

Faculty Appointment Procedures

October 1, 2008

Amended February 3, 2009

Amended by College faculty, May 1 2015

Amended by the School of Theology faculty, July 9, 2015

In accordance with the Constitution and Ordinances of the University, the Deans recommend election of faculty members to the Vice Chancellor, and the Provost assists with all faculty appointments. The University Ordinances specify that all non-tenured faculty members will be deemed elected by the Board of Regents upon the Vice-Chancellor's approval of the appointment. In the School of Theology, the Dean consults with the tenured faculty members regarding appointments. In the College, the Dean consults with the Appointments Committee whose charge is "to consider requests for appointments to the faculty (including the creation of new faculty lines and continuation of faculty lines held by departing faculty) and to advise the Dean of the College on matters of appointments to the faculty."

I. Preliminary Steps and Nondiscrimination Policy

For tenure-track positions, the Deans consult with the Provost and Vice Chancellor regarding replacement of positions (due to faculty retirements) or new positions arising from strategic planning or reallocation of resources. All faculty searches require prior authorization from the Provost and Dean.

For tenure-track appointments, the Dean, in consultation with relevant departments or programs, appoints a Faculty Search Committee. A national search usually is required for tenure-track positions. A liaison representative of the Appointments Committee who is not a member of the department also plays a role in the College search process. In the School of Theology the Dean appoints a Faculty Search Committee, which may be a committee of the whole of the School of Theology faculty. The Associate Dean for Academic Affairs coordinates the search process.

The Dean and Faculty Search Committee work together to draft a position description that includes the qualifications required.

Departments or programs should make every effort to generate as diverse an applicant pool as possible. For searches in the College, they should seek to advertise the appointment by posting, through the Faculty Hiring Coordinator, notice in nationally recognized and appropriate professional journals, online job listings, and/or publications of professional societies (e.g., *Academe*, *Affirmative Action Register*, *The Chronicle of Higher Education*, the *Inside Higher Ed* website, and the *MLA Job Information List*). Ideally no more than four notices will be placed per search. Hiring bodies are strongly encouraged to advertise in professional publications that may be of interest to candidates from underrepresented groups. The Dean must approve the wording of the notice, which must include reference to the University's nondiscrimination policy. Search committee members may also seek to identify promising applicants—particularly candidates

from underrepresented groups—by consulting with representatives of leading graduate schools and by communicating informally with colleagues in the profession.

II.A. Assessment and Interview Process for the College of Arts and Sciences

The committee shall establish a procedure for reviewing dossiers and ranking candidates. The Dean should approve both the procedure and the composition of the search committee before the search commences. Departments should reflect on their hiring procedures to avoid practices that may be discriminatory. To this end, search committees should consult the interview guidelines described in the College and University Personnel Association Employment Inquiry Guide before communicating with any candidates and should ensure that this information is communicated to others who are meeting with candidates.

All applications should be reviewed expeditiously by the search committee, with the receipt of applications acknowledged via e-mail by the Faculty Hiring Coordinator.

From the applications received, the department assembles its list of candidates to be interviewed. Whenever possible, preliminary interviews should be conducted via Skype or at meetings of professional societies. In the latter case, for tenure-track appointments, two faculty members in the department (normally including the Chair) attend the appropriate professional meeting to interview candidates. The reasonable expenses of both faculty members will be covered by the College recruiting budget. Any other department members attending the meeting may participate in the interview within the fiscal limits of current guidelines for attendance at professional conferences.

From the applications received and, where appropriate, after preliminary interviews, candidates approved by the Dean will be invited for on-campus interviews. Normally three are invited. Departments wishing to bring fewer candidates to campus must first consult with the Dean, who may seek the advice of the Appointments Committee. Every effort should be made to interview qualified candidates from underrepresented groups.

Assisted by the Faculty Hiring Coordinator, the department or program arranges the campus visit of all finalists. For tenure-track appointments, a candidate's spouse or partner is also invited to campus at University expense. If the candidate has expressed interest in or concern about his or her spouse or partner finding employment, departments are encouraged to inquire through the Dean's office about local employment opportunities and to notify the candidate accordingly in advance of the visit.

Candidates should have copies of all transcripts sent to the Faculty Hiring Coordinator in advance of their campus interview. Once an appointment is made, official undergraduate and graduate transcripts will be requested and will become part of the new faculty member's file in the Dean's office. In the course of meeting with a representative from Human Resources, candidates invited to campus must also complete and sign the permission form for pre-employment screening.

It is helpful for candidates to receive information about the interests and activities of department members, or of others who might share professional interests, before they arrive in Sewanee.

Schedules during the campus visit must include appointments with the Dean and members of the department or program. For tenure-track appointments, the campus visit also includes an appointment with the Provost. Candidates for visiting positions in the College normally meet with the Associate Dean for Faculty Development and Inclusion instead of the Dean of the College. The Assistant Counsel for Global Affairs is available to meet with candidates upon request. All candidates invited to campus, including applicants for term positions, must be scheduled to meet with Human Resources to ensure they have opportunities to learn about topics such as housing, local schools, and employment benefits. They should also be allowed some free time during which they can relax or explore the area on their own.

All interviewers should receive copies of the candidate's complete schedule and *curriculum vitae*. The Dean, Provost, and representative of the Appointments Committee should be able to see the candidate's complete file before their meeting with the candidate takes place. The file should include a *curriculum vitae*, letters of recommendation, copies of publications when these are submitted, and graduate transcripts.

Each visiting candidate usually gives at least one lecture or class presentation, with allowance made for some free time preceding the event. The campus community is invited to the talk. Provision should also be made for the candidate to interact with students and other faculty or community members during the campus visit. The search committee may wish to solicit feedback on the candidate from faculty and students who attend the talk or meet with the candidate.

II.B. Assessment and Interview Process in the School of Theology

The Dean, in consultation with the faculty, shall approve a procedure for reviewing dossiers and ranking candidates before the search commences. Those conducting the search process should reflect on their hiring procedures to avoid practices that may be discriminatory.

All applications should be reviewed expeditiously by the search committee, with the receipt of applications acknowledged by letter or email.

Before communicating with any candidates, those conducting a search should review the University's interview guidelines for appropriate interviewing procedure and should ensure that this information is communicated to others who are meeting with candidates.

From the applications received, those conducting the search assemble their list of candidates to be interviewed. Whenever possible, preliminary interviews should be conducted at meetings of professional societies. For tenure-track and multiple-year appointments, two faculty members may be expected to attend the appropriate professional meeting to interview candidates. The reasonable expenses of both faculty members will be covered by the recruiting budget. Any other department members

attending the meeting may participate in the interview within the fiscal limits of current guidelines for attendance at professional meetings.

From the applications received and, where appropriate, after preliminary interviews, candidates approved by the Dean will be invited for on-campus interviews. Normally three are invited though fewer might be invited if the Dean finds special reason to do so. Every effort should be made to interview qualified women and candidates from minority groups. No decision of appointment may be made until all the invited candidates have visited Sewanee.

Assisted as appropriate by School of Theology staff or the Office of Human Resources, the Associate Dean for Academic Affairs arranges the campus visit of all finalists. For tenure-track appointments, insofar as divisional budgets permit, a candidate's spouse or partner is also invited to campus at University expense. In cases where employment of the spouse or partner seems to be of concern, faculty are encouraged to inquire about local employment opportunities and to notify the candidate accordingly in advance of the visit.

Candidates must have official copies of all graduate and undergraduate transcripts sent to the Dean's office in advance of their campus interview. Once an appointment is made, such transcripts become part of the new faculty member's file in the Dean's office. In the course of meeting with a representative from Human Resources, candidates invited to campus must also complete the permission form for pre-employment screening.

It is helpful for candidates, before they arrive in Sewanee, to receive information about the interests and activities of others within the larger academic community who might share professional interests.

Schedules during the campus visit must include appointments with the Dean, Human Resources representative, and members of the School of Theology faculty. For tenure-track appointments, the campus visit includes an appointment with the Vice Chancellor and Provost. Candidates should also have a chance to meet students as well as other faculty or community members. All candidates invited to campus, including applicants for term positions, must be scheduled to meet with Human Resources to ensure they have opportunities to learn about topics such as housing, local schools, and employment benefits. They should also be allowed some free time during which they can relax or look about on their own.

All interviewers—including the Dean, Provost, and Vice-Chancellor—should receive copies of the candidate's complete schedule and file before their meeting with the candidate takes place. The file should include a *curriculum vitae*, letters of recommendation, copies of publications when these are submitted, and undergraduate and graduate transcripts.

Each visiting candidate should be asked to give at least one lecture or class presentation, with allowance made for some free time preceding the event. The campus community is

invited to the talk. Provision should also be made for the candidate to interact with students and other faculty members during the campus visit.

III. Appointment

The Search Committee, at the time when it determines its first-choice candidate, should also identify which other finalists, if any, it considers worthy of recommendation for an offer and should rank order all such candidates.

After discussion of final rankings with the Search Committee, the Dean determines the conditions of employment. The Dean then notifies the candidate and prepares an appointment letter for signature by the Dean, Provost, and candidate. For visiting positions, appointment letters will be signed by the Dean and candidate only. When an appointment letter is issued to a candidate who does not yet have proper authorization to work in the U.S. and at the University, the following statement must also appear in the letter: "This offer of employment is contingent upon your obtaining, and maintaining whatever legal authorization is necessary for you to work in the United States; we will assist with this process. If you are not a U.S. citizen, please contact the Assistant Counsel for Global Affairs to discuss your needs." A copy of the appropriate *Faculty Personnel Procedures* is enclosed with the appointment letter to provide information about the terms of employment and the expectations of the University.

Roles in Searches

A. Faculty Hiring Coordinator (Office of the Dean of the College)

The following tasks are necessary for hiring faculty, and the Faculty Hiring Coordinator (FHC) handles all of them for the College. The FHC is available to assist with searches from 8 a.m. to 4:30 p.m., Monday through Friday.

1. The department chair or other designated search committee member should let the FHC know a position will be open for hiring. The department chair is responsible for writing the ad, conferring with the FHC about whether to include supplemental questions for applicants on PeopleAdmin, and obtaining approval from the Dean. Once the Dean approves the ad, the FHC will post it on PeopleAdmin.
2. The FHC can post all job ads on Inside Higher Ed thanks to our standing account. The search chair may also contact the FHC regarding other websites or venues where the job ad should be posted. If the search committee chair posts the ad, the FHC will handle reimbursement if needed. Costs should be kept as low as possible.
3. After the committee has reviewed all applicants, the search chair should notify the FHC about who will be interviewed and what type of interview will take place (phone, Skype, conference, or on-campus interview); this information is needed for the EEO log. The FHC can book the ATC conference room and media services Skype account and set up times for Skype interviews once the search committee decides on the date(s). Candidates should not be notified about Skype interview times until after the ATC conference room is booked.

4. The FHC will draft the schedule for each on-campus visit on Google Drive and give search committee members access to edit.
5. Before visits are scheduled, the Dean and Provost must confirm their availability. The FHC arranges meetings with the Provost, Dean, and Human Resources. For visiting positions, the FHC arranges meetings with the Associate Dean for Faculty Development and Inclusion instead of the Dean. (The Provost and Dean or Associate Dean should receive a copy of the candidate's CV and cover letter.) The committee fills in the rest of the schedule and is also responsible for making sure that someone can escort the candidate to and from meetings if necessary.
6. The FHC books a room at the Sewanee Inn for the candidate as soon as dates are provided.
7. The FHC finds out if the candidate prefers to rent an economy car or take the Groome shuttle. Though the FHC may be able to assist with making shuttle arrangements, the committee is responsible for assigning someone to pick up and drop off candidates at the Smokehouse in Monteagle, TN.
8. The FHC finds out if the candidate is bringing his or her spouse or partner to campus (tenure-track appointments only) and makes arrangements if necessary.
9. The FHC can provide a list of phone numbers of restaurants for candidate dinners, but does not make dinner reservations. All receipts must be submitted to the FHC for reimbursement. The FHC can provide a paper copy of the faculty recruitment credit card but will still need the receipt and a list of dinner attendees.
10. The FHC contacts the candidate regarding travel expenses and submits Form 19 to Cindy Church for approval. Processing time is usually seven days to two weeks.
11. The FHC should be notified when the committee reaches a hiring decision so that crucial PeopleAdmin updates may be entered.
12. The FHC can email rejection letters to candidates not selected for interviews. Rejection letters to those interviewed (Skype, conference, on-campus, etc.) normally should be completed by a member of the search committee. The academic technologists can also assist if the FHC does not have time to email the letters.

B. College of Arts and Sciences Appointments Committee

1. The Appointments Committee is charged with advising the Dean on matters relating to all full-time, tenure-track, tenured or endowed appointments and on the establishment and implementation of procedures for part- and full-time faculty hiring. The Dean notifies the Appointments Committee of planned appointments and seeks the Committee's advice about proposed appointments, including proposals for endowed chairs, as early as possible in the academic year in which the appointments will be made or toward the end of the previous academic year.
2. A department authorized by the Dean of the College to make an appointment should submit to the Dean and the Appointments Committee a statement of the qualifications and competence required for the position to be filled. In planning the hiring process, the department chair should seek the Dean's advice as early as possible.

3. The department or program should maintain open communication with the liaison to the Appointments Committee, who should not be a member of the department conducting the search, throughout the entire search process.

4. Each candidate for a tenure-track position who visits campus should also meet with the search's liaison to the Appointments Committee. This meeting should be informal but arranged in such a way that serious conversation is possible. The liaison is also encouraged to attend each candidate's presentation and should have an opportunity to meet the candidate in a social context. During the final stages of deliberation, department or program chairs may also wish to invite the liaison to attend any meeting in which decisions about recommending specific job offers will be entertained.