

Guidelines for Recruiting Candidates for Faculty Positions

Revised: September 21, 2009

The Academic Affairs staff works closely with faculty and staff involved in faculty recruitment. These guidelines apply to searches for tenured, tenure-track, and adjunct faculty.

- 1. Search Requests.** Each year, the Office of Academic Affairs invites departments to request authorization to conduct a faculty search the following year. This invitation includes a description of the required elements of a search request, including a description of the position, a rationale for the search, affirmative action information, start-up and facilities costs, and curricular and departmental data. Permission to begin a search process must be approved by the Academic Dean and authorized by the Provost.
- 2. Search Committees.** Screening candidates for an authorized position is exacting and time-consuming work. Department Chairs may wish to designate small departmental or interdepartmental committees to take charge of job recruiting. The Chair and the Academic Dean should discuss the composition of these search committees before actually appointing the Committee.
- 3. Search Plan Meeting.** At the start of each search, each search committee, and the department staff member who will support the search, will meet with the Provost, Academic Dean, and the Vice-President for Diversity and Strategic Partnerships to discuss recruitment procedures and strategies. Search committees should come to the meeting prepared to discuss the search plan and the proposed schedule. The plan should note how the search committee will recruit candidates and what it will do to bring the position to the attention of a diverse population of scholars.
- 4. Advertisements.** Academic Affairs will cover the costs of advertising, up to a maximum of \$1,000. If advertising costs will exceed \$1,000, the Chair should consult with Lisa Sacks, before placing the ads. Advertising includes print and electronic announcements as well as any printing and mailing expenses. Academic Affairs will place ads in *Inside Higher Education* and will list all faculty openings, for searches approved by mid-August, in an in *The Chronicle of Higher Education*. The following statement should be included in all ads:
Wesleyan University is an equal opportunity and affirmative action employer and welcomes applications from women and historically underrepresented minority groups and all applicants who support diversity. Wesleyan prohibits discrimination on the basis of race, color, religion, gender, age, sex, sexual orientation, gender identity, gender expression, marital status, national origin, ancestry, learning disability, physical or mental disability, veteran status and any other category protected by federal or Connecticut State law.
- 5. First Phase of Search.** The dossiers of candidates should contain their vita, at least three letters of recommendation, and samples of their scholarship. Candidates in the creative or performing arts should send other appropriate evidence of their work. When possible, search committees may use telephone interviewing and opportunities at professional meetings to help screen applicants. Throughout the search process, a log should be kept of all contacts about potential candidates so that the committee can thoroughly document all efforts to increase the representation of women and minorities in the candidate pool.
- 6. Obtaining candidates' additional written work.** When contacting candidates to set up a personal or telephone interview, or to set up interviews at professional meetings, the search committee will ask them for copies of as much additional scholarship as they are willing to send. It will be important to have this on hand before seeking approval of campus visits in order to obtain a better sense of the quality of their work and, in some cases, whether the candidates are close to completing their Ph.D.

7. **Interviewing at Professional Meetings.** Academic Affairs will reimburse travel expenses, including transportation, lodging, and meals, for three representatives per authorized position to attend professional meetings to interview candidates. Please plan ahead to insure the best rates for travel. Travelers must follow the University's travel policies available on-line at <http://www.wesleyan.edu/finance/financeDept/accounts/travelpolicynew.html>. Travel expense reports should be submitted to Lisa Sacks. If it is felt that a suite is necessary for interviewing, please check with Lisa Sacks. Requests for travel that don't fit these guidelines should be directed to the Associate Provost.
8. **Campus Visit Approval.** Search chairs must have the approval of the Provost, the Academic Dean, and the Director of Affirmative Action before inviting candidates to visit campus. Search chairs should contact the Academic Dean to begin the process of securing these authorizations. The number of finalists invited to campus is generally three candidates, and no fewer than two. Permission to bring more than three candidates for a campus visit must be authorized by the Academic Dean.

In order to gain approval for a campus visit by candidates, departments or programs should send a written request to their Academic Dean discussing the merits of the candidates they would like to invite to campus. The written request should include:

- A. A brief description of the search process;
- B. Photocopies of the ads as they appeared in print and on-line, and a list of where they appeared;
- C. A list of all the candidates who applied for the position, their institutional affiliations, rank if applicable, and ethnicity if the department can ascertain it;
- D. **A list of all phone calls** and personal contacts made by search committee members to widen the size and diversity of the pool;
- E. A description of how the department met Wesleyan's affirmative action/diversity goals. In particular, it must explain what specific actions the department or program took to widen its pool of applicants, and it must include documentation of all personal contacts made by members of the search committee (letters, emails, and logs of phone or personal conversation). Also, if qualified minority or women candidates were not short-listed for a campus visit, the department must indicate the reason.
- F. A discussion of the merits of the recommended candidates. If the search committee can ascertain any possible problems with the candidates, they should discuss those as well. The request should also discuss the candidates' accomplishments and potential as scholars and teachers (teaching ability may be hard to estimate until the campus visit). This means that the search committee will have to read the candidates' work and closely examine the vita and other parts of the dossier before recommending a campus visit. When dealing with candidates who are still working on their Ph.D. it will be important to read as much as possible of what the candidate has written and to obtain from him or her the chapters completed, a list of the work that remains to be done, and the expected date of completion. Since candidates tend to have an optimistic sense of when they will finish, obtain a list of the chapters completed, the work that remains to be done, and the expected date of completion. This should help the committee reach an independent judgment about the likelihood of completion in the near future.
- G. Supporting material for each candidate for whom a visit is requested:
 - letter of application
 - curriculum vita
 - letters of references
 - all the written or other work submitted
 - and, if applicable, a teaching statement and/or research statement

9. **Expenses of the Visit.** Candidates are guests of Wesleyan when visiting campus. Their expenses are paid and they are not eligible for honoraria. The University appreciates the time faculty must devote to seeing candidates on campus and extending hospitality. The Office of Academic Affairs appreciates efforts made by departments to control costs, while insuring that every candidate is treated well and has a comfortable visit. Candidates who need to stay overnight will stay at the *Inn at Middletown*. Departments should complete the top half of the Inn's direct billing forms and forward them to Lisa Sacks to make reservations. Only modestly sized groups should join candidates for meals at the University's expense. Bills should not exceed \$100.00 for lunch or \$200.00 for dinner. (If a candidate is taken to more than one dinner, costs should not exceed the \$200.00 limit for both meals.) Departments are responsible for costs in excess of these amounts. Department receptions for candidates, refreshments, and similar are not reimbursed by Academic Affairs. All candidates are required to complete and sign a Travel Expense Report to receive reimbursement for travel. Bills are to be submitted to Lisa Sacks, as soon as possible after the visit.
10. **Role of Academic Deans, Advisory Committee, Provost.** All candidates invited to campus will meet with the appropriate Academic Dean and a member of the Advisory Committee. All candidates for tenured positions will also meet with the Provost and a second member of the Advisory Committee. Contact the Office of the Academic Deans (ext. 3110) early in the search process to discuss the schedule for candidates to meet with the Academic Dean. Also contact the Advisory Committee representative for the search, and, in the case of candidates for tenured positions, should contact the Provost's office (ext. 2010) to schedule an appointment. The Advisory Committee representative should receive copies of each candidate's vita. The Academic Dean will give information to each candidate on the promotion and tenure process, faculty grants, benefits, and an expense voucher.

Refer to the attached guidelines on "Avoiding Discrimination in Hiring" which lists areas of inquiry that should be avoided in discussions with faculty candidates. Search committees should share this information with student groups who are meeting with candidates.

Before a search committee meets to discuss the outcome of the visit and the ranking of candidates who came to campus, the committee must obtain the opinions of the Academic Dean and the Advisory Committee member(s) who met the candidates during their campus visits. The search committee must also obtain the opinion of the Provost in cases involving candidates for a tenured position.

11. **Decision to Recommend an Offer.** The decisions to recommend whether to make an offer and to whom should be reached promptly after candidates visit campus. The recommendation should be reached after extensive and informed discussion by the faculty in the departments and programs involved in the search. That discussion should be based on a careful examination of substantial portions of the candidate's work by most of the faculty in those departments or programs. Chairs or directors should consult all faculty in the department or core faculty in the program, except the untenured faculty in their last year. After this consultation, and with the concurrence of a majority of the tenure-track and tenured faculty, a written recommendation should be sent to the Academic Dean. The recommendation should include a report on the votes in favor and against the recommendation, a discussion of the strengths and weaknesses of the candidate in comparison to the other finalists, and, if appropriate, a discussion of other candidates to whom an offer might be made should the first-ranked candidate decline.

Search committees are responsible for notifying candidates when they are no longer viable candidates for the position.

12. **Speaking with a Candidate about a Possible Offer.** Chairs must receive the explicit approval of the Provost, through the Academic Dean, to speak with a candidate about a possible offer. After approval has been received, the chair may contact the candidate and say that he or she is the choice of the department and that he or she will be hearing from the Dean shortly to discuss salaries, conditions, and the like.

AVOIDING DISCRIMINATION IN HIRING

Equal Employment Opportunity (EEO) laws and regulations, as well as many individual state laws, prohibit discrimination against applicants on the basis of age, race, color, religion, sex, disability or national origin. Any question you ask must be legal. Your questions should not offend and should be designed to help you establish the applicant's qualifications for the position. Remember that position-related questions are the only legal means to help you determine skills and qualifications.

AREA OF INQUIRY	ACCEPTABLE AREAS OF INQUIRY	UNACCEPTABLE AREAS OF INQUIRY
Name	For access purpose, inquire into whether the applicant's work records are under another name	To ask if a woman is a Miss. Mrs. or Ms. To request applicant to give maiden name, or any other previous name he or she has used
Age	Require proof of age by birth certificate after hiring or >18 before hiring	To ask age or age group of applicant. Birth date or age of children To request birth certificate or baptismal record before hiring
Birthplace/National Origin/Citizenship	Ask for birth certificate or other proof U.S. citizenship after hiring After hiring Whether a U.S. citizen If not, whether intends to remain permanently If U.S. residence is legal	Date of citizenship Citizen of what country Visa Type Re: parents or spouse Other
Race/Color	To ask race for Affirmative Action plan statistics after hiring	Any inquiry that would indicate race or color
Sex		To ask an applicant any inquiry which would indicate sex, unless occupational qualification (an example would be a locker room or rest room attendant)
Sexual Orientation		To ask an applicant any question that would indicate the applicant's sexual or affectional orientation
Religion		Any question that would indicate religious preference or affiliation

AREA OF INQUIRY	ACCEPTABLE AREAS OF INQUIRY	UNACCEPTABLE AREAS OF INQUIRY
Marital/Parental Status	Whether applicant can meet work schedules or has activities, commitments or responsibilities that may hinder meeting or work attendance requirements Inquires, made to males and females alike, as to duration of stay on job or anticipated absences	To ask about status, history of spouse or partner The age of children childcare arrangements or plans to have more children
Disability	If applicant is able to carry out the essential functions of the job	Any other questions regarding disability, illness or drug/alcohol history
Military Service	Inquiry into service in the U.S. armed forces, including rank attained, branch of service, or any job-related experience	To ask type of discharge To request military service records before hiring To ask about military service in armed service of any another Country but the

		U.S.
Education	To ask what academic professional or vocational schools attended To ask about language skills such as reading and writing foreign languages Dates of attendance or dates of degrees until after hiring	Specifically ask the nationality, racial or religious affiliation of schools attended To ask how foreign language was acquired

AREA OF INQUIRY	ACCEPTABLE AREAS OF INQUIRY	UNACCEPTABLE AREAS OF INQUIRY
Work Schedule	To ask willingness and ability to work required work schedule	To ask willingness to work any particular religious holidays
Address/Housing	To request place and length of current and previous addresses. To ask for applicant's phone number or how he or she can be reached if a number is not available	To ask applicant if they own their own home, or rent or live in an apartment of house Specific inquiry into foreign addresses that would indicate national origin Name or relationship of person with whom applicant resides
Organizations	To ask organizational membership-professional, social, if job related and so long as affiliation is not used to discriminate on the basis of race, sex, or national origin. Office held, if any	To request listing of all organizations, clubs, societies, and lodges to which applicant belongs or has belonged
Photographs	Maybe required after hiring for identification purposes	To take pictures of applicant during interviews or require photos prior to hiring
Convictions	Inquiry into actual convictions that relate reasonably to performing a particular job	Any inquiry relating to arrests or inquires into convictions not substantially related to job in question
Other	To inquire about any area that has direct reflection on the job applied for	Any non job-related inquiry that may present information permitting unlawful discrimination

There are conversational context in which some of these questions may emerge appropriately and at the invitation of the candidate. However, questions along these lines, when initiated by the interviewer or pursued too extensively, can raise an inference of improper motivation and can be used as evidence of discrimination

Examples of employment questions that should not be asked of candidates being interviewed:

Race/Ethnicity/Nationality

What is your race/ethnicity? Have you ever accused an employer of racism? Do you speak English at home? What is your opinion of ____ (for example, a political extremist of the same race/ethnicity/nationality as the candidate)?

Sex

Are you single? Are you married? What does your husband/wife/partner do? Does your husband/wife/partner plan to move to this area if you accept this job? Are you pregnant? Do you intend to have children? What child care plans have you made? Can you come to my conference hotel room for drinks to discuss the position this evening? What is your sexual preference? Are you flexible and open to experiencing life fully (sexual connotation)?

Age

How old are you? Are you energetic? Can you work for a young department head? Will you be able to go with the gang to the cocktail hour after work on Fridays? Do you think you can fit in (or be collegial) with a young/old staff?

Disability

Will you come to work on time? How often will you need to see your doctor? Are you on medication? Do you have your own personal liability coverage? Will your insurance company or veteran's benefits pay for any modifications to the building to accommodate you? Do you think you can fit in (or be collegial) with a fast-paced department?

Religion

What is your religion? Do you intend to take time off work for your religious holidays? Do you have some unusual religious practices that we should be aware of? Do you think you can fit in (or be collegial) with our mostly Protestant (or other religious affiliation) department?