

**Duquesne University
of the
Holy Spirit**



Full-Time Faculty Recruitment Protocol

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The Common Thread

The search to fill a full-time faculty position at Duquesne University effectively begins long before the position announcement is written and published. It begins, in fact, when the relevant department identifies an aspect of its educational mission that it believes it cannot adequately address with its current instructional staff. Clearly and accurately articulating that unmet need before even requesting a new position is critical to conducting a successful search, because the qualifications and attributes that the department uses to define its need at this point play an important role at every subsequent stage in the search process – and arguably even after an appointment has been made.

Consider the following outline of the process:

Requesting the position	The department builds a case that it has unmet needs in area A for a faculty member at rank R with a set of skills and attributes S .
Approving the position	The dean and the provost consider the department's request (including its characterization of A , R and S) and may modify it before approving a search for an individual with the profile $\{A', R', S'\}$.
Announcing the position	The search committee develops and posts a description of the position that describes the ideal candidate as an individual with characteristics A' , R' , and S' . <u>Importantly, potential candidates rely on this description when deciding whether to apply and, if so, how to frame their applications.</u>
Reviewing applications and selecting candidates for interview	The search committee/department evaluates applicants' dossiers based on the evidence they provide that their work falls within area A' , that they merit appointment at rank R' , and that they possess skills/attributes S' . <u>Other considerations should not enter into their assessment of candidates at this time; to the extent that they do, the search is open to challenge.</u>
Interviewing candidates	During interviews, the questions posed to the candidates focus on further exploring their credentials with respect to the position as defined in the position announcement. <u>Here again, it is improper to introduce wholly new criteria</u> , though clarification may be sought.
Requesting permission to extend an offer	The department chair and dean request permission to offer the position based on their judgment that they have identified an individual who fits the profile $\{A', R', S'\}$ – that is, an individual who meets the needs they identified when seeking the position at the outset.
Third-year review and tenure consideration	As a part of tenure review, the Faculty Handbook directs the department chair, dean and provost to document a continuing need for the position in question – that is, for a faculty member in area A with a set of skills and attributes S . Those evaluating the candidate's dossier also do so relative to those considerations.

The most common underlying reason for a search either failing or coming under scrutiny for procedural irregularity is that the position itself was inaccurately or imprecisely defined at the outset. Once this initial misstep becomes obvious during the search process itself, various parties try to correct the damage “on the fly” – usually with disastrous results.

Key Roles

The following individuals and committees play key roles in conducting a search.

Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs (“the Provost”) authorizes all faculty searches and is responsible for establishing search policies and procedures within guidelines set by the Faculty Handbook and any relevant TAPs.

The Provost collaborates with the Office of Human Resource Management (“HR”) to ensure that all searches promote the University’s strategic interest in promoting diversity and inclusiveness.

The Provost collaborates with staff in HR to conduct periodic mandatory workshops for leaders in each department that has been authorized to search in a given recruitment cycle.

The Provost approves offers on the recommendation of the appropriate dean, advises the dean in subsequent negotiations, and requests formal appointment letters from the President.

Dean

The dean¹ serves as the liaison between the Provost and departments. In this capacity, the dean contributes by clarifying the school-wide context for each search. In particular, ...

- the dean forwards position requests from departments to the Provost, indicating her or his assessment of the strength of each request and rank ordering all requests from the school;

- the dean oversees all searches conducted in the school to ensure that they are completed in accord with University policies and best practices; and

- the dean receives and reviews departments’ nominations, forwards them for approval by the Provost, and conducts the subsequent negotiations regarding the terms of the University’s offer of employment.

Department Chair

The department chair is responsible for the conduct of searches in her or his department. While many of the day-to-day tasks may be left to search committees and to their chairs,

¹ For brevity, this document is written as if only one school and one department were ever involved in a search. Where joint appointments that cross school/department boundaries are involved, one school/department should, from the outset, serve as the “primary” school/department. See the separate Academic Affairs policy regarding joint appointments.

the prerogative to request positions and to recommend candidates for appointment ultimately rests with departments as represented in the person of the department chair.

In particular, ...

- the department chair leads discussions regarding departmental needs as those bear on possible position requests;

- the department chair forwards requests to the dean, rank ordering those requests if there is more than one;

- the department chair oversees the establishment of search committees (sometimes, committees of the whole) in accordance with departmental governance documents and/or past practice;

- the department chair oversees the provision of logistical support for searches;

- the department chair facilitates the department-wide evaluation of the finalists;

- the department chair conveys departmental recommendations for appointment to the dean;

- the department chair assists the dean in conducting negotiations with potential appointees, advising her or him on salary, start-up needs, etc.; and

- the department chair ensures that all unsuccessful applicants are informed of their status at the end of the search.

Search Committee

The search committee acts on behalf of the department to conduct the many day-to-day tasks involved in an effective search.

In particular, ...

- the search committee drafts the position announcement in accordance with University policy and reviews it with the dean and HR prior to posting;

- the search committee develops a Search and Screening Plan with the assistance of HR (which may seek the involvement of the Provost if appropriate);

- the search committee conducts its meetings in a collegial and orderly manner and ensures that adequate records and meeting minutes are kept; and

- the search committee presents to the department a recommendation that is clear and fully reflects not only the final results of its deliberations but also the reasons for its recommendations and the substance of any differences of opinion.

In this work, the search committee is led by its chair, who performs the functions generally associated with chairing deliberative bodies.² The search committee chair is expected to familiarize him- or herself with the University's expectations regarding searches and to collaborate with the department chair, the Office of the Provost, HR and other offices on campus to ensure that the search is conducted appropriately.

Diversity and Inclusiveness

Duquesne University must seek constantly and consistently to enhance the variety of life experiences, perspectives and skills represented among its faculty, students, staff and administration. The quality of the intellectual dialogue at the heart of our mission demands this. In this context, each faculty search constitutes a valuable opportunity to enrich the academic life of the community to the benefit of all its members.

For this reason, the University expects all parties involved in searches to give serious and steady attention to questions of diversity and inclusiveness of all kinds. The Provost and HR provide both general training and specific advice to deans and department chairs, as well as to the members and chairs of search committees. Nevertheless, conducting searches with a focused commitment to welcoming and affirming diversity is ultimately a goal that must be broadly shared by the whole campus.

As a result, it is specifically expected that ...

departments, under the leadership of their department chairs, will give appropriate thought to diversity when appointing search committees and search committee chairs;

the Search and Screening Plans devised by search committees will include detailed information about how the search process has been designed to generate a diverse pool of applicants;

search committee chairs will take leadership roles in ensuring that diversity and inclusion receive consistent consideration and that well-known pitfalls are avoided;

search committees will carefully evaluate the diversity of their applicant pools before proceeding to select individuals for short lists; and

search committees will then evaluate the diversity of their lists of finalists before extending invitations to interview on campus.

The Provost may deem a search to have failed if evidence is not presented that diversity and inclusiveness were given the appropriate degree of attention at every step in the process.

Detailed Expectations

The following specific expectations apply to all searches for full-time faculty members:

² For example, it is expected that the search committee chair will serve as a liaison between the search committee and the department chair; call and chair committee meetings; coordinate administrative and logistical support for the search; and serve as lead host for those candidates scheduled for on-campus interviews.

1. All tenured and tenure-track faculty positions should be filled as the result of national searches. Visiting faculty positions may sometimes be subject only to regional searches, especially when time is short later in the academic year.
2. To the degree possible, search committees should maintain confidentiality concerning their proceedings. Candidates may explicitly request confidentiality at a particular level, in which case the committee must decide whether it can honor that request. Particular care must be exercised when a candidate is already a member of the Duquesne community.
3. Search committees and HR staff, working together, are expected to examine applicants' credentials and check their references carefully. Nothing is more embarrassing to an institution than to make an academic appointment and then be forced to withdraw it when the individual's background does not check out.
4. Three candidates should generally be brought to campus to interview for each search.

Timeline

A full-time faculty search involves at least the steps outlined in the table on the following page.

Action	Provost	Dean	Chair/Dept	Committee	HR
Identify staffing need, develop position request					
Review/amend request, prioritize, submit					
Review/amend request, authorize					
Create committee					
Attend workshop on best practices (run by Provost/HR)			Note 1	Note 1	
Develop position description/announcement					
Approve position announcement					
Plan review process, set up ByCommittee workflow					
Review applications, assess pool				Note 2	
Develop short-list				Note 2	
Conduct at least 3 on-campus interviews	Note 3				
Collate views and recommend appointee					
Review/amend recommendation and forward					
Authorize verbal offer, using signed New Faculty Appointment Form					
Conduct negotiations (including salary, start-up)		Note 4			
Prepare official letter of offer for Provost's review					
Approve official letter, to be sent by the dean over the president's signature					

Notes

1. Minimally, one representative from the department must attend a workshop. Attendance by several representatives is encouraged wherever possible.

2. Some disciplines rely on iterations of this process, e.g., by developing a “long-list” of candidates who are then interviewed at a national conference or by phone/Skype. This table collapses such stages in the interests of brevity.
3. The Office of the Provost is generally represented by one of the associate provosts.
4. Discussions regarding start-up funds proceed as follows:
 - a. If a candidate seeks start-up funding, the dean asks him/her to submit a detailed list of the items needed with cost estimates where available.
 - b. The dean and chair evaluate the list to identify items already available and to control for excessively ambitious requests.
 - c. The dean may discuss the revised list with the provost if she/he seeks matching funds from the provost’s budget.
 - d. The dean submits the revised list to the candidate and informs her/him that the University will commit to providing the items on the list at whatever cost it is able to negotiate. (Although an *estimated* total cost may be indicated, it should be made clear that the University is not committing to a specific dollar amount. Once the appointee is established on campus, she/he may ask to be allowed to revise his/her initial list of items, and those requests will be considered on their merits.)
 - e. Once the list has been agreed to, it should be written out in detail and incorporated into the written offer (by reference, if necessary) as part of the appointment package to which the candidate agrees.

Start-up costs can generally be spent over a period of two years, sometimes extendable to a third year.