30-minute meeting with the Dean to discuss recruitment strategies and resources available to diversify the applicant pool. The chair of the committee and the diversity advocate will both attend. The HR liaison may, but is not required, to attend. The typical position advertising budget is \$600, which is included in the total recruitment budget.

#### 5. Interviews:

- a. As per all-College recruitment guidelines, departments conducting searches must get approval of the lists of semi-finalists (to be interviewed primarily by phone or Skype) and finalists (to be interviewed on campus) by the Vice Provost for Academic Programs.
- b. After the search committee has reviewed files and identified candidates for preliminary interviews, they must send the Dean an annotated list of the candidates to be interviewed by telephone or at a conference. This list should indicate briefly what is known about each candidate's potential contributions to the diversity of the community and educational program. The Dean will consult promptly with the chair and/or diversity advocate by telephone or email concerning the list.
- c. The department will recommend semifinalists to the Dean on the basis of each candidate's expected curricular contributions and their scholarly and pedagogical experience, ability, and potential. The Dean will evaluate the list of candidates in the context of issues relevant to Humanities and Sciences as a School, including diversity and inclusion, and the specific ways in which it appears that candidates can or cannot contribute to the School at large. If the Dean has suggestions to offer, there will be a conversation between the search chair, diversity advocate (if relevant), and Dean.
- d. Following the initial phone or conference interviews, departments should submit a list of the top three candidates whom they would like to invite for a campus visit. Building on the annotation from the earlier list, departments should indicate any further information they have gleaned about the candidates' qualifications, including potential contributions to the diversity of the community and educational program. Following consultation with the chair and the diversity advocate, typically by phone or email, the Dean will approve candidates for campus visits, and send this approval forward to the Vice Provost.
- e. Departments should construct candidates' schedules with an eye towards both evaluating and recruiting candidates, ensuring that candidates have time to meet with students, tour the campus, meet people outside the department, and, if time permits, explore Ithaca and

the surrounding area. Meals with candidates should include no more than three faculty and/or students.

- f. Before inviting finalists to campus, please check with the Dean's office to make sure that the Dean (or the Dean's designee) is available to meet with the candidates. Ideally, candidates should be scheduled to meet with the Dean (or the Dean's designee) toward the end of the candidate's visit.
- g. Departments must follow College and School policies on travel in arranging candidates' travels. The department can offer the candidates two options: The candidates can either make their own travel arrangements, in which case they will purchase their own tickets and receive reimbursement after their visit, or they may permit the department – via a travel agency – to make their arrangements for them, in which case the College will pay their costs.

#### 6. Hiring:

- a. Following the campus visits and the search committee's deliberations, the search committee chair should arrange a meeting (in office or by telephone) with the Dean to discuss the committee's recommendation. While Departments may choose to rank candidates, the committee's recommendation should indicate strengths and weaknesses of each finalist, including their capacity to contribute to the diversity of the community and educational program.
- b. The department will recommend finalists to the Dean on the basis of each candidate's expected curricular contributions and their scholarly and pedagogical experience, ability and potential. The Dean will evaluate the list of finalists in the context of issues relevant to Humanities and Sciences as a School, including diversity and inclusion, and the specific ways in which it appears that candidates can or cannot contribute to the School at large. If the Dean has suggestions to offer, there will be a conversation between the search chair, diversity advocate (if relevant), and Dean.
- c. In bringing their preferences to the Dean, departments should strive for flexibility and recognize the hiring process as a collaborative one. Typically, the Dean will expect to reach agreement with the search committee chair and the diversity advocate on the order in which offers will be made. In cases where the group is unable to reach agreement, the Dean will promptly meet with the search committee in an effort to arrive at consensus.
- d. While the Dean has the ultimate authority within the School on matters involving compensation, negotiations on compensation between the Dean and the candidate will normally be conducted using the department chair or search committee chair as an intermediary. Hence, when the approval has been given to make an offer, the department chair (if s/he so wishes) can be the first representative of the College to contact the candidate to make the offer and explain the salary and other details. If the candidate wishes to negotiate, the department chair or search chair will typically continue to function as an intermediary, conveying candidate requests to the Dean and relaying the Dean's responses back to the candidate. Throughout the negotiation process, the Dean and the department will additionally consult as needed on candidate requests.