College of Arts & Sciences Full-time Faculty Hiring Procedures

Effective Date: 9-17-17

Receiving Permission to Hire

1. *Requesting a line* -- Department submits request to the Dean, using the Tenure-Line Faculty Position Request template for replacement position or new position for tenure-line hires, or the Full-Time, Non-Tenure Line Faculty Position Request template for non-tenure-track hires. To re-open a failed search for which criteria have not changed, submit request via a memo attached to a copy of the original request.

2. *Receiving permission* -- Department receives written authorization from Dean to initiate University hiring request process. This is typically received via e-mail during the summer. A formal letter authorizing the search will follow later in the fall.

Pre-search

3. *Position description* -- Department drafts faculty position description with duties and responsibilities and determines required and preferred qualifications for the position, then drafts job advertisement consistent with position and qualifications.

4. *Composing search committee* -- Department identifies search committee members. Tenure line search committees must include a faculty member external to the hiring department.

5. *Pre-search meeting* -- Department chair contacts Cathy Emley to make arrangements for the pre-search meeting. Dean's Office arranges meeting of department chair, search committee chair, and reps from OCAA, the Provost's Office, and Dean's Office to discuss nature of search and diversity issues (search committee formation, position description and required/preferred qualifications, immigration, ads, venues for ads and interviews). The department chair and the search chair are required to attend the pre-search meeting.

6. *Position description* -- Department chair must provide a draft of the position description, including position summary, required and preferred qualifications, and a copy of the draft job advertisement for pre-search meeting attendees. After feedback at the pre-search meeting, the department committee finalizes position description and committee membership.

7. *Setting up PeopleAdmin* -- Search committee chair logs in with LDAP credentials to PeopleAdmin to prepare the posting (http://jobs.udayton.edu/hr). If creating an entirely new faculty line, create a new faculty position; if replacing an existing line, you will modify an existing position. Search by the name of the faculty member who most recently occupied the line, and then modify that existing position.
   a. The search committee chair is identified as the "Applicant Reviewer." All other search committee members will have a guest user login to review the applications.
   b. Attach the job advertisement to PeopleAdmin as supplemental documentation. If the search is to be open for immigration sponsorship, the ad must be posted in discipline-specific journal (online is ok) with a national reach, for 30 days (*Chronicle of Higher Ed* is fine). Keep a copy of the ad and your receipts showing the days of the posting of the position.

8. *Posting the position* -- The search chair will transition the position description ("take action on action") to the department chair, who will review and then transition it to the dean's office (Maura Donahue). Maura will review for alignment with pre-search committee conversation, and then transition it to the provost's office (Amy Askren).
   a. Once reviewed and approved by the provost's office an e-mail will be sent to notify the department that the position has been approved. Unless otherwise noted in the e-mail from the

provost's office, OCAA must also e-mail the department to approve the external advertising. Only after both e-mails are received, is the department may advertise externally.

b. Note that the email from Amy Askren includes the link to the posting and guest user logins and passwords that allow search committee members to access applicant materials in PeopleAdmin.

Interview Process

9. *Selecting candidates to interview* -- After search closes, committee meets to determine "ratings" for all applicants, based on required and preferred qualifications as outlined at the top of the applicant portion of the posting.
   a. To make life easier for yourself, assign ratings to applicants in batches; that is, select (click the box) all applicants who are a 5, then move them in workflow. Then, select all who are a 4, and move them in workflow, etc.
   b. Note that once assigned, these RATINGS CANNOT CHANGE throughout the search process. A candidate advances when the search chair changes an applicant's status. (See instructions on people/admin home page for how to screen and rate applicants and move them through the workflow.)
   c. After all ratings have been assigned, the applicant reviewer (search chair) changes applicant status to "request telephone interview" or as appropriate to the search.
   d. Upon completion of this ratings and changing status of those you wish to interview, e-mail OCAA (aa@udayton.edu, jweaver4@udayton.edu; cc: Patsy Bernal-Olson) and ask for approval to interview candidates. Include the posting number in your correspondence. Copy Maura Donahue.
   e. Be sure to look at the UD application for your finalists to see whether they now, or in the near future will need sponsorship. If any of your finalists will require sponsorship to be eligible to work in the United States, contact Jon Hess. Jon will reach out to UD's Legal Affairs office to let them know we *may* be hiring someone who will need sponsorship.

10. *Planning campus interview dates* -- Look ahead in the calendar and identify dates for campus interviews with Carol Charbel and Jackie Estepp if you haven't already done so, so you can let applicants know (during the phone interviews) when the on-campus interviews will take place. (Read the statement so as to treat all applicants equally.)

11. *Requesting permission for campus interview* -- After phone/teleconference/conference interviews, the Applicant Reviewer changes status of up to 3 advancing candidates to "request permission for campus interview." Upon completion of this task, search chair e-mails OCAA, (aa@udayton.edu, jweaver4@udayton.edu) informing them of the changes to applicant status in PeopleAdmin, and asking for approval to interview candidates. Copy the department chair and Dean's Office (Maura Donahue and Carol Charbel) on this e-mail.

12. *Scheduling interviews with dean's and provost's offices* -- Verify and confirm your campus interview dates with Carol Charbel and Jackie Estepp. Tenure-track candidates are interviewed for 45 minutes by Associate Dean Jon Hess, and for 30 minutes with Associate Provost for Faculty & Administrative Affairs Carolyn Phelps. Non-tenure track candidate interviews are 30 minutes for both the Associate Dean and Associate Provost. While speaking with Carol, be sure to schedule your follow-up phone call for after the interviews in which the department chair will discuss the candidates with Jon Hess.

13. *Inviting candidates for campus interviews* -- After OCAA has approved the candidates for interviewing and you have firm dates for Jon Hess and Carolyn Phelps to interview the candidates, you may reach out to the candidates to set up the on-campus interviews.

14. *Preparing documents for campus interviews* -- Prior to the interviews, Carol Charbel will print from PeopleAdmin the CV, cover letter, and letters of recommendation for the three candidates. If the letters of recommendation were not collected in PeopleAdmin, the department MUST provide a copy of the letters to Carol Charbel at least 1 week in advance of the interviews.

15. *Feedback from dean's and provost's offices* -- Following the on-campus interview, the Associate Dean and Associate Provost have phone conversations with the department chair to discuss candidates; a follow-up email will be sent to the department chair as needed.

Selection and Hiring Process

16. *Selection of candidate for an offer* -- After the interviews are complete, the faculty meet to discuss candidates. While the chair ultimately makes the recommendation of which candidate to hire, this decision must be informed by the faculty discussion. If the chair wishes to make a recommendation to hire that goes against prevailing faculty opinion, that decision should first be discussed with the dean's office.

17. *Completing the hiring proposal* -- Department chair completes the Hiring Proposal within PeopleAdmin. The proposal includes a Narrative Interview Summary that is attached electronically to the proposal. Take Action on Action to send the Hiring Proposal to the Dean's Office for review and forwarding to the OCAA, who then forwards to Associate Provost. Send Maura Donahue an e-mail or call her at 9-3771 to let her know a Hiring Proposal has been submitted.

18. *Receiving permission to hire* -- Department is notified *via* e-mail (with a cc: to the Dean) that the Associate Provost's Office and OCAA have approved the hire. You must receive approval from *both* of those offices before you can make an offer.

19. *Making a verbal offer* -- After approval by Associate Provost's Office and the OCAA, the Department Chair contacts candidate and makes a verbal offer at the approved salary, contingent upon candidate passing background check. All conversations and negotiations should be handled through the Department Chair in consultation with the Associate Dean, Jon Hess.
    a. Tell the candidate that the hire is contingent upon passing a background check. For your convenience, the dean's office has generated an outline of talking points for this call. Please use that as a starting point and modify as needed.
    b. If you are negotiating with a candidate, you need to let your candidate know how long they have to decide whether they will accept (e.g., over the weekend, 72 hours, etc.). Make sure they know they can follow up with you if they have questions during that time. Most candidates will give you a response on time, but if any do not, you need to follow up when the deadline arrives.
    c. When a candidate verbally accepts position, this is also the appropriate time for the chair to ask if there are any additional employment eligibility issues that need to be addressed (such as visas). You can ask, "Are you eligible to work in the United States? If so, for how long?" More likely than not, the candidate will bring this up in the interview process. If the University needs to get started on sponsorship paperwork, the chair notifies Jon Hess (who will contact OCAA) that action will be needed after the faculty contract is signed by the candidate.

20. *Preparing the letter of hire* -- When the candidate verbally accepts the position, the department chair sends a draft of the offer letter to Jon Hess. Jon will check letter for points of negotiation and send to Maura for additional review. Maura will send the letter to the Associate Provost. To make it easier for you, the dean's office has prepared a template as a starting point for this letter; please work from that template.

21. *Sending the letter to the candidate* -- After the Associate Provost approves the offer letter (via e-mail), the department chair sends the offer letter (via e-mail) as a PDF file to the candidate. You need to send a PDF, not a Word file. The candidate either prints, signs, and scans the letter, or may electronically add signature, then e-mails it back to the department chair.

22. *Final paperwork in hiring* -- The Department chair **must send a copy of the signed offer letter via e-mail to Amy Askren and Carol Charbel, cc:ing Maura Donahue.**
    a. The Office of the Provost needs the offer letter so that the faculty contract can be issued. Amy will generate and send new hire paperwork (including the authorization to perform the background check) to the candidate. These forms will then be returned by the candidate to the provost's office, and the background check will be performed.
    b. Upon receipt of the completed new hire paperwork, signed contract and the clearance of the background check, a PAF is generated by the Office of the Provost and submitted to HR together with the aforementioned documents. HR enters the information into Banner and e-mail and user accounts are generated.
    c. Department chairs should work with their administrative assistants to ensure that new faculty have a computer. Admins should enter a work order for keys according to the university key policy. After the new faculty member has obtained his/her UD ID, he or she may pick up their keys from the Key Distribution Office in Fitz Hall.

Notes

- As per the faculty handbook, search committees are to keep minutes of their meetings. These minutes are "discoverable evidence" in the event of a lawsuit over a search.
- Extensive information and help in hiring is available on the Associate Provost's website: http://www.udayton.edu/provost/facadminaffairs Click on the "Faculty Hiring" tab.
- Department chairs and search committees should include opportunities for interaction with the College Equity Advisors and must actively recruit a diverse pool of applicants.
- If a tenure-line position's required qualification is "ABD" and if the Associate Provost has agreed to the hire, the following stipulation must be stated in the verbal offer and placed in the departmental appointment letter and on the contract: "Continuation in this position beyond May 15, 201X is dependent upon Ph.D. being completed by December 31, 201X."
- Prior to reviewing any of the applications, search committees should develop an evaluation instrument that will be used to evaluate every applicant in the pool. The evaluation instrument must use the criteria of the required and preferred qualifications of the position.
- All persons involved in the hiring process should review the "What NOT to ask when Interviewing Candidates" guideline found on the HR website: http://www.udayton.edu/hr/_resources/documents/staffing/Interview_Questions.pdf
- The Narrative Interview Summary must reference the extent to which each candidate who has been interviewed on campus for a faculty position has met the required and preferred qualifications. Special emphasis should be given to the qualifications that were important in selecting the top candidate.
- The information on the following page is excerpted from the Provost's webpage (Hiring Procedures Reference Form), and is designed to provide guidance to departments in drafting the narrative interview summary.

APPENDIX

Narrative Interview Summary template

All candidates interviewed were determined to have met the required qualifications upon the initial review and prior to interviewing

Candidate A: The candidate met the required qualifications in the following ways. The required qualification of *[fill in the qualification]* was met *[describe extent to which it was met each]* as evidence by *[provide the evidence]*. REPEAT FOR ALL REQUIRED QUALIFICATIONS.

The candidate met the preferred qualifications in the following ways. The preferred qualification of *[fill in the qualification]* was met *[describe extent to which it was met each]* as evidence by *[provide the evidence]*. REPEAT FOR ALL PREFERRED QUALIFICATIONS MET BY THE CANDIDATE. The candidate did not meet the preferred qualifications of *[list the qualifications]*.

REPEAT FOR ALL CANDIDATES

Based on our evaluation of the qualifications of the candidates, the department would like to extend an offer to Candidate A. *(This section should provide a very clear expression of the actions the department would like to take.)* If Candidate A declines the offer, we would like to extend an offer to Candidate C. Candidate B was found unacceptable. OR If Candidate A declines the offer, we would like to extend an offer to Candidate C. If Candidate C declines the offer, we would like to extend an offer to Candidate B. OR The department found none of the candidates to be acceptable.