



Handbook for Faculty Searches Policy, Protocols, and Procedures

**Adelphi University
Office of the Provost
Office of Human Resources**

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Introduction

This document sets a suggested time table, policies, protocols, and procedures for managing the search process. It is understood that each search is unique and each unit must manage its searches in ways that are best suited to its needs and practices. There are, however, some basic steps which must be followed. The intent of this document is to:

1. Ensure the needs of the department, school/college, and university are met
2. Ensure compliance with the Collective Bargaining Agreement
3. Ensure hiring practices are consistent, efficient, equitable, and non-discriminatory
4. Ensure that Adelphi University faculty members represent a model for diversity and inclusion

The Vice President of Diversity and Inclusion is available to meet with the search committee at any point in the process to discuss policies and procedures for faculty searches, particularly related to issues of diversity.

Suggested General Time-Table

July

Academic deans submit faculty line requests to the Provost for the following academic year, including a rationale describing the unit's need for adding or replacing lines.

August-October

- Department chairs (or program directors) submit suggested ad copies to the unit dean for approval. The recruitment plan **must** include strategies for developing a diverse candidate pool
- Advertising copies, including requested ad placements, are sent to the Employment, Employee and Labor Relations Director in the Office of Human Resources and to the Associate Provost for **Faculty Advancement and Research** in the Office of the Provost
- The unit dean, in consultation with the department chair and chair of the Unit Peer Review Committee (UPRC), identify a search chair and committee membership
- The Search Committee Chair schedules a meeting with the **Associate Provost for Faculty Advancement and Research and/or the Vice President of Diversity and Inclusion** to meet with the search committee to answer questions, including questions about protocols and policies, as well as discuss strategies and best practices for attracting a diverse candidate pool
- The search committee chair, in consultation with committee members, develops a Recruitment Plan and submits the plan to the **Associate Provost for Faculty Advancement and Research**. The Recruitment Plan must include strategies for attracting a diverse candidate pool

- The search committee develops a time-table, questions, evaluations tools, and protocols for conducting the search
- All members of the search committee complete at least 2 tests from the Harvard Implicit Bias Test series and informs the committee chair which tests were completed
- The unit, department and search committee members ensure that all applications they receive for faculty employment are routed to the Office of Human Resources via the online application process (<http://www.adelphi.edu/positions/faculty>).
- The Office of Human Resources sends copies of candidate application materials via email to whomever the chair of the search committee designates
- Based on published position descriptions, ad copy, and evaluation criteria, search committees identify candidates for initial telephone interviews.

October-December

- The search committee reviews application materials and conducts telephone interviews.
- The search committee develops final list of candidates (Send letters of “regret” as early in the process as possible to candidates whose backgrounds are inappropriate for the position).

January-March

- The search committee chair submits copies of the Faculty Appointment Summary Form to the dean and the **Associate Provost for Faculty Advancement and Research***
- After approval from the dean, the search committee plans and conducts campus visits of finalists
- The search chair notifies the unit dean of recommended candidates for the position, along with a rationale for their selection and a copy of the **Faculty Search Check List**

*The Director of Employment, Employee and Labor Relations will provide applicant demographic data upon request.

In consultation with the unit Dean, the Provost reviews and approves the final candidate.

General Search Committee Protocols for Conducting Faculty Searches

Pre-Interview Phase

- The number and type of faculty lines recommended by the academic unit are reviewed and approved by the dean prior to submission to the Provost's Office
- **Advertising text is created and submitted to the Associate Provost for Faculty Advancement and Research and to the Office of Human Resources.** Text of advertising copy and position descriptions are binding and cannot be altered after advertised (space and cost constraints may require that some ad copy is altered once it reaches the Office of Human Resources)
- The Office of Human Resources normally posts approved faculty positions in the following publications and websites:
 - ✓ Adelphi University website
 - ✓ Higher Education Recruitment Consortium (HERC) website
 - ✓ New York State Job Bank
 - ✓ Specialty specific journals and listservs
- To ensure consistency of message, at least 2 weeks prior to distribution, share all search materials for external distribution with the dean, including fliers to be distributed at conferences
- Search committee chairpersons may be faculty members or department chairs, tenure or pre-tenured. Exceptions can be made only after consultation with the dean, department chair and chair of the UPRC
- Early in the process, the search committee should identify a contact person (usually the search chairperson), who responds to candidates' questions, arranges interviews, and updates candidates on progress of search. After completion of the search, the Office of Human Resources corresponds with unsuccessful candidates who have not been interviewed
- Composition of a search committee should be representative of the department and include both tenured and pre-tenured faculty. Efforts should be made to consider diverse committee membership, including a faculty person from another discipline
- A Recruitment Plan should be submitted **to the Associate Provost of Faculty Advancement and Research** to include strategies for attracting diverse candidates
- **Before interviews begin, the Search Committee must meet with the Associate Provost for Faculty Advancement and research and/or the Vice President for Diversity and Inclusion to discuss best practices for searches and diversifying the faculty**

- The search committee should develop specific processes, criteria, questions, and evaluation tools that are consistently used for all candidates
- The committee should develop a process of distribution and review application materials
- It is essential that search committees maintain complete and accurate records of their activities
- At the time that they apply, all applicants will receive an automated email of acknowledgment from the Office of Human Resources

Interview Phase

- To attract the best pool of qualified candidates, make every effort to begin this phase as soon as possible in the search season
- The work of the committee is confidential. Names of candidates should be kept confidential until the final phases of the search. Information about candidates should only be shared on a need to know basis (for instance, make sure all CVs and applications have been collected off tables when interviews are completed; don't conduct committee business on Facebook, LinkedIn, Twitter, or any other social media websites)
- Every effort should be made to ensure that the process is consistent and fair for each of the candidates
- Interview questions asked of candidates must be consistent for all candidates and non-discriminatory in nature. Avoid questions that inquire about the candidate's race, color, national origin, gender, sexual orientation, gender identity, disability, age, ancestry, marital status, or child care plans. If you are unsure if a question or line of questioning is discriminatory, contact the Office of Human Resources for clarification
- If the search is a particularly long one, the search chair should stay in communication with preferred candidates, ensuring them of the continued interest in their candidacy
- Use telephone interviews to screen initial candidates the committee considers viable before a short list of finalists is developed.

The Campus Visit

- Campus visits must first be approved by the dean's office
- A copy of the Faculty Appointment Summary Form should be sent to the dean and the Associate Provost for Faculty Advancement and Research prior to approval for the visit

- Do not invite candidates to campus who have little chance of being selected for the position
- Make sure the candidate's transportation needs are adequately addressed and planned from their arrival to the local airport, train station, or hotel to their departure from same
- Transportation and lodging of candidates arriving from out of town is arranged through either the dean's office or departmental office and must follow university policies and approved list of vendors (Hotel: Homeland Suites at 516-747-0230 Car Service: Elegant Car Service at (516) 678-7700). For additional financial and administrative policies visit the Administrative Guide on the Adelphi University Intranet
- The search committee chair should develop the interview schedule, and arrange for each visiting candidate to receive general information about Adelphi University, including contact and travel information (see Visitor's link on the Adelphi University website for specific travel instructions)
- In most cases, campus visits include at a minimum:
 - A formal interview with the search committee
 - An formal interview with the dean
 - A presentation or lesson conducted by the candidate in the presence of committee members and department faculty (these presentations can also include students)
 - Lunch with members of the search committee
 - Campus tour

Post-Interview Phase

- The search chair ensures that all committee members have a voice in the deliberation process
- Candidates who are interviewed but not selected should receive a letter from the search committee chair expressing the committee's regrets
- Three references provided by the candidate should be called and confirmed prior to formal recommendation to the dean and provost
- Candidates (2 to 3 are best) submitted to the dean and provost should not be ranked
- Once finalists have been selected, the search chair should call "off list" references recommended to the committee by the 3 references provided by the candidate. The candidate should be told in advance about this policy

- Once a final candidate(s) is selected, the dean is notified in writing about committee's choice, including the reasoning behind the selection. Included in this submission should be 3 letters of reference, responses of the "off list" references, and a completed Faculty Appointment Summary Form (see below) Information on candidate demographics is available from the Office of Human Resources
- Offers to the final candidate are made formally by the dean, in consultation with the provost
- Once the search has been completed, all pertinent documents and electronic material (correspondence, records, reports, emails, committee minutes, etc.) should be retained in a secure location by the department for a minimum of 3 years

Addressing Diversity in Faculty Hiring

The University is committed to promoting diversity and inclusion in its faculty hiring practices. The search committee is expected to reach out to people of color, women, persons with disabilities, and other protected classes. The following series of recommendations is intended to provide some guidance to faculty search committees in addressing the university's commitment to recruiting a diverse workforce.

- Begin the recruitment process early in the search season so that the committee has access to the largest possible pool of qualified candidates
- Respond to interested candidates quickly and personally
- Develop search committees that are themselves reflections of diversity
- Early in the search process, the search committee should discuss and establish the importance and advantages of having a diverse faculty
- Cast a wide net
- **The Search Committee should discuss unconscious biases early in the process. All search committee members are expected to complete 2 or more of the Harvard Implicit Bias Tests (Project Implicit)**
- Search committees should utilize an array of recruitment strategies, particularly those designed to appeal to diverse candidates, including reaching out to alumni/alumnae. Searches that rely solely on traditional strategies may not attract a diverse pool of candidates
- Utilize such listings as those of the Historically and Predominately Black Colleges and Universities (see below)
- Ensure that advertising copy includes language that signals a welcoming and inclusive climate, such as "Adelphi University is committed to building a diverse faculty."
- Use professional networking to reach out to colleagues at other universities or through conferences or professional blogs
- Identify and reach out to professional venues, multicultural caucuses, and organizations that attract professionals with diverse backgrounds

- Reach out to chairs at historically black, predominately Latino/a, and tribal colleges for names of doctoral candidates.
- Avoid narrow definitions of acceptable scholarship or expertise
- In position announcements and ads use words like “Preferred” over “Required” and “Should” over “Must”

Recruitment Sources:

- Academic Diversity Search (fee)
- American Association of Blacks in Higher Education (free)
- Association of Black Women in Higher Education (free)
- Association of University Centers on Disabilities (free)
- Committee on Institutional Cooperation (CIC) Doctoral Directory (free with online registration)
- Directory of Ford Fellows (free)
- Faculty for the Future (free with online registration)
- Future Black Faculty Database (free)
- HBCU Connect (fee)
- Historically Black Colleges and Universities (with doctoral programs)
 - Alabama A&M University (Sciences, physics, education)
 - Alabama State University (Education)
 - Albany State University (Educational leadership)
 - Clark Atlantic University (Sciences, humanities, social work, education)
 - Fayetteville State University (Educational leadership)
 - Florida A&M University Physics, educational leadership, sciences)
 - Grambling State University (Education)
 - Hampton University (Physical Therapy, physics)
 - Howard University (Humanities, sciences, social sciences, communications)
 - Jackson State University (Higher education, psychology, sciences)
 - Langston University (Physical therapy)
 - Meharry Medical College (Sciences)
 - Morehouse State University (Sciences)
 - Morgan State University(Sciences, business, humanities)
 - Norfolk State University (Psychology, social work)
 - North Carolina A&T State University (Philosophy)
 - Prairie View A&M University (Educational leadership, psychology)
 - Southern Carolina State University (Education)
 - Southern University & A&M College (Public policy, education)

- Tennessee State University (Biology, education, public policy)
 - Texas Southern University (Education, urban planning, environmental toxicology)
 - Tuskegee University (Sciences)
 - University of Maryland Eastern Shore (Educational leadership, sciences, organizational leadership)
- IMDiversity.com (fee)
- LGBT in Higher Education (fee)

Additional resources for attracting a diverse candidate pool can be found on:

- Higher Education Recruitment Consortium's Diversity Resources at www.hercjobs.org/jobseeker_tools/diversity_resources/

Debunking the Myths about Diversifying the Faculty

There are many people who believe that some diverse candidates, such as people of color, are in high demand in the marketplace and therefore not worthwhile pursuing as viable candidates. According to an Association of American Colleges and Universities guidebook, *Diversifying the Faculty: A Guidebook for Search Committees* written by Caroline Sotello Viernes Turner, there are certain myths that may deter search committees from giving its full attention to diverse candidates. For best practices see: <https://advance.washington.edu/apps/resources/docs/best-practices-checklist.pdf>

Myths

Along with the myth that hiring faculty of color is tantamount to lowering standards, there are also myths like, "Our institution cannot compete for doctorates of color because everyone wants them, or we cannot match the high salaries offered to faculty of color....or faculty of color would not want to come to our campus or "faculty of color will leave for more money and prestige" (15). In an AAC&U report *Achieving Faculty Diversity 1996*, Smith, Wolf, and Busenberg report that the employment experiences of 393 white men and highly awarded men and women with Ph. D's "only 11 percent of scholars of color were actively sought after by several institutions simultaneously – which means that 89 percent were not subject to competitive bidding wars. Smith also found that many faculty of color, even those in the sciences, are in fact, underemployed" (16)

Search Committee Recruitment Plan

It is expected that each Search Committee will develop a Recruitment Plan *before* the search begins. Developing a Recruitment Plan is important tools that can help the committee develop strategic and sometimes creative ways to attract preferred candidates. The plan should be submitted to the Associate Provost for Advancement and Research. The plan the committee develops should include (but is not limited to the following:

- Search committee membership
- A list of professional contacts that each committee member commits to contacting, including past colleagues, leaders in a particular field, recent graduates, chairs of doctoral programs, members of professional associations etc.
- Identify potential advertising sources that the committee recommends, as well as those generated by the Office of Human Resources.
- Identify strategies to reach out to recruitment sources from which there are the best chances to attract diverse candidates, such as social organizations, community-based organizations, churches, special interest groups, etc.
- State plans to reach out to minority and multicultural caucuses and to other special interest groups
- The Plan should set out specific protocols for the review, interview and evaluation processes, giving particular attention to strategies for diversifying the pool of candidates
- Develop a timeline for accomplishing the work of the search committee
- Include advertising copy and evaluation criteria

Advertising the Position

The Position Description or Advertisement Copy (Ad Copy) should be as accurate and concise as possible, while at the same time ensuring all pertinent details are included in the text. The Ad Copy is usually developed by the Department Chair, in consultation with faculty, and submitted to the unit Dean. Each requirement for the position should be clearly identified, as well as the Department's specific needs. Remember, once the ad copy is published, new requirements and qualifications cannot be added as criteria for candidate selection. The ad copy language must be fair, non-discriminatory, and avoid gender specific pronouns.

A sample ad copy for a faculty position in Social Studies might read as follows:

Sample Ad Copy

Secondary Education: Social Studies

Tenure Track Assistant or Associate Professor

Requirements: Earned doctorate in social studies education or closely related field; successful experiences as a classroom teacher at the secondary level; and evidence of a scholarly agenda. Responsibilities include teaching at the undergraduate and graduate level; student teaching supervision; and student advisement. Areas of expertise should include social studies content and assessment knowledge. A demonstrated commitment for working with diverse populations is preferred. School and university service is expected. The search will continue until the position is filled.

Faculty Recruitment Planning Form

Position_____

School or
College/Department_____

Directions: The Search Committee chair, in consultation with search committee members, should use this document to formulate the recruiting and planning for the search. Please submit the completed document to the Associate Provost for Advancement and Research before telephone interviews begin.

1. List Search Committee Members and identify Chair(s):
2. Specify anticipated time frame for search:
3. Identify any unique aspects of the position that may influence the search (i.e. Scarcity of potential candidates, multiple roles assigned to the position, interdisciplinary nature of position, special expertise required):
4. List anticipated activities and committee member assignments related to the search.
Please be specific:
5. List advertising and promotional sources the university is using in this search and attach advertising copy:
6. What overall strategy will the committee employ to attract a pool of qualified candidates, particularly diverse candidates (i.e. Outreach to multicultural professional caucuses, organizations, professional colleagues, social networks, alumni school):

Search Committee Chair _____ Date: _____

Faculty Appointment Summary Form

College/School: _____

Program: _____

Position Title: _____

Position Description:

Position Qualifications:

Position Relationship to University Goals (e.g. enrollment, accreditation requirement, program development, etc.)

Number of Applications

Women _____ Men _____

Black _____ Hispanic _____ Asian _____ American _____ White _____ Other _____ Unknown _____

Number of Interviews

Women _____ Men _____

Black _____ Hispanic _____ Asian _____ American _____ White _____ Other _____ Unknown _____

PLEASE ATTACH A SUMMARY OF THE ACTIONS TAKEN, BEYOND THE PLACEMENT OF ADVERTISEMENTS, TO SEEK A DIVERSE CANDIDATE POOL (INTERVIEWS AT PROFESSIONAL MEETINGS, CALLS TO COLLEAGUES AND/OR GRADUATE PROGRAM DIRECTORS, ETC.)

Appointment

Name _____

Highest Degree _____ Year of Degree _____ Institution of Degree _____

Other Relevant Degrees _____ Gender Identity _____

Race/Ethnicity (check as applicable):

Black _____ Hispanic _____ Asian _____ American _____ White _____ Other _____ Unknown _____

Recent Positions or Graduate School

Experience _____

Evaluating the Candidate

It is essential that the search process remain fair and consistent for all candidates. One way to achieve this objective is for the search committee to agree on the important key criteria for candidate selection. Once the committee has prioritized its criteria, it may want to develop an evaluation tool to assess each candidate. Such an evaluation instrument may look as follows:

Evaluation Criteria						
Position _____						
Candidate's Name _____						
Reviewer's Name _____						
Date _____						
Circle one: Telephone Interview/In-person Interview						
<u>Job Description</u>						
<hr/> <hr/> <hr/> <hr/> <hr/>						
<i>Rank each candidate on a scale of 1 to 5:</i>						
Appropriate Educational Background (Including area of expertise)	1	2	3	4	5	NA
Evidence of Scholarly Agenda	1	2	3	4	5	NA
College Teaching Experience	1	2	3	4	5	NA
Technological Competence	1	2	3	4	5	NA
Potential for Professional Growth	1	2	3	4	5	NA
Interpersonal Communication Skills	1	2	3	4	5	NA
Other: _____	1	2	3	4	5	NA
Total _____						
Comments _____						
<hr/> <hr/> <hr/> <hr/>						
(Amend As Needed)						