

## Recruiting and Hiring Procedures

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. The university will review self-reported Equal Employment Opportunity (EEO) data for all positions every summer and will compare information to national benchmarks to enforce its commitment to equity and inclusion.

### 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.

### 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 (CDP) 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:

- 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.
- Advertising and recruitment costs will be covered through a centralized recruiting budget line. However, 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. 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 Dean, in consultation with the Provost, has the authority to suspend a search if there is evidence of insufficient effort to include qualified candidates from underrepresented groups in the applicant pool.

3. The search committee chair must ensure that the candidates' qualifications and experiences are reviewed fairly.

4. 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.

5. 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.
6. 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.
7. 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. The Provost decides whether or not to approve the offer, including the specific terms, after reviewing the recommendation and supporting evidence.
2. 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 contingent upon the results of the background screening. Once an offer has been made, candidates will be asked to complete the background screen release. Results of the screenings generally take 24-48 hours. In some cases where there are extensive records (multiple names and/or addresses), results may take more than 48 hours.
3. The Dean receives and processes the formal request through Human Resources for a new hire when an offer has been accepted;
4. *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.

## Search Process for Senior Administrators

Members of the president's cabinet, the college deans and the university librarian are considered senior administrators. When a vacancy occurs, the president or the provost, as appropriate, will appoint a search committee which will include faculty representation to manage the recruitment process. The committee chair will also be appointed by the president or provost. At the president's discretion, search firms may be engaged to assist or lead senior level administrative searches.

### Initial Steps

1. The president/provost will provide specific expectations and criteria to draft a position description in consultation with the search committee and other university stakeholders including the Executive Director of Human Resources, the Chief Diversity Officer, and the Vice President for Mission and Ministry. After final approval from the president or provost, the position is posted on the DU website.
2. The Executive Director of Human Resources will work with the president/provost to establish an appropriate salary range for the position based on compensation benchmarks. The primary data source will be College and University Professional Association for Human Resources (CUPA) data. Additional market or industry specific guidelines may also be used as references.
3. 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. As necessary, the CDO will share materials for discussion with the search committee in advance of the meeting.
4. The search committee chair will complete a search plan to be reviewed by the CDO or their designee.
5. Once the committee identifies an equity advisor, the CDO assists in the preparation and support for the equity advisor.
6. The equity advisor assists the committee in the following 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 candidates, including implicit or unconscious bias.

### Recruitment Process

1. The search committee chair will work with HR and the CDO to

- a. review common sites recommended for administrative positions (Chronicle, Inside Higher Ed),
  - b. discuss other possible advertising options aimed at yielding a diverse pool of qualified candidates within areas of expertise, and
  - c. discuss costs and post as appropriate within budget guidelines.
  - d. Advertising and recruitment costs will be covered through a centralized recruiting budget line. However, the president/provost 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. The search chair is responsible for moving candidates through the online process as the search progresses.
  3. All applicants for any Dominican University job opening will receive an acknowledgement of their application once submitted.

### **Selection/Interview Process**

1. HR will provide a report to the president/provost 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 president/the provost has the authority to suspend a search if there is evidence of insufficient effort to include qualified candidates from underrepresented groups in the applicant pool.
3. The search committee chair along with the equity advisor must ensure that the candidates' qualifications and experiences are reviewed fairly.
4. The committee reviews applications of all qualified candidates to determine which candidates will be considered for the phone interview stage. Prior to scheduling phone interviews, HR will confirm salary expectations with each potential candidate to confirm that their expectations fall within the designated range.
5. Phone interviews will then be scheduled with qualified candidates. All search committee members are invited to participate on all calls and should plan to participate as schedules permit. At a minimum, the search chair and the equity advisor should participate on all calls.
6. The committee will meet to determine which candidates will be invited for on-campus interviews, ordinarily identifying no more than three. For positions that include faculty status and/or the potential for tenure, an official academic transcript of the highest

degree earned must be received and reviewed by the provost and/or the appropriate dean before a candidate is invited to campus.

7. The committee organizes the campus interview. Peer colleagues, direct reports, other key stakeholders, Vice President for Mission and Ministry or designee if not on the search committee, Chief Diversity Officer, Provost and President ordinarily 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. Presentations at an open forum may be required for potential senior administrators.
8. Feedback surveys should be sent to all stakeholders who interacted with the candidate at the conclusion of their on-campus interview to provide feedback in a timely manner.
9. The committee oversees the process through which references are checked by committee members. Reference checks must be completed prior to the final search committee deliberation. References obtained by telephone must be documented by a memorandum to the applicant's file.
10. After the completion of the on-campus interviews, the committee will frame recommendations to the president/provost after reviewing patterns of evidence gathered through the full search process.

### **Hiring Process**

1. The president/provost will make the final hiring decision, including the specific terms, after reviewing the committee recommendations and supporting evidence.
2. The president/provost will extend a verbal offer to be confirmed by a written offer letter. The offer letter will include standard HR information and will be contingent upon the results of the background screening. Once an offer has been made, candidates will be asked to complete the background screen release. Results of the screenings generally take 24-48 hours. In some cases where there are extensive records (multiple names and/or addresses), results may take more than 48 hours.
3. The president/provost will notify HR when an offer has been accepted.

### **Search Conclusion**

1. HR will remove the online posting, and the new hire will be invited to start the online onboarding process. HR will also notify any candidates who were not interviewed on campus via email.

2. The posting and application files will remain accessible online for president/provost and search chairpersons.
3. Search committee chair or designee will inform any candidates who interviewed on campus that the search has ended.

#### Search Process for Other Administrative Staff

All new or replacement hires must be approved by the unit Vice President in consultation with the president.

Depending on the nature of role and the level of responsibility, some administrative positions will follow the guidelines outlined for Senior Administrators. Vice Presidents are responsible for determining if a position warrants the full search process outlined for senior administrators.

The process for all other exempt level (salaried) staff positions may be modified as follows. The process for non-exempt (hourly) staff should follow the same guidelines. However, search committees are not required when filing non-exempt position therefore references to search committees can be disregarded.

#### Initial Steps

1. The hiring manager will work with HR to draft a job description for posting. After approval from the unit VP, the position will be posted on the DU website.
2. HR will determine the appropriate salary range for the position based on appropriate CUPA data.
3. A small search committee of key colleagues and/or direct reports may be established.
4. The hiring manager will invite the CDO to share resources to educate the search committee on best practices for inclusive hiring and avoiding implicit/unconscious bias.
5. The hiring manager will be responsible for ensuring that candidates' contribution to diversity are fully considered and that the search practices for recruiting and ranking qualified candidates are fair and equitable.

#### Recruitment Process

1. Hiring manager will consult with HR to determine if other possible advertising options aimed at yielding a diverse pool of qualified candidates should be considered. If so, any costs related to external postings must be approved by the unit VP.
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.

The hiring manager is responsible for moving candidates through the online process as the search progresses.

3. All applicants for any Dominican University job opening will receive an acknowledgement of their application once submitted.

### **Selection/Interview Process**

1. Upon request, HR will provide a report to the hiring manager and unit VP 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. The unit VP has the authority to suspend a search if there is evidence of insufficient effort to include qualified candidates from underrepresented groups in the applicant pool.
2. The hiring manager must ensure that the candidates' qualifications and experiences are reviewed fairly.
3. The committee reviews applications of all qualified candidates to determine which candidates will be considered for the phone interview stage. Prior to scheduling phone interviews, the hiring manager will confirm salary expectations with each potential candidate to confirm that their expectations fall within the designated range.
4. Phone interviews will then be scheduled with qualified candidates. All search committee members are encouraged to participate in interviews as schedules permit.
5. The committee will meet to determine which candidates will be invited for on-campus interviews, ordinarily identifying no more than three. The committee will identify which key stakeholders who will be invited to participate in the interview process.
6. The hiring manager organizes the campus interview and will invite key stakeholders. A brief (15 minute) meeting with HR is also scheduled to provide an overview of university benefits.
7. After the campus interviews, the hiring manager will follow up with all participants for feedback on each candidate. The hiring manager will also check references.
8. After the completion of the on-campus interviews, the committee will meet to assess candidates and make a recommendation to the hiring manager.

### **Hiring Process**

1. The hiring manager will make the final hiring decision in consultation with the unit VP and will extend a verbal offer.

2. Upon acceptance of the verbal offer, the hiring manager will provide details of the offer (candidate name, start date, starting salary, etc) to HR. HR will draft the offer letter for the hiring manager's review and approval. The offer letter will be sent from HR and will include standard HR information.
3. All offers will be contingent upon the results of the background screening. Once an offer has been made, candidates will be asked to complete the background screen release. Results of the screenings generally take 24-48 hours. In some cases where there are extensive records (multiple names and/or addresses), results may take more than 48 hours.

**Search Conclusion**

1. HR will remove the online 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 the hiring manager.
3. The hiring manager 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 via email.