

Faculty Recruiting and Hiring Procedures

11.18

Dominican University is committed to hiring, retaining, and promoting a diverse faculty and staff, at levels that meet or exceed that of peer institutions and the national average. The recruitment and hiring procedures at Dominican University are designed to provide a comprehensive approach to hiring staff and faculty members. Dominican University views faculty and staff diversity broadly to include racial, ethnic and gender diversity as well as faculty from different backgrounds, perspectives, and points of view.

Search Process for Full-time Faculty

In the fall of each year the academic Deans and the University Librarian, as part of the strategic and budget planning processes, submit to the Provost *Justification Case Statement* requests for new and replacement full-time faculty positions for the following academic year. *(It is understood that occasionally unanticipated circumstances may generate a request for a faculty position outside of the established cycle; in these cases, the same principles of transparency, accountability, and equity apply.)*

The Deans Team reviews all written requests together, through a process designed to achieve consensus about immediate academic affairs priorities within institutional contexts and budget parameters.

Once a position has been formally approved by the President and the Provost in consultation with the Vice President for Finance, the search process proceeds as outlined below.

Initial Steps

1. The college Dean will appoint a search committee (including one member from outside of the immediate area of the search) and name a committee chair and an equity advisor. In the case of a search for a tenure-track faculty member, at least one member of the search committee must be tenured, or—if a college, school, or department does not yet have a tenured faculty member—must be the most senior faculty member of the unit (ordinarily, holding a tenure-track appointment); when constructing a balanced search committee, the principles articulated in the most current version of the Search Toolkit: Increasing Excellence and Inclusion (always a work-in-progress) should be applied.
2. Using the details from the Justification Case Statement, the Dean will provide specific expectations and criteria to draft a position description in consultation with the search committee and other university stakeholders including the Human Resources, the Chief Diversity Officer and the Vice President for Mission and Ministry. Finally, after approval by the Provost, the position is posted on the DU website.
3. The search committee chair will complete a search plan to be reviewed by the CDO or their designee.
4. The search committee chair convenes the search committee for a facilitated conversation with the CDO to discuss the recruitment process, implicit bias, the process for reviewing applicants, interviewing candidates, and arranging on-campus visits for finalists. The Justification Case Statement is shared with the Chief Diversity Officer in advance of the meeting. As necessary, the CDO will share materials for discussion with

- the search committee in advance of the meeting.
5. Once the search committee identifies an equity advisor, the Chief Diversity Officer assists in the preparation, and support for the equity adviser.
 6. The equity advisor assists the committee in following the best practices as specified in the Search Toolkit: Increasing Excellence and Inclusion. The equity advisor's role is to ensure that a candidate's contribution to diversity is fully considered and that the search practices for recruiting and ranking qualified candidates are fair and equitable. The equity advisor will be familiar with the Toolkit and remind the committee of the factors that can affect the hiring of diverse faculty, including implicit or unconscious bias.

Recruitment Process

1. The search committee chair will work with Human Resources (HR) and the CDO to:
 - A. Review common sites recommended for faculty postings (Chronicle, Inside Higher Ed). Discuss other possible advertising options aimed at yielding a diverse pool of qualified applicants within specific disciplines. Discuss costs and post as appropriate within budget guidelines.
 - B. Advertising costs are the responsibility of the hiring office/department unless otherwise specified. The Dean must approve all expenses related to the search.
2. Human Resources will ensure that all search committee members have access to the online recruiting system. HR will ensure that everyone receives training documentation to fully utilize the online recruiting system to review candidate application materials.
3. All applicants for any Dominican University job opening will receive an acknowledgement of their application once submitted.

Selection/Interview Process

1. The search committee chair must ensure that the candidates' qualifications and experiences are reviewed fairly.
2. The committee reviews applications of all qualified candidates, ordinarily identifying no more than three applicants to be interviewed on campus. Prior to approving the on-campus finalists, the Dean reviews salary expectations indicated by applicants in their online applications and, if necessary, contacts prospective finalists to discuss salary before they are invited to campus. An official academic transcript of the highest degree earned should be received and reviewed by the Dean before a finalist is invited to campus.
3. The committee oversees the process through which references are checked by committee members and/or the Dean or search committee chair, ordinarily before top candidates are invited to campus. References obtained by telephone must be documented by a memorandum to the applicant's file.
4. The committee organizes the campus interview. Program faculty and students, the Dean, Provost or the Associate Provost, Vice President for Mission and Ministry, Chief Diversity Officer, Core Curriculum Director (if appropriate), and President ordinarily also interview all leading candidates in addition to the search committee. A brief (15 minute) meeting with HR is also scheduled to provide an overview of university benefits. Classroom presentations and/or meetings with students have become customary for potential teaching colleagues.

5. The committee frames its recommendation(s) to the Dean, after reviewing patterns of evidence gathered through the full search process, including the campus interviews; the Dean, in turn, makes a recommendation to the Provost.

Hiring Process

The Provost is responsible to ensure the effective implementation of these guidelines and to complete the hiring process.

1. HR will provide a report to the Dean noting all self-reported details on racial, ethnic and gender diversity of each applicant to determine if the recruitment process has engaged qualified candidates from underrepresented groups.
2. The Provost decides whether or not to approve the offer, including the specific terms, after reviewing the recommendation and supporting evidence. The Dean, in consultation with the Provost, has the authority to suspend a search if a search committee has not followed the specified procedures or if there is evidence of insufficient effort to include qualified candidates from underrepresented groups in the applicant pool.
3. The Provost advises the Dean to extend the offer of employment in writing, using a standard template supplied by the Provost, with copies to the Office of the Provost, Office of the President, and Human Resources; all offers are pending a standard background check.
4. The Dean receives and processes the formal request through Human Resources for a new hire when an offer has been accepted;
5. *Note: No appointment can be formalized until the candidate has filed certified copies of official transcripts for the highest degree earned with the Office of the Dean.*

Search Conclusion

1. HR will remove the posting, and the new hire will be invited to start the online onboarding process.
2. The posting and application files will remain accessible online for hiring managers/search chairpersons.
3. Search committee chair or designee will inform any candidates who interviewed on campus that the search has ended.
4. HR will notify any candidates who were not interviewed on campus.

Periodic Review and Compliance

Beginning in 2022, the Provost will meet every third year with the Executive Director of Human Resources, the Vice President for Mission and Ministry, and the Chief Diversity Officer to review this policy and determine whether the process has successfully engaged qualified women and candidates from underrepresented groups. The Climate, Equity and Inclusion Committee will also review the policy every third year to ensure the university's progress towards achieving excellence and inclusivity through diversity.

HR will stay informed on federal and state laws and institutional policies affecting hiring practices.