

GUIDELINES FOR FACULTY RECRUITMENT

This document summarizes and elaborates on the procedures for faculty recruitment outlined in the Faculty Handbook and the Diversity Policy, which can be found at http://web.grinnell.edu/dean/diversity/Diversity_Policy_Final_Sept_2006.pdf. The sections of the Faculty Handbook relevant for faculty searches can be found at: <http://web.grinnell.edu/dean/Handbook/FacultyHandbook.pdf> (Part Three, I and II).

The excellence of Grinnell College depends on our successful recruitment of a highly qualified, diverse, and gifted faculty. For this reason the College has developed procedures to encourage active recruitment of the best candidates for our searches. From the creation of the position proposal to the conclusion of a new contract, faculty recruitment is a team effort, led by the department, but supported by faculty leaders, student committees, staff, and deans. The Dean's office and the V.P. for Diversity and Achievement (VPDA) offer resources for enhancing recruitment strategies. Academic support staff can assist you in managing applicant files, arranging travel plans, and setting up interview schedules. If you have questions or concerns in the process of a search, please contact the Dean immediately.

I. Position Description and Advertising Copy

Tenure-track or regular faculty appointments

When a department anticipates making a proposal for a faculty position—due to an upcoming faculty retirement, a new curricular need, or a resignation—the Chair should consult with the Dean as early as possible. For tenure-track positions, please refer to the document entitled “Instructions for Preparing Tenure Track and Renewable Non-Tenure Track Positions” on the web ([_____](#)) h h h). Proposals are due by April 1 of the academic year preceding the search.

Prior to creating the proposal, a departmental representative must meet with the Associate Dean to discuss strategies for achieving broader diversity in the applicant pool. This meeting will address the content and placement of the position advertisement, identification of strategies for identifying and contacting potential diversity^f candidates, and discussion of available resources at Grinnell for assisting departments in their search. This meeting should take place well in advance of the April 1st deadline for submitting position requests to the Executive Council. A template for the job advertisement can be found at http://www.grinnell.edu/offices/dean/chairinfo/fac_recruit/desc_template/

Because of nationwide competition with peer institutions for the best candidates, we attempt to fill our positions in advance of other institutions whenever possible. For example, for tenure-track positions, we try to advertise prior to the start of the Fall semester and complete the search during the Fall semester.

^f The September 13, 2000 document from the Executive Council setting forth the diversity initiative states that “there are many ways to define diversity, and Grinnell values many types of diversity. To prioritize commitments of time and energy, we suggest initially narrowing the immediate definition of diversity to reflect our view of pressing current needs. We intend to focus our present efforts on increasing the representation of African Americans, Latinos, Native Americans, and Asian Americans. Accordingly, for the remainder of this document, our use of the term ‘diversity’ signifies membership in one of these groups” (p.1).

The position proposal should be submitted to the Dean, who will ask the V.P. for Diversity and Achievement to ensure that it conforms to the College's Diversity Policy. Then the Dean brings the proposal to Executive Council for consideration among other proposals. Meanwhile, the department should also share the position proposal with its division Chair, who will act as its proponent in the Executive Council meeting.

In rare cases, the Executive Council and the President may consider making a special faculty appointment outside the process described above if that appointment serves important institutional goals, including the College Diversity Policy. Departments that wish to make such a recommendation should consult the Dean as the first step in this process.

In considering the proposal, the Council will review the department's plan for recruitment, and may request revisions to the recruitment strategy or the advertisement copy. If the Executive Council recommends the proposal, and the President approves the search, then the Dean will notify the Associate Dean's Office staff, and provide approved advertisement copy to that office.

The Associate Dean's staff will place the advertisements in the appropriate publications. Please ensure that the staff has the information about appropriate venues and deadlines to effectively advertise the position. That office will confirm when the advertisements have been placed and when they will appear.

Term appointments

Since faculty members must make leave commitments before we place position advertisements, searches for leave replacements often begin later in the year. Chairs of departments will receive reminders early in the fall semester to submit staffing proposals for term or part-time appointments or expansions of shared contracts so that these may be considered as the budget for the following year is prepared. Other than this, searches for term positions parallel those for tenure-track appointments, although the time and special recruiting efforts may be abbreviated.

For term positions or part-time positions (in most cases), the College expects search committees to act in good faith to enhance the diversity of the faculty; however, the procedural requirements of the search are more expeditious. In rare cases, where a term search generates a pool of candidates that is inexplicably and strikingly less diverse than the available candidates in that discipline, the VPDA may work with a search committee to expand or change its search methods.

II. Applicant Pool

Developing the pool

A community that encompasses a diversity of people and perspectives is the foundation of excellence in the liberal arts. To enhance the diversity of our community is a strategic priority and a core value of the College. The College therefore requires search committees to actively recruit a diverse pool of applicants for tenure-track positions. When a department conducts a renewable non-tenure track term search, we also expect a high level of proactive recruiting effort. The Associate Dean will work with the Chair of the search committee to develop a recruitment strategy for the search and to provide assistance in implementing it. When it seems appropriate for the search to include contact with Grinnell alums, former applicants to the Consortium for Faculty Diversity program, or applicants to previous searches, the Associate Dean's office will help.

The Associate Dean's office places all advertisements for tenure-track and term searches with the Dean's authorization.

Academic support staff can assist the search chair in identifying organizations and departments where recruiting might prove fruitful.

Evaluating the pool

After the search committee reviews the applications, the Chair will prepare a Report that a) summarizes the steps taken to diversify the applicant pool, b) lists the most highly qualified candidates, including how each can contribute to the diversity of people and perspectives at the College, and c) considers how the selected list reflects the diversity of the applicant pool and the field.

The Chair will schedule a meeting with the Associate Dean and the VPDA, and at least twenty-four hours prior to the meeting will send the Report to the Associate Dean's office. The Associate Dean and the VPDA will discuss the Report with the Chair to select the candidates for preliminary interviews.

Following the meeting, the Chair will schedule telephone or conference interviews with the selected candidates. The Chair may arrange the use of speaker telephones through Information Technology Services. Please charge all telephone calls using the faculty recruitment telephone access code. The Dean's office will provide this code to each search committee chair.

The Chair may interview selected candidates at a professional meeting. Please apply for travel grants through the standard faculty travel request form and indicate that the request is for diversity recruiting.

Selecting Candidates for Campus Visits

Following the preliminary interviews, the Chair will schedule meeting with the Dean of the College and the VPDA. At least twenty-four hours before this meeting, the Chair should send an updated Report to the Dean's Office, including brief remarks on the preliminary interviews, and a recommendation concerning candidates who should be invited for campus visits. The Dean and the VPDA will review the updated Report with the Chair, to consider the recommended applicants in the context of diversity priorities. After this meeting, the Dean will authorize the Chair to invite up to three candidates for campus visits.

Prior to inviting any foreign national to campus, the Chair should ascertain whether the individual has the visa status that will allow them to work in the United States. Before inviting any candidate for an interview, the Chair should ask the candidate if they are available to interview on the preferred schedule and, if offered the position, whether they can make a decision within the expected time frame.

III. On-Campus Interviews

Events of the Interview

The purpose of the on-campus interview is two-fold: to allow the College to meet candidates and assess their professional and pedagogical presentations, and to allow the candidate the opportunity to consider a teaching career at Grinnell College. Usually, the candidate has a schedule of appointments with department faculty, class presentations, a formal lecture, and a meeting with the Dean.

The following events are standard during a campus interview:

- Meetings with appropriate department and non-department faculty
- Scholarly presentation and/or teaching of a class by the candidate
- Interview with the SEPC
- Interview with Executive Council team (tenure-track searches) or Associate Dean (term searches)
- Interview with the Dean (all searches) and the President (tenure-track searches)

Each campus visit should include at least one full day at Grinnell. Tenure-track interviews are typically spread over two days. Before issuing an interview invitation, the search committee chair should consider faculty schedules, the Dean's schedule, and schedules of major campus events to avoid possible conflicts. The chair should issue invitations as far in advance of the interview date as possible to minimize travel costs and to provide the candidate with sufficient preparation time for the required public presentation. Academic support offices are very helpful in setting up these schedules and in assisting the candidates in making travel arrangements.

Candidates will be provided with information about assistance in locating housing and about benefits. The Chair should arrange for them to have an appointment with the Director of Benefits or with Human Resources to discuss benefits or other issues. If the candidate is interested, please arrange a meeting with a realtor to discuss housing options or to visit a local school. Please ask candidates if there are faculty cohorts they would especially like to meet, such as recently appointed faculty members or faculty members who may share common family or personal concerns.

No one should make inquiries of the candidate about issues concerning gender, spousal, family, or racial concerns unless the candidate raises them; if the candidate does, you are then free to discuss the issues.

Academic support staff members are trained to develop appropriate interview schedules, and make arrangements for candidates' travel and accommodations. The Associate Dean's office staff can provide further information and answer questions. The Chair should work with support staff to coordinate candidates' visits, and discuss the interview schedule and any concerns with candidate before the candidate's arrival.

The Dean is the only College official authorized to discuss salary issues with candidates. In addition, discussions about fringe benefits should be left to either the Dean or the Benefits Office.

IV. After the Campus Visit

After the campus visits, the Chair should collect information from everyone who met with the candidate: department faculty, non-department faculty, the Executive Council team, the SEPC, the Dean, Associate Dean, and the President. The Executive Council team members will write a brief report to the Chair following their meeting with the candidates, and will send a copy of the report to the other Executive Council members.

In the past, we have noted that candidates with demonstrated high qualifications and superior letters of recommendation are sometimes ranked lower after the campus visit because of concerns about whether they "fit" with the current campus. The Dean's office strongly urges everyone involved in the evaluation process to consider how subtle precedence given to candidates who feel more "comfortable" or "personable" to members of campus militates against our ability to create a diverse community. After

the campus visit, to guard against bias, it is important to evaluate candidates in light of demonstrated qualifications of excellence, training, and achievement.

Following on-campus interviews of candidates for faculty positions, the Chair will again update its Report, and write a Recommendation concerning the appointment for the Executive Council. The Chair may recommend one candidate or specify alternatives. In every case, the Recommendation should include a brief bio of the recommended candidate(s) and explanations of how they can contribute to the diversity of people and perspectives at the College, the department's curriculum and interdisciplinary initiatives, campus wide programs such as tutorials or MAPs, and the mission and core values of the College.

The Chair should send the Recommendation and updated Report by e-mail to the Dean, so that both can be expeditiously circulated to the Executive Council and the V.P. for Diversity and Achievement. The Executive Council considers the Recommendation in light of all evidence provided by the search committee (including evaluation by department faculty members, students, colleagues outside the department, Executive Council interview team members, and other relevant sources).

The Executive Council will make a recommendation concerning the appointment to the President, who will make the final decision.

V. The Job Offer, Acceptance, and Follow-Up

If the President authorizes an appointment, the Dean will make the offer of the position and will ask for a reply by a specific date (typically one week). After the offer is made, the Chair may call the candidate to answer any final questions. Once the Dean receives a verbal acceptance, the Dean will send a contract to the candidate. When we receive a signed contract, the search committee chair will be notified. At that time, the Chair should telephone candidates who were invited to campus to let them know an offer has been made and accepted, and letters should be sent to all applicants informing them of the outcome of the search.

All candidate dossiers must be taken to the Human Resource Office for retention by the College for a period of four years.