

GRINNELL COLLEGE
FACULTY RECRUITMENT GUIDELINES &
PROCEDURES

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GRINNELL'S COMMITMENT TO HIRING A DIVERSE FACULTY

The excellence of Grinnell College depends on our successful recruitment of a highly qualified, diverse, and gifted faculty, who contribute to our goal of creating a diverse and inclusive environment for students, faculty, and staff. 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 the Dean, Associate Dean/Chief Diversity Officer, faculty colleagues, staff, and students who are involved in the hiring process. The Dean's office offers 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 during the search process, please contact the Dean and our Associate Dean/Chief Diversity Officer (hereafter referred to as the AD/CDO) immediately. This document summarizes and elaborates on the procedures for faculty recruitment outlined in the *Grinnell College Faculty Handbook (Part Three, I and II)*. It also incorporates policies and practices outlined in the *Grinnell College Diversity Policy (September 2006)*, and replaces previous guidelines and procedures developed by the Office of Diversity and Inclusion.

FACULTY RECRUITMENT CHECKLIST

Proposals for faculty positions are due to the Dean by April 1 of the academic year preceding the search. At various stages in the hiring process, you will document your progress by submitting online forms. These include the *Recruitment Evaluation Form*, a *Search Report Form*, and a *Campus Visit Report and Recommendation Form*. All materials regarding faculty recruitment can be found on the campus intranet page using the following link: <https://grinco.sharepoint.com/sites/dean/Pages/FacRecruiting.aspx>. If you have questions or would like to schedule a meeting with the AD/CDO, please contact the Associate Dean's staff.

Preparing the Position Proposal

_____ Consult with the AD/CDO at least two weeks prior to the April 1 deadline for position proposals. Issues related to the composition of the search committee, preparing a job description that will attract a diverse pool, and effective recruitment strategies should occur before your proposal is written.

_____ Review the *Instructions for Preparing Position Proposals* and the appropriate staffing request template.

_____ Review the *Position Description Template* and draft the position proposal and advertising copy.

Submitting the Position Proposal

_____ Submit the position proposal to the Dean, who will then share it with Executive Council. You may also share the position proposal with the appropriate Division Chair.

_____ If your proposal is approved, please ensure that the Dean's staff has all information that is necessary for effectively advertising the position.

_____ Implement your planned recruitment strategies.

Evaluating Recruitment Strategies and the Pool

_____ After reviewing the applications, complete and submit a **Recruitment Evaluation Form**. See Part Two, Section III. A. below for details. The AD/CDO will review the form and contact the Chair to discuss the current pool and next steps in the search process.

_____ After the AD/CDO approves the **Recruitment Evaluation Form**, the Chair should schedule telephone, video, and/or conference interviews with the selected candidates.

Selecting Candidates for Campus Visits

_____ After preliminary interviews, complete and submit a **Search Report Form**. See Part Two, Section IV. A. below for details.

_____ After review and approval by the AD/CDO, the Dean, and Executive Council, the Dean will authorize the Chair to invite up to three candidates for campus visits.

_____ Allow a **minimum of three working days** for Academic Support Assistants to arrange logistics before the visit occurs.

After Campus Visits

_____ Collect information from interviews with the candidate by department faculty, non-department faculty, the Executive Council team (tenure track), Associate Dean (term searches) and the SEPC.

_____ The Chair of the search will complete and submit a **Campus Visit Report and Recommendation Form**. See Part Three, Section II. C. below for details.

_____ The Dean shares the form with Executive Council, who will review it and make a recommendation regarding the appointment.

_____ The Dean (tenure-track searches) or Associate Dean (term searches) will make an offer. All negotiations regarding salary, start-up packages, and other terms of the contract are handled by the Dean.

_____ After an offer has been made, the Chair may call the candidate to answer any final questions. Once the Dean receives a verbal acceptance, a contract is sent to the candidate. If a foreign national accepts a position, please notify the Office of Human Resources immediately so, if necessary, they can help the person acquire the appropriate visa by August 1.

_____ After the Chair is notified that the contract has been signed, they should then notify candidates who were invited to campus to let them know that an offer has been made and accepted. The Chair will then notify the Dean's Administrative Assistant, who will then contact all remaining applicants to inform them of the outcome of the search.

PART ONE: PREPARING POSITION PROPOSALS AND ADVERTISING

I. Tenure-Track or Regular Faculty Appointments

- A. When a department or program 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 AD/CDO at least two weeks prior to the April 1 deadline for submitting position proposals to the Dean. Prior to creating the proposal, a departmental representative will consult with the AD/CDO about the composition of the search committee, strategies for preparing a job description that will attract a diverse applicant pool, designing a recruitment strategy appropriate to the core values of the College, the priorities of the department, and to target the broadest range and best-qualified applicants in the field.
- B. The Chair will include the approved strategy in the position proposal, and submit advertising copy using the college template. The Chair will submit the proposal and advertising copy to the Dean, who will bring the proposal to Executive Council for consideration.
- C. In considering the proposal, Executive Council will review the department's plan for recruitment, and may request revisions to the recruitment strategy and/or the advertising copy. If the search is approved, the Dean's Office and the AD/CDO will work with the Chair to finalize the advertising copy for the position and the Dean's office will arrange for the placement of the ads in a broad range of publications/online forums.
- D. The Dean's staff will place the advertisements in the appropriate publications. Please ensure that the staff has all information that is necessary for effectively advertising the position. That office will confirm when the advertisements have been placed and when they will appear.

- E. Because of nationwide competition with peer institutions for the best candidates, we attempt to fill our positions in advance of other institutions whenever possible.
- F. 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 Grinnell College Diversity Policy (2006). Departments that wish to make such a recommendation should consult the Dean as the first step in this process.

II. Term Appointments

- A. Since faculty members must make leave commitments before the placement of position advertisements, searches for leave replacements often begin later in the year. Chairs of departments and programs 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.
- B. For term positions or part-time positions, the College expects search committees to act in good faith to enhance the diversity of the faculty. However, the procedural requirements of the search may be 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 Dean and the AD/CDO may work with a search committee to expand or change its search methods.

PART TWO: THE APPLICANT POOL

I. Developing the Pool

- A. A community that encompasses a diversity of people and perspectives is the foundation of excellence in the liberal arts. Enhancing the diversity of our community is a strategic priority and a core value of the College. The College therefore requires search committees to both actively recruit a diverse pool of applicants for tenure-track positions, and to work deliberately to understand and eliminate their own biases against difference and otherness. When a department or program conducts a renewable non-tenure track term search, we also expect a high level of proactive recruiting effort. This may include, but is not limited to placing the position in publications that target a diverse readership, contacting graduate programs, and sharing the position announcement with faculty colleagues nationally, regionally, and locally.
- B. When it seems appropriate for the search to include direct contact with Grinnell alums, applicants in the Consortium for Faculty Diversity database, other faculty recruitment databases, or applicants from previous searches, the Dean's office will help. The AD/CDO will work with the Chair of the search committee to develop a recruitment strategy for the search and to provide assistance in implementing it. The Dean's office places all advertisements for tenure-track and term searches with the Dean's authorization.

II. Strategies for Diversifying and Evaluating Applicant Pools

- A. Departments and programs are required to develop proactive strategies for diversifying applicant pools in searches. The best recruitment strategies involve personal contact through established social networks, professional organizations, followed by direct email or calls to recommended individuals. For these reasons, recruiting efforts are most effective when they build on the ongoing involvement

of Grinnell College faculty in professional associations and collegial relationships with people from diverse backgrounds and experiences. The following methods may be useful:

1. Identify others in your discipline and/or related fields who may be able to nominate highly qualified individuals who can contribute to the diversity of our community and curriculum. Then follow up with email or telephone calls to nominated individuals to ask them to apply for the position.
2. Review the [Consortium for Faculty Diversity Database](#) for applicants in your discipline or related fields. Contact the Associate Dean's Office for help accessing this database. If there are applicants who qualify for your position, you can contact them and invite them to apply.
3. The National Science Foundation runs programs to help diversify the Ph.D. pool in the sciences, as do other programs in the social sciences and humanities. Grinnell College is one of numerous schools that participate in the Mellon-Mays Undergraduate Fellowship Program. This program has a massive network of professionals at various points in their academic careers. Contact the people who run these programs and solicit their help in identifying candidates for the position and/or sharing the job advertisement. Invite them to nominate people or ask for names of recent participants in their programs.
4. Contact graduate programs and colleagues in your discipline who may be able to recommend recent graduates and/or current students who are close to finishing the doctorate.
5. Contact the leaders of special caucuses or committees within your professional associations that address the needs of under-represented groups in your discipline. For example, the National Women's Studies Association has a Women of Color Caucus.
6. Contact and share your position announcement with Historically Black Colleges and Universities who have strong programs in your field.

7. Request travel funds to attend a conference to meet possible candidates, hear their papers, and invite them to apply for the position. Even as the budget remains constrained, we will continue to fund efforts that support key academic priorities when we can.
8. Ask current and former colleagues about effective strategies that have yielded diverse pools of candidates.

B. Search Committee members and everyone involved in the evaluation process should consider how subtle precedence given to candidates who feel more “comfortable” or “personable” to members of the campus community could potentially mitigate against our ability to create a diverse community. It is important to balance the specific contributions of the candidate to curricular needs of the department and the overall contributions of the candidate to diversity and the evolving culture of the campus community.

III. Evaluating Recruitment Strategies and the Pool

- A. After the search committee reviews the applications, the Chair will complete a Recruitment Evaluation Form. On the form, the search Chair will be asked to include: a) efforts to share the position beyond the standard publications that the Dean's Office normally places advertisements; b) contacts with individuals, professional networks, graduate programs, and other diverse venues; c) conferences, meetings, or other gatherings where the position announcement was shared; d) criteria used to identify candidates for preliminary interviews; e) proposed interview questions; and f) any questions and/or concerns about the recruitment process.
- B. At least one of the proposed interview questions must ask all candidates to discuss how their previous experiences as a teacher, scholar, and campus community member will contribute to Grinnell's goal of creating a diverse and inclusive campus environment for all students, faculty, and staff. The AD/CDO

will review questions to make sure that they comply with the Grinnell College Nondiscrimination Policy and other applicable nondiscrimination laws.

- C. After reviewing the Recruitment Evaluation Form, the AD/CDO will contact the Chair to discuss the current pool and next steps in the process.
- D. After the AD/CDO approves the Recruitment Evaluation Form, the Chair will schedule telephone, video, and/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.
- E. The Chair may interview selected candidates at a professional meeting. Please contact the Dean's Office staff about procedures for requesting travel funds.
- F. No one should initiate inquiries about the candidate's gender identity, sexual orientation, marital status, family, age, disability, religion, or race unless the candidate raises them. If the candidate raises these issues, you are then encouraged to discuss what resources and support exist on campus and in the community. If you have questions about the Grinnell College Nondiscrimination Policy or other related policies, please contact the AD/CDO for assistance.

IV. Selecting Candidates for Campus Visits

- A. Following preliminary interviews, the Chair will submit a Search Report Form. The report form will include remarks on each of the preliminary interviews, a short list of candidates who should be invited for campus visits, and what was learned during the preliminary interviews about the candidates' qualifications to do the job, including how they plan to contribute to Grinnell College's goal of creating a diverse and inclusive campus environment for all students, faculty, and staff.
- B. The AD/CDO, the Dean, and Executive Council will review the Search Report Form and the C.V.s of each candidate on the short list in light of diversity

priorities. After consultation with the Executive Council, the Dean will authorize the Chair to invite up to three candidates for campus visits.

- C. After approval is granted for on-campus interviews, departments should allow a minimum of three working days for Academic Support Assistants to arrange logistics before the visit occurs. This will allow us time to manage more diligently and effectively the faculty recruiting, catering, and academic support budgets.
- D. 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. If the individual does not have a visa that will allow them to work in the United States, the Chair should notify the Office of Human Resources.

PART THREE: ON-CAMPUS INTERVIEWS

I. Interview Schedule

- A. 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 required during a campus interview:
 - 1. Meetings with appropriate department and non-department faculty
 - 2. Scholarly presentation and/or teaching of a class by the candidate
 - 3. Interview with the SEPC
 - 4. Interview with Executive Council team (tenure-track searches)
 - 5. Interview with the Dean (tenure-track searches) or Associate Dean (term searches)

- B. 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 in order 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 with making travel arrangements.
- C. Candidates will be provided with information about assistance with locating housing and about benefits. The Chair should arrange for them to have an appointment with the Director of Benefits or the Director of Human Resources to discuss benefits or other issues.
- D. If the candidate expresses interest, please arrange a meeting with a realtor to discuss housing options or to visit a local school. No one should initiate inquiries about the candidate's gender identity, sexual orientation, marital status, family, age, disability, religion, or race unless the candidate raises them. If the candidate raises these issues, you are then encouraged to discuss what resources and support exist on campus and in the community. If you have questions about the Grinnell College Nondiscrimination Policy or other related policies, please contact the AD/CDO for assistance.
- E. Academic Support Assistants are trained to develop appropriate interview schedules and make arrangements for candidates' travel and accommodations. The Chair should work with support staff to coordinate candidates' visits, and discuss the interview schedule and any concerns with candidates before the candidate's arrival.
- F. When scheduling on-campus visits, the Academic Support Assistant for the search will provide a list of additional persons or groups that the candidate may

want to meet with while on campus. These meetings are optional and are meant to give the candidate information about resources on campus.

- G. The Dean's Office staff can provide further information and answer questions related to the on-campus interview process.
- H. 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.

II. After the Campus Visits

- A. After the campus visits, the Chair should collect information from interviews with the candidate by department faculty, non-department faculty, the Executive Council team (tenure-track), the Associate Dean (term searches) and the SEPC. 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.
- B. Please remember to consider how subtle precedence given to candidates who feel more "comfortable" or "personable" to members of the campus community could potentially mitigate against our ability to create a diverse community. It is important to balance the specific contributions of the candidate to curricular needs of the department and the overall contributions of the candidate to diversity and the evolving culture of the campus community.
- C. Following on-campus interviews of candidates, the Chair will complete a Campus Visit Report and Recommendation Form, which the Associate Dean's Office will promptly forward to the Dean, so that it can be circulated and reviewed by members of Executive Council. The form will include one recommended candidate or specify whether one or more of the candidates would be suitable for appointment to the position. In every case, the Chair should briefly address how the recommended candidate(s) can contribute to the diversity of people and perspectives at the College, the department's or

program's curriculum and interdisciplinary initiatives, campus wide programs such as tutorials or MAPs, and the mission and core values of the College. In addition the report should summarize relevant feedback from on-campus interviews.

- D. The Executive Council considers the recommendation in light of all evidence provided by the search committee (including evaluations by department faculty, students, colleagues outside the department, Executive Council interview team members, and other relevant sources). The Executive Council will make a recommendation regarding the appointment.

III. The Job Offer, Acceptance, And Follow-Up

- A. All negotiations regarding salary, start-up packages, and other terms of the contract are handled by the Dean. The Dean (tenure-track searches) or Associate Dean (term searches) will make an offer to the candidate 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.
- B. 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.
- C. If a foreign national accepts a position, please notify the Office of Human Resources immediately so, if necessary, they can help the person acquire the appropriate visa before August 1.
- D. After the Chair is notified that the contract has been signed, they should contact candidates who were invited to campus to let them know an offer has been made and accepted. The Chair will then notify the Dean's Administrative Assistant, who will then contact all remaining applicants to inform them of the outcome of the search.
- E. The Office of Human Resources will retain the full dossiers of candidates for a period of four years.