Policies and Procedures for Recruitment of Faculty and Academic Administrators

Prepared by the Offices of the Provost and Human Resources Drake University

Updated 8.21

Contents

Updated 8.21 ***1***

1. PrefatoryStatement 3

Drake's efforts to hire and retain an exemplary faculty and staff are dependent on effective searches. In order to achieve these goals "best practice" procedures have been identified and are included in this manual. These procedures apply to tenure track, non-tenure track consecutive term, and visiting positions. The principles also apply to searches for academic administrators. ***3***

2. Summary of Search Steps 4

A. Permission to Initiate Search: Deans submit case statements to the Provost requesting permission to initiate searches for specific positions. Case statements for anticipated replacements or for new positions are submitted by June 1, for a hiring cycle to be completed during the next fiscal year. ***4***

F. Search Chair submits final ad plan to the offices of the Dean and Provost for approval. ***4***

M. Search Committee reviews applications in Hire Touch and selects top candidates for phone interviews. ***4***

S. Hiring Manager advances approved candidates to an on-campus interview in Hire Touch. ***5***

3. Checklist for Search Chair 6

After the Search ***7***

4. Search Committee Deadlines 7

5. Permission to Initiate a Search 8

6. Search Committee Chairs and Committee Members 9

7. Steps to Initiate Search 10

8. Advertisements: Guidelines for Development and Approval 11

Preparation and Approval of Ads ***11***

Posting Ads Once Approved ***13***

9. Diversifying the Applicant Pool 14

Pool Diversification Report ***14***

Recommended Procedures to Help Ensure a Diverse Candidate Pool ***15***

Plan the Interview ***16***

Resources for Enhancing Diversity ***16***

10. Screening Applications and Narrowing the Field of Candidates 17

11. Communicating with Applicants 19

12. ApplicantSurveys 20

13. ReferenceChecking 21

14. Approval of Campus Interviews 22

15. Preliminary Campus Interview Arrangements 24

Travel Arrangements ***24***

16. Planning the Interview Itinerary 26

17. The On-Campus Interview 28

18. Meals 29

19. RecruitmentExpenses 31

20. Making the Recommendation for an Offer 32

21. Maintaining Search Files 34

22. Transition into Position 34

24. Appendix II: Advertisement for Faculty Positions – Guidelines, Requirements and Templates 35

25. Appendix III: Diversifying the Candidate Pool 37

26. Appendix IV: Sample Screening Rubric 34

27. Appendix V: The Interview – Legal Issues and Guidelines....35
28. Appendix VI: Suggestions for Conducting the Interview 36
29. Appendix VII: Start-Up Request Form and Policy 38
Please use this form for all start-up requests. All requests must include a CV, research plan, and an explanation for the use of funds. Upon approval, a copy of this form will be returned to the department chair/dean.....38
Ten percent of start-up funds should come from department and/or college or school budgets. Ninety percent of start-up funds will be budgeted through the Office of the Provost. 38

1. Prefatory Statement

Drake's efforts to hire and retain an exemplary faculty and staff are dependent on effective searches. In order to achieve these goals "best practice" procedures have been identified and are included in this manual. These procedures apply to tenure track, non-tenure track consecutive term, and visiting positions. The principles also apply to searches for academic administrators.

Several principles have guided development of these procedures:

A. It is essential that the most qualified and most diverse candidate pools possible be generated. Committees are expected to actively seek candidates to achieve this goal.

B. Searches must be carried out efficiently and according to timelines defined by the Provost's Office. Meeting deadlines increases the likelihood that Drake will be competitive for the best candidates.

C. Drake University search committees at all times must maintain confidentiality and respect for all applicants.

D. In addition to furthering the goal of recruiting and hiring high quality candidates, the guidelines are designed to reduce potential liability for the university and for search committee members. Therefore, it is essential that guidelines be followed.

Deans, Department Chairs, Search Committee Chairs, and Budget and Office Managers are expected to be familiar with these procedures and to follow them carefully. In cases where exceptions are necessary, permission to deviate from best practice **must be approved** by the Provost's Office.

2. Summary of Search Steps

A. Permission to Initiate Search: Deans submit case statements to the Provost requesting permission to initiate searches for specific positions. Case statements for anticipated replacements or for new positions are submitted by June 1, for a hiring cycle to be completed during the next fiscal year.

B. The Provost issues in writing permission to initiate a search by July 31.

C. The Dean appoints Search Chair.

D. Search Chair in consultation with the Provost Office and Department Chair selects a Hiring Manager who provides staff support to the committee and completes the actions required in Drake University's on-line application system, Hire Touch. This is usually the Budget and Office Manager, but may be a delegate.

E. Search Committee Chairs and Hiring Managers attend required Recruitment and Advertising Workshop with Associate Provost for Campus Equity, Inclusion and Academic Affairs Budget Manger, and Academic Support Specialist. *Please bring copies of Case Statements to this meeting.* (Updated 5.19)

F. Search Chair submits final ad plan to the offices of the Dean and Provost for approval.

G. The department Budget and Office Manager/Hiring Manager completes requisition (on-line *Position Vacancy* form) in Hire Touch, which initiates the appropriate approvals to the offices of the Dean, Provost, Budget and Finance and Human Resources. The on-line Position Vacancy Form should include the Job Description, approved ad, ad plan, and requested start-up funds.

H. Provost Office places approved ads on designated institutional recruitment sites. Search Chair working with support staff places advertised ads on additional sites approved as part of the ad plan (See Item F above).

I. Candidate applications are submitted through Hire Touch. An applicant survey is completed as part of the application and an acknowledgement of application submission is sent automatically upon completion.

J. Search Committee members complete required online Implicit Bias training.

K. Search Committee develops a protocol for review of applications. See Appendix IV for an example. (Updated 5.19)

L. Search Committee Chair completes Qualtrics form *Drake University: Diversifying the Candidate Pool*. The Search Committee will not begin reviewing candidates until approval to proceed has been granted by the Associate Provost for Campus Equity and Inclusion. (Updated 6.18)

M. Search Committee reviews applications in Hire Touch and selects top candidates for phone interviews.

N. Hiring Manager notifies candidates who do not meet minimum qualifications that they are no longer under consideration using Hire Touch. Notification is sent automatically to these candidates through Hire Touch.

O. References for top candidates are checked (or checked after phone interviews only for candidates to be brought to campus).

P. Hiring Manager advances selected candidates to a telephone interview in Hire Touch.

Q. Conference telephone or teleconference interviews are held with top candidates.

R. *Request for Campus Interview* form and *Pool Diversification Report* are submitted via Qualtrics to offices of the Dean and the Provost for approval. A letter of application and vitae for each candidate **must be included** with these forms.

S. Hiring Manager advances approved candidates to an on-campus interview in Hire Touch.

T. Arrangements are made for campus interview.

U. Finalist are directed to the Employment Opportunities landing page, which includes Employment Related Policies, Exceptional Working Environment, Living in Des Moines, Overview of Employee Benefits, Development Opportunities and HR Contact information.

V. An effective interview itinerary for the candidates is planned and communicated to the candidates well in advance of their arrival.

W. Candidates are interviewed.

X. Feedback is solicited from those involved in interviews.

Y. Search Committee meets to review feedback on candidates and to arrive at recommendation to submit to the Dean.

AA. Request to hire is submitted to Dean. The Dean may discuss this with the Search Committee, and then makes a recommendation to the Provost.

BB. Upon approval of the Provost, Dean makes offer and negotiates terms with candidate.

CC. As soon as an offer is made, Hiring Manager advances candidate in Hire Touch for completion of education verification and criminal background check.

DD. Human Resources will notify Hiring Manager once employment verification and criminal background check is complete.

EE. Hiring Manager will utilize Hire Touch to notify all remaining candidates that the search is complete.

FF. In consultation with the Dean's office, a letter of appointment is developed and sent by the Provost.

GG. Search Chair/Department Chair stays in touch with new hire to ensure effective transition to Drake.

HH. Successful candidates will attend New Faculty Orientation in August.

3. Checklist for Search Chair

Pre-Search Steps (Updated 5.19)

Submit Case Statements to Dean of college/school by April 15. The Dean will submit recommendations to the Provost by June 1.

The Provost will notify Deans of approved positions. Deans will appoint Search Chair and Search Committee members.

- ☐ Search Chair and Hiring Manager must attend the Recruitment and Advertising Workshop. Please bring a copy of the case statement with you.
- ☐ Submit the advertisement form (Appendix II) to the Dean's Office and to the Academic Affairs Budget Manager for approval.
- ☐ Hiring Manager complete the Hire Touch Requisition (on-line *position vacancy* form*)* to initiate approvals to the offices of the Dean, Provost, B&F and HR. Select Hiring Manager in consultation with Budget and Office Manager and Department Chair.
- ☐ Search Committee must complete online training on Implicit Bias.

Reviewing Candidates and Narrowing the Pool (Updated 5.19)

- ☐ Develop a protocol for review of applications. See Sample in Appendix IV.
- ☐ Qualtrics form *Drake University: Diversifying the Candidate Pool*, and approval to proceed from Associate Provost for Campus Equity and Inclusion.
- ☐ Review applications and narrow pool.
- ☐ Hiring Manager notifies candidates who do not meet minimum qualifications that they are no longer under considerations using Hire Touch.
- ☐ Conference Telephone Calls: Hiring Manager advances candidates to telephone interview in Hire Touch. Telephone interviews are scheduled with top candidates.
- ☐ Complete conference telephone call interview with each candidate being considered for a campus interview. Check references for short list candidates if this step was not completed earlier.

Campus Interview (Updated 5.19)

- ☐ Submit *Request for Campus Interview* form, in Qualtrics. You will need to upload the application letter, CV, and diversity statement from each candidate. You will also need to upload your Pool Diversification Report, describing actions taken to diversity the candidate pool. The Dean and the Provost must approve the candidates before chairs arrange a campus interview.
- ☐ Hiring Manager advances approved candidates to on-campus interview in Hire Touch.
- ☐ Make arrangements are made for travel, hotel and other activities related to the campus interviews following guidelines in Sections 14-18.

- [ ] Plan interview itinerary and communicate with candidates about itinerary and any special requests that they have. Forward a copy of final itinerary to Dean, Assistant to the Associate Provost for Faculty Success, and Associate Provost for Faculty Success.

- [ ] Approved search expenses are charged to an account in the Provost's Office. Contact the Academic Affairs Budget Manager for clarification or approval of specific expenses (ann.guddall@drake.edu).

- [ ] Notify the Dean as soon as possible of recommendations for hiring. The Dean will request and receive approval from the Provost via email to make an offer. The Dean will contact the candidate to make the offer. Hiring Manager advances final candidate in Hire Touch for employment verification and criminal background check.

- [ ] Letter of Appointment: At the conclusion of negotiations, the Dean will write the letter of appointment and forward it electronically to the Provost's Office for review, appropriate approval and signature.

After the Search

- [ ] Stay in contact with the new faculty member to make sure that they receive information needed and feel welcome.

- [ ] Ask committee members to forward notes, rankings and other information to the Chair or Deans Office, who should retain a file for three (3) years from the date of hire.

- [ ] Inform the new hire about the New Faculty Orientation they will be invited to in August.

4. Search Committee Deadlines

Early initiation of searches generally results in stronger and more diverse candidate pools and improves the likelihood that the best candidates will be available. Thus, the following deadlines have been established. **If any deadline falls on a weekend, materials are due the next working day.**

Mid-August:	Search Committee Chair and Hiring Manager attend required Recruitment and Advertising Workshop. Submit electronic text for ad and ad plan to Provost Office. Complete Hire Touch requisition (on-line Faculty Position Vacancy)
Aug. – Sept.:	Search Committee members complete required online Implicit Bias Training via Blackboard.
February 8:	The last date for submitting the *Request for Campus Interview* form (in a normal cycle – exceptions if a late search).
Spring Break:	Campus interviews should be completed.

If a deadline is not met, the tenure-track search may be canceled and the slot converted to a visiting position. Exceptions will be considered and granted only in the case of compelling circumstances. The status of consecutive term and visiting positions that do not meet this deadline will be considered on a case-by-case basis, at the discretion of the Provost.

5. Permission to Initiate a Search

The Provost must approve all searches for faculty positions. No position is automatically approved.

A. **Standard Procedure – Fall Full-Time Position Searches**

1. During the summer Deans submit Case Statements to the Provost for faculty positions (tenure track, consecutive term, visiting). These are due by June 1. Included in the case statement are:
   - Position description
   - Projected search budget
   - Text for advertising
   - Preliminary plan for advertising
   - Plan to diversify the candidate pool
2. In some cases, case statements for part-time consecutive term or visiting positions may be submitted. These requests are shared and discussed with the Deans Council in the context of the University mission and needs. The Provost then makes decisions about approval to initiate searches. Searches may be initiated only after the Dean receives written approval from the Provost.

B. **Advance Approval to Advertise**

In order to meet deadlines for disciplinary association advertisements and/or association meetings, the Provost, upon request from a dean, may approve advertisement of a position in advance of official approval of, and permission to fill, the position. Please contact the Provost's Office to arrange for Recruitment and Advertising Workshop with Associate Provost for Equity and Inclusion is this advanced approval will take place prior to mid-August.

C. **Later Academic-Year Search Approvals**

Requests for positions as a result of resignations or failed searches received out-of-cycle should follow the process outlined in letter A. If an urgent need is identified, the Provost may approve a request to initiate a tenure-track, non-tenure track consecutive term or visiting search outside the established process.

6. Search Committee Chairs and Committee Members

According to the Drake University Academic Charter (Appendix E, AAUP *Statement on Government of Colleges and Universities*) "(f)aculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments…."

A. **Dean Appoints Search Chair**

Immediately after approval of a search, the Dean should appoint a Search Committee Chair according to college/school/library procedures.

B. **Committee Composition**

1. Committee composition should reflect the Academic Charter call for faculty to have primary responsibility in the appointment of faculty
2. Membership of every committee must include both men and women
3. Each committee must include at least one member from outside the department.
4. Inclusion of students and/or staff on the search committees is encouraged but not required.
5. Beyond these guidelines appointments should be according to college/school/library guidelines.

7. Steps to Initiate Search

A. Recruitment and Advertising Workshop
   a. Search Committee Chairs must attend the Recruitment and Advertising Workshop with the Associate
   b. Provost for Campus Equity and Inclusion and the Academic Affairs Budget Manager. During this workshop, they will review the job description and plan for advertising and recruitment with the goal of attracting a diverse candidate pool. This workshop will be held in mid-August. Hiring Managers will also attend.

B. Approval of advertisement text, plan, and budget
   a. Search Committee Chair or Hiring Manager completes the Qualtrics form containing text for advertisement, along with plan and budget for advertisement. (See Section 8. Advertisement: Guidelines for Development and Approval.)
   b. Required forms can be found in myDrake. Once logged in, choose **Employee Forms** under the **Human Resources** menu. Then choose **Manager's Toolkit** from the left menu.
   c. Upon approval of advertisement text, plan and budget, Hiring Manager initiated position requisition in Hire Touch.

C. Initiating requisition in Hire Touch
   a. The University uses an electronic application management system to manage searches for open positions (faculty, staff and administration). Hire Touch can be accessed through myDrake on the Employee tab. Once logged into myDrake, choose **Hire Touch** under the **Human Resources** menu. Click on the **Jobs** tab. The faculty position title will appear on the list once the Hiring Manager has completed the requisition.

The *Hire Touch Requisition*, *Job Description,* electronic text for advertisement, and ad plan must be submitted by the time positions are posted in The Chronicle for Higher Education, which is in early September.

   b. Hire Touch Requisition for Faculty Position requires:
      - Title of the position and date available
      - Job Description
      - Short description of the position (can be the ad if approved)
      - Ad plan
      - Name of the search committee chair and members
      - Name of Hiring Manager (staff member supporting search)
      - Approved salary range, salary maximum and additional support
   c. Compare the text in the requisition to that used in your ad copy. Any job requirements identified in this form also must be listed in the ads.
   d. If the position is non-tenure track, state that in all submissions.
   e. When completing the job description carefully consider the implications of any characteristic being required versus preferred; for example requiring a PhD means that you may not interview or hire someone who has not completed their degree by the time of the interview.

8. Advertisements: Guidelines for Development and Approval

Also see Appendix II – Advertisement for Faculty Positions-Guidelines, Requirements and Templates

Preparation and Approval of Ads

A. The search committee or committee chair prepares text for and submits advertisement and ad plan including budget for the plan to the Provost Office for approval (in some units these need to go to the Dean's office first)
B. The Office of the Provost must approve all advertisements for faculty openings. This includes ads that are placed on disciplinary web sites and even ads that are free. All ads for standard academic year searches are due in the Provost's office by October 15.
C. Send electronic copy for all position ads to the Provost Office for approval. Include
   a. Copies of all proposed electronic postings,
   b. The sites (print, Web, etc.) the ads are to be placed, and
   c. The estimated cost for each posting. Cost of advertisement is included in search expenses covered by the Provost's Office but we must have estimates for planning.
   d. Information to include in the advertisement
   e. Do not underestimate the power of a well-written advertisement.
D. The first paragraph should include: (1) rank, (2) whether the position is tenure track, non- tenure track or visiting (3) whether the position is 9 or 12-month (4) discipline (5) date position becomes available.

Example: Full time, Tenure track, Assistant Professor of Advanced Studies, starting August 2021

E. List qualifications
F. List all qualifications that will be important in screening candidates; e.g., degree requirements and specializations. Qualifications listed in the ads **must** be identical to those listed in the Job Description.
G. Required vs. Preferred: Consider carefully the implications of any qualification being required versus preferred.
   A. Ensure that listed required qualifications truly are minimum thresholds**.** Any applicant who does not possess the minimum qualifications **must be eliminated** from consideration. Use preferred qualifications to further articulate desired qualifications or experiences.

For example, if the ad states "PhD required" individuals who are ABD may not be interviewed. Alternatively the following offers greater flexibility in considering candidates: "PhD preferred, advanced doctoral students considered," or "PhD preferred, candidates in final stages of completing dissertation will be considered."

   B. Provide essential information about the position, including teaching load, courses to be taught, etc.

Example: "Course responsibilities are a 3-3 load and include introductory Chinese government and politics, Chinese public policy, and other courses of the successful candidate's choosing to be negotiated with the department.
Preference will be given to those who are prepared to teach classes on the topic of culture and Chinese politics or contribute to the University's program in International Relations."

C. It is recommended that some mention of salary be included.

Example: "Salary is competitive with peer schools and dependent on qualifications and experience."

D. Identify what is to be submitted in the application and when, where and how to do so.

E. **What**: Indicate what should be submitted as part of the application. Typically applicants are asked to submit an application letter, current vita, list of references, and statement of teaching philosophy. Many schools now request a teaching portfolio that would include more evidence of teaching effectiveness. A Diversity Dtatement is required.

F. **When**: Indicate a date on which the search will close, or on which review of applications will begin.

Examples:
"To be assured of full consideration, all application materials should be submitted by <suggested date>. Position open until filled."

"Review of applications will begin October 31, 2019 and will continue until the position is filled."

G. **How:** All applicants should apply on-line through Hire Touch.

Examples: To apply go to drake.edu/hr/ . Select desired position and follow the instructions to apply and upload requested materials. Questions may be directed to the search chair at <firstname.lastname>@drake.edu.

H. Include an Equal Opportunity Statement. Ensure that the advertisements are welcoming and present Drake in a manner that will be attractive to diverse candidates.

I. Advertisements must be written such that they will make Drake sound welcoming. See Appendix III, "Advertisement for Faculty Positions: Guidelines, Requirements and Templates" for some examples of ways to write advertisements such that they are more attractive to minority candidates.

J. Three suggested versions are offered. The one used depends on whether ad cost is by the word or a flat fee.

If paying by the word or if there is a word limit: "Drake University is an equal opportunity employer (EEO)."

If you have a little more room: "Drake University is an equal- opportunity employer and actively seeks applicants who reflect the diversity of the nation."

Longer ads or ads when cost is not a factor: "Drake University is an Equal Opportunity Employer (EEO) dedicated to building a culturally diverse and pluralistic community committed to teaching and working in a multicultural environment and strongly encourages applications from all qualified applicants. Candidates must demonstrate ability to provide support to and work with individuals and groups from diverse socioeconomic, cultural, sexual orientation, disability and/or ethnic backgrounds."

K. Include a reference to the Human Resources page http://www.drake.edu/hr/ for candidates. Direct them to this link to apply. The webpage provides information on Drake University's work environment, employee benefits, faculty development opportunities, and the Greater Des Moines area.

Posting Ads Once Approved

A. The Provost's Office will post ads to online sources that are used for all positions. [The Drake Web Site, The Chronicle, and HigherEdJobs.com., and the National Registry of Diverse & Strategic Faculty]
B. Search chairs are responsible for ensuring that ads are posted to disciplinary sites after Provost Office approval of advertisement copy and venues. A copy of each posted advertisement must be retained by the Hiring Manager.
C. Invoices may be sent to the Office of the Provost or paid for directly from the Provost account. Consult with the Academic Affairs Budget Manager for appropriate procedures.
D. US Immigration regulations make it advantageous for us to place a print ad for each position in at least one national professional journal. If we have not done so, and we hire a non-citizen, we are required to take additional cumbersome steps in order to apply for permanent residency status (Green Card) for the individual.
E. In early September, the Provost's Office will place one large ad in the Chronicle of Higher Education. The ad will include the following:
   a. A statement that positions are open until filled, and the URL at which additional instructions for applications may be found.
   b. A brief description of each position

Example: Assistant Professor, Modern East Asian History. Ph.D. or ABD. F-T, T-T, Review begins 11/11/15.

The Provost's Office will issue a request for information and a date for submission. All required information **must be submitted** in time for the ad. Additionally, please be sure the position has been approved and posted in Hire Touch prior to the publishing of the listing in The Chronicle. *(Updated 7.19)*

9. Diversifying the Applicant Pool

Drake University values diversity as an institutional strength that encompasses a broad range of human differences. Our commitment to diversity, equity, and inclusion acknowledges the role Drake University can play in redressing historic injustices that result in continued marginalization of members of specific groups, and seeks to understand and respond to contemporary calls for inclusivity as necessitated by social justice. Drake University moves past mere tolerance of diversity and creates a culture of inclusion that sees diversity of identities, backgrounds, and ideas as fundamental to our excellence and success as an institution.

At Drake University we commit to:

- Devoting time and resources to ensuring the equitable treatment of all students, faculty, staff, alumni, community members, and visitors to campus.
- Intentionally recruiting and retaining students, faculty, and staff with diverse identities, backgrounds, and ideas. These differences include, but are not limited to, race, ethnicity, sex, gender identity, gender expression, sexual orientation, age, socio-economic background, cognitive ability, physical ability, religion and spirituality, value system, national origin, immigration or refugee status, veteran status, and political beliefs.
- Ensuring all students, faculty, staff, alumni, community members, and visitors feel that they have been treated with respect.
- Teaching all faculty, staff, and students to recognize discrimination and oppression, as well as giving each individual tools to address and prevent it.
- Recognizing and nurturing our different, unique identities.

Drake University seeks to attract and maintain a diverse student body, faculty, and staff. The recruitment of new professors presents an opportunity to make significant progress toward the objective of hiring a diverse faculty. To help achieve this goal, all search committees are required to document and assess their efforts to generate a diverse candidate pool.

Pool Diversification Report

Each search committee is **required** to generate a diverse candidate pool. Human Resources collects data on the diversity of the candidate pool for review by the Deans and Provost in the early stages of the search, before permission to move to the screening stage of the search process is granted. A report providing evidence of specific diversification strategies **must be submitted** with the *Request for Campus Interview* form on Qualtrics. **Permission for campus interviews will be granted only if the report demonstrates measurable and meaningful efforts to diversity the pool of candidates.**

Recommended Procedures to Help Ensure a Diverse Candidate Pool

Most of the following information is drawn from *Diversifying the Faculty: A Guidebook for Search Committees,* by Carolyn Sotello Viernes Turner. Page numbers in the following discussion reference this book. Copies of the guidebook have been distributed to the schools and colleges in previous years. *NOTE: This year the Provost has acquired access to a webinar on hiring, mentoring, and retaining diverse faculty. Access information to this webinar will be shared with search committee chairs. Viewing of the webinar will be required for search committee chairs and encouraged for all search committee members.*

A. Composition of the search committee: The committee should be diverse. Ideally this means including underrepresented groups. However, Drake's current faculty is not sufficiently diverse to allow for such representation. Thus, consider:
   a. A faculty member from outside your program who is particularly attuned to considering issues of diversity.
   b. A student, staff member or community member who will increase diversity of the committee.
B. Discuss the goals of the search and the need for a diverse applicant pool with your search committee.
C. Don't assume that the committee members understand the issues – talk with them about the reasons that a diverse candidate pool is important. Or ask the Provost's office to have someone come and meet with the committee.
D. Discuss the common ***myths*** about recruiting faculty of color
   a. Good minority faculty go to the best universities
   b. Just espousing an EEO doctrine is all we need to do
   c. Minorities will not go to predominately white institutions
   d. Minorities prefer the private sector
   e. Minorities don't want to come to the Midwest
   f. Minorities are less qualified
E. Advertisements should emphasize welcoming aspects of Drake.
   a. See discussion of advertisements above and in Appendix IV, "Advertisement for Faculty Positions: Guidelines, Requirements and Templates" for examples.
F. The Provost's Office places all ads on HigherEdJobs and pays for an affirmative action e-mail to candidates from underrepresented populations.
G. Committees must use multiple strategies to attract applications from the most qualified and most diverse candidates. Suggested strategies include:
   a. Contact graduate schools AND colleagues and ask for information about their degree candidates who might add diversity to Drake's faculty.
   b. Check with your disciplinary organizations –many have minority directories.
   c. See *Appendix III: Diversifying the Candidate Pool* for additional suggestions.
H. Once you have names, contact candidates in whom you are interested
   a. Write letters or email candidates: The letter **must** demonstrate that you are knowledgeable about, and interested in the individual's professional expertise.
   b. Make Phone Calls: If you find candidates of color or other under- represented groups in whom you are interested, call and ask them to apply.
   c. Don't be overzealous in your outreach efforts, but do show a genuine interest by

staying in touch politely.

I. Reduce bias in the applicant review process
   a. Develop a protocol for review of files. The protocol is a list of criteria for evaluation of candidates and should focus on qualifications and experience. This is essential to any fair review of applications. (See Section 9, "Screening Applications")
   b. Openly discuss some of the unconscious proclivities and business-as-normal practices that may prevent identification of good minority candidates (or any good candidate):
   c. The best candidates are **not** necessarily "just like us."
   d. The best candidates do not necessarily come from the top rated graduate school
   e. Look for candidates who have distinguished themselves in business or government, perhaps before receiving a graduate degree

J. Be welcoming and accommodating to applicants with disabilities. Employers are required to provide "reasonable accommodation" -- appropriate changes and adjustments -- to enable individuals with disabilities to be considered for a job opening. Reasonable accommodation may also be required to gain access to the workplace, and enjoy the "benefits and privileges" of employment available to employees without disabilities. An employer cannot refuse to consider an applicant because a reasonable accommodation to compete for or perform a job is required.
   a. Other Factors
   b. Look at your department website. Does it give any sense that you are committed to providing an education for a diverse student body and that you would welcome a diverse candidate group? Applicants do look at web sites to gain more information about the institution.

Plan the Interview

A. Whether a minority candidate or not, we want all new faculty to be supportive of diversity and to be aware of Drake's commitment to diversity.
   a. Follow the principles of an effective campus interview (See Sections 14 - 16).
   b. Provide a chance for candidates to meet with other faculty and community members from underrepresented groups so they can ask candid questions.
   c. As you talk with the candidate and introduce her or him to others, stay focused on the individual's strengths --- not on their ethnic identity.

Resources for Enhancing Diversity

A. Directory of Ford Fellows
   Contains information on Ford Foundation Postdoctoral fellowship recipients awarded since 1980 and Ford Foundation Predoctoral and Dissertation fellowship recipients awarded since 1986. The directory was created to serve as a resource for university officials seeking to diversify their faculty, minority students looking for mentors and role models, and scholars interested in establishing collaborative projects. You will need to select "Current Field" from "Directory Selections."

B. Diversity Resources on HigherEdJobs.com
   Contains links to articles and other resources on diversity in higher education.

10. Screening Applications and Narrowing the Field of Candidates

A. Confirming Diversity of the Pool Prior to Screening

The Search Chair will complete the Qualtrics form *Drake University: Diversifying the Candidate Pool*. In order to complete the form, the Search Chair will need to have the Screening tool developed by the Search Committee (rubric, checklist, etc.) When the form is completed it will trigger an email to the Associate Provost for Campus Equity and Inclusion and Human Resources. HR will provide a confidential report on the diversity of the candidate pool to the APCEI. The Associate Provost will review the form and pool, and email an approval for the committee to move forward to the next step of screening the applications, or request a meeting to explore ways to further diversify the candidate pool.

B. Criteria for Screening

Conduct the screening using the qualifications/criteria for selection stated on the Job Description and in advertisements. This helps ensure an appropriate focus on qualifications and is one tool in avoiding claims of unlawful bias or discrimination.

C. Initial Screening
   a. The goal of the initial review of applications should be to identify those candidates who meet the minimum qualifications for the position as articulated by the recruitment advertisement. From the list of qualified applicants, determine which applicants have "preferred" skills or experiences as listed in the advertisement or job description.
   b. Develop a protocol for review of files. This is essential to any fair review of applications.

D. The protocol should list all of the "required" characteristics that you list in your ad and in the position vacancy form.

E. The protocol should be set up as a checklist or guide for those reviewing applicant files.
   a. The initial screening may be done either by the committee chair or a sub-group of the committee as long the review is focused on whether the candidate possesses minimum qualifications of the position.
   b. Once this process is complete, the Search Chair will provide the Hiring Manager with a list of candidates that do not meet the minimum qualifications. The Hiring Manager will use Hire Touch to notify the candidates that they are no longer under consideration.

F. Narrowing the Field of Candidates
   a. Determine in advance what procedures are to be used for reviewing applications and narrowing the candidate pool.
   b. Develop and articulate a protocol for review of files. This protocol should include preferred characteristics and qualifications as well as required qualifications.
   c. Ensure that the committee reviews all ads and job descriptions before starting to review credentials.
   d. The Committee may elect to take notes on its discussion of each candidate. As with any discussion, however, notes should be limited to only qualifications for the position.

G. Telephone/Teleconference Interviews

A. Either a conference call or videoconference interview **must be conducted** with any candidate being considered for a campus visit. Telephone interviews can provide clarity with respect to the exact depth and nature of qualifications. Another important goal of the telephone interview is to gauge the candidate's interest in the position and Drake University.

B. Permission to bring candidates to campus will not be granted unless there has been a teleconference or conference call interview with a majority of search committee members present.

C. This requirement is waived only if multiple members of the search committee have met in person with the candidates, usually at a professional meeting. Permission to substitute this procedure must be obtained from the Provost.

D. Search committee chair should notify Hiring Manager to advance candidates in Hire Touch to the telephone interview.

E. Setting up a call

i. Most video and teleconferencing needs can be met using your Drake-owned computer. If you need training or assistance with finding a location, requests can be submitted via the IT service portal, located at service.drake.edu/its

ii. Schedule a Video Conferencing Consultation at https://drake.teamdynamix.com/TDClient/Requests/ServiceDet?ID=17184 or make an Audio Conferencing Request at https://drake.teamdynamix.com/TDClient/Requests/ServiceDet?ID=19623 *(Updated 9.17)*

F. Recommendations for an effective telephone/videoconference interview

i. Schedule telephone interviews in advance.

ii. Develop a list of questions that will be asked of each candidate.

iii. At the beginning of the interview, introduce each committee member.

iv. Each person should identify him/herself before each question they ask.

v. The interview is an opportunity to explore the level of interest the candidate has in the position. Ask a question such as "Tell me why you are interested in Drake."

G. A majority of search committee members must be present for all interviews, including the telephone/teleconference interview.

11. Communicating with Applicants

Communication with applicants is appropriate at several points in the search process.

A. Acknowledge Receipt of Application
Hire Touch will automatically send a candidate an email acknowledgment once an application has been completed.

B. Respond courteously to inquiries from applicants
   a. Respond to questions such as the approximate time schedule of the search, but do not commit to an absolute notification deadline.
   b. Do not provide applicants with any comments about their qualifications, their probable inclusion in a short list, etc.
   c. Notify candidates who no longer are being considered as soon as possible. This is a courtesy to the candidates who may be applying to multiple institutions and will want to know their standing in your search.

C. The Search Chair will notify the Hiring Manager of any candidates who do not meet the minimum qualifications for the position. The Hiring Manager will indicate in Hire Touch that these candidates are no longer under consideration prompting an automatic email notifying them of their status. This should be completed by the Hiring Manager immediately after the decision has been made by the committee.

D. At any point that the committee decides that a candidate will not be considered any further (no chance that the committee will go back to the candidate), the candidate's name should be given to the Hiring Manager so that they are notified that they are no longer under consideration.

E. Do not discuss with any applicant why they did not get the position.
If a candidate requests information about how they could improve, or why they did not get the position, please resist the inclination to be helpful. You should merely respond that the candidate who best met the criteria for the position was selected. Then wish the individual good luck with their continued search.

12. Applicant Surveys

A. Purpose

The applicant survey provides an opportunity for candidates to self-identify their race, gender, disability or veteran status as well as any other characteristic that might be relevant to Drake's commitment to diversity. This survey has been incorporated into the application process in Hire Touch.

B. Use of Data

Human Resources collects data for review by the Search Chair, Deans and Provost.

13. Reference Checking

The importance of reference checks cannot be over-emphasized. Verifying the accuracy of the facts of a *candidate's* background is one key goal of reference checking. Another is to try and learn information that may be helpful to the committee in selecting a candidate.

A. Timing
   a. To maximize efficiency, references generally are checked after a short list is identified.
   b. Accordingly, submission of reference letters need not be required as part of the application process, but can be requested at a later time. For instance, you might check references for everyone with whom you do phone interviews or might check only for those whom you wish to invite to campus.

B. Questions
   a. When calling references use the same questions for each contact for all candidates
   b. Focus on job and academic performance. Examples:
      i. What are the candidate's strengths?
      ii. What are the candidate's greatest performance challenges?
      iii. Describe a time you were particularly impressed by the candidate's work.
      iv. In what topics or areas might the candidate need particular development?
   c. You may however ask candidate-specific questions to clarify information on the vita, the application letter, or accompanying evaluation materials.
   d. Ask each reference if there is anyone else they would recommend you speak with about the candidate's professional qualifications.
   e. Verify the candidates' education and work histories.

C. Number of Contacts

Generally, check the same number of references for each candidate. However, if there is need to check specific information on a candidate additional references may be called.

D. Notification of Off-Reference-List Calling

If you wish to call individuals not on the candidate's reference list, let the candidate know you plan to do so. You need not seek permission. Just notify them.

14. Approval of Campus Interviews

A. Number of Candidates

a. A maximum of two candidates will be approved for campus interviews. In rare cases, a third campus interview will be considered if a compelling and convincing case is made that this will forward Drake's goal of becoming a more welcoming, diverse, and inclusive community.

b. If interviews with the initial two candidates do not result in a satisfactory hire, then a request for a third candidate may be submitted to the Dean and Provost. Only one additional candidate will be approved at a time.

c. The committee may request to bring just one candidate to campus if the qualifications of one candidate clearly exceed those of others. Such requests will be reviewed carefully. If necessary a second candidate could be approved for campus interview at a later date.

B. ***Request for Campus Interview* Form via Qualtrics**

a. A *Request for Campus Interview* form **must be submitted** via Qualtrics by February 8. Later requests will be honored only for non-standard searches or with special permission from the Provost.

b. The Request for Campus Interview requires the name and address of each candidate to be brought to campus. These can be found in Hire Touch.

c. Each candidate's application letter and CV or resume will be uploaded into the form.

d. Please have the application letters and CVs ready to upload. These can be found in Hire Touch.

e. The option of bringing a third candidate to campus is provided within the form, but requires that a " … compelling and convincing case is made that this will forward Drake's goal of becoming a more welcoming, diverse, and inclusive community." Be prepared to make this case if a request is being made for a third candidate.

f. A *Diversifying Report* will be uploaded into the form. The report should summarize all actions specifically taken to diversify the candidate pool. Permission for campus interviews will be granted only if substantial effort has been made to diversify the candidate pool (See Section 9).

g. The Qualtrics form will automatically trigger emails to the appropriate Dean, the Hiring Manager, and the Administrative Assistant to the Provost. Once the Dean and the Provost approve the campus interviews, the Search Committee Chair will receive an email granting permission for the interviews (See D. Notification of Approval just below).

C. Requirements for Approval of Campus Interview

Permission to bring candidates to campus will be granted only if a conference telephone call or videoconference interview has been completed with each candidate as part of the search process. This requirement is waived only if multiple members of the search committee have met in person with the candidates, usually at a professional meeting (See Section 10G, "Telephone and Videoconference Interviews").

D. Notification of Approval
The Office of the Provost will contact the appropriate dean and search committee chair by email to communicate approval of candidates to be invited on-campus. Copied on the email will be the Academic Affairs Budget Manager, the Administrative Assistant to the Associate Provost for Faculty Success, and the Hiring Manager. *(Updated 5.19)*

E. Search committee chairs will inform the Hiring Manager to advance candidates in Hire Touch.

15. Preliminary Campus Interview Arrangements

A. Goals of the Campus Interview

The campus interview provides an opportunity for faculty, students and administrators to get to know and assess the qualifications of candidates for faculty positions. During the interview, the candidates also are assessing Drake University, particularly future potential colleagues and the department in which they would work.

B. Deadline for Campus Interviews

All Campus Interviews must be completed by Spring Break. The exceptions are positions that received late approval.

C. Once the *Request for Campus Interview* has been approved:
   a. Hiring Manager moves approved candidates to the on-campus interview phase in Hire Touch.
   b. Finalist are directed to the Employment Opportunities landing page, which includes Employment Related Policies, Exceptional Working Environment, Living in Des Moines, Overview of Employee Benefits, Development Opportunities and HR Contact information.

D. Campus interviews should span only one night.
   a. Exceptions occasionally may be made if significant airline savings are possible with an extra night or if flight times simply do not permit a full interview schedule otherwise.
   b. Permission must be obtained from the Provost Office for multiple night stays, otherwise, second nights will be charged back to the department.

E. Contact the offices of the Dean and the Associate Provost for Faculty Success and others vital to the interview to check on any dates that they would not be available for interviews.

F. Contact the candidates to arrange interview dates. Keep in mind that generally airline reservations must be made two weeks in advance.

Travel Arrangements

Travel arrangements are coordinated via the department budget officer and must be approved by the Provost Office.

G. Air Travel
   a. Air travel arrangements must be made two weeks in advance. Exceptions will be allowed only if evidence is provided that the cost for an earlier flight is not significantly higher. All air travel must be booked through Short's Travel Management (*Updated 7.19*).
   b. The University will pay for one checked bag.
   c. Book faculty candidate air travel on your department p-card and send the itinerary to the Academic Affairs Budget Manager via email (for tickets paid for by the Provost's Office).

H. Automobile Travel
   a. Before agreeing to reimbursement for automobile travel, check the distance and

compare the reimbursement for automobile with what air travel would cost. If automobile travel is a lot more, it won't be approved, or only the equivalent of the air cost will be reimbursed. To be approved, submit documents to indicate miles to be traveled (i.e. MapQuest Map) and estimated flight costs.

b. Candidates who travel by automobile will be reimbursed for miles from their home address to Drake University. Reimbursement is at the current U.S. Government rate.

I. Lodging

a. Lodging arrangements at Home2Suites should be coordinated via the department budget officer.

b. Candidate interviews should be planned to span only one night unless otherwise approved by the Provost. (See 14D)

16. Planning the Interview Itinerary

A. Guiding Principles

a. Be mindful that the interview is a two-way process. The candidate is also assessing Drake University.

b. The campus interview is an opportunity to assess the candidate, but also must be designed as an opportunity for the candidate to get to know the campus. Ensure that each candidate is presented with a favorable, yet accurate impression of the University, Des Moines and the position.

B. Appointments with Faculty and Administrators

a. Meetings with faculty

i. Generally an individual appointment should be planned with each individual within the department or program with whom the individual will be working closely. If the department is too large to allow that, then appointments in small groups that provide some opportunity for interaction should be arranged.

ii. Individual appointments also should be scheduled with outside members of the search committee.

iii. Increasingly, candidates want to meet with faculty in various interdisciplinary programs or in other disciplines with which their research and teaching intersects. These interests might be identified from their letter or vita. But ask each candidate if there are additional people with whom they would like to meet or activities they would like included on their itinerary. You also can contact the Associate Provost to discuss whether faculty in other colleges/schools might have similar areas of interest.

b. Administrative Appointments

i. Associate Provost appointments: Call 271-2405 to schedule a half hour appointment with the Associate Provost of Faculty Success.

ii. Dean Appointment: Schedule an appointment with the Dean of the college. Check with the Dean's office to determine the desired length of appointment.

iii. Several days in advance, provide the Associate Provost, Assistant to the Associate Provost and the Dean each with the full interview schedule for the candidate.

C. Meeting with students

Candidates will be interested in having an opportunity to meet with some Drake students in the program area. And, the student perspective on the strengths and shortcomings of faculty can be very helpful. Thus, most departments schedule a meeting with a few students.

D. Meeting with other constituencies

Meetings with other constituencies may be set up as appropriate to the position.

E. Presentations

Discuss expected presentations with the candidates in advance. Be sure that they know length, any topic expectations, probable audience, etc.

a. Class presentation: Drake faculty and students should have an opportunity to observe candidates in the classroom. Normally an introductory course or a course in the candidate's specialty area can make a session available, and the candidate can be asked to address a topic that fits the course schedule.
b. Scholarly presentation: Interviews also should include a presentation of scholarly or creative work. This will provide an opportunity for faculty to assess the scholarly work and presentation abilities, as well as to ask questions and interact with the candidate in relation to her/his own area of expertise.

F. Informal time

a. Meals can provide an opportunity to interview in a more informal setting. Most interviews include one each – dinner, breakfast and lunch. (See Section 17, "Meals," for guidelines on planning meals.) Meals should not include individuals who are not Drake employees or students (unless the individual is an official member of the search committee).
b. A small reception after a presentation can be planned and light food (e.g., cookies and coffee) ordered.
c. Any food for events on campus must be purchased through Sodexo.

G. Keep the Candidate Informed

Send a copy of the interview itinerary to the candidate as early as possible. This should include the people with whom the candidate will meet and the presentations and other events for which they should be prepared. Specific times can be sent later. Be sure that the candidate copy of the itinerary identifies positions as well as names of people with whom they will meet.

Ideally, the Search Committee Chair might review important aspects of the interview with the candidate by phone or email.

17. The On-Campus Interview

A. Prepare participants for the interview experience

a. Remind everyone that the campus interview is an opportunity to assess the candidate but the assessment is mutual. There also must be an opportunity for the candidate to get to know the campus. Remind everyone who will be involved with the interview that each candidate should be presented with a favorable, yet accurate impression of the University, Des Moines and the position.

b. Review some dos and don'ts of interviewing.

   i. Review the kinds of questions that should be avoided in an interview situation. [See Appendix V, "The Interview: Legal Issues and Guidelines"].

   ii. Emphasize that the interview must focus on knowledge and skills necessary for the position. [See Appendix VI, "Suggestions for Conducting the Interview"].

   iii. Make clear that no one should make any statement that can be construed as a promise or guarantee – either express or implied. Be very careful about answering questions about benefits. Such questions should be referred to the Dean or to Human Resources.

B. Escorting the Candidate

a. Someone should pick up the candidate at the airport and escort to the hotel or to campus.

   i. This is an opportunity to talk a bit about the interview. Provide the candidate with a little information about the overall interview. Answer any questions they may have.

   ii. If any changes have been made in the interview plan, provide a new itinerary.

b. Be sure that individuals are scheduled to escort the candidates to each of their appointments or events. While they might be able to find their own way, an escort is a much friendlier and more welcoming approach. This is a good way to give faculty one- on-one time or to get students involved.

D. Feedback about the candidates

a. Let all persons who are involved in the interview process know how they can provide feedback about the candidates. You can use paper forms, on-line forms or any other method that provides systematic opportunity for response. [Qualtrics is a simple and really high quality way to get online feedback. Check with the office of Institutional Research to gain access and instructions].

b. Candidates know they are being evaluated, so don't hesitate to remind people at the end of the presentation that they should submit feedback.

18. Meals

A. Meals Covered

Typically an interview will span one breakfast, one lunch and one dinner.

a. Number at each meal: The Provost's Office will cover expenses for six persons (in addition to the candidate) across three meals, *with a maximum of three at dinner*. For instance, in addition to the candidate, you might have:

1 individual at breakfast	**OR**	2 individuals at breakfast
2 individuals at lunch		2 individuals at lunch
3 individuals at dinner		2 individuals at dinner

Exceptions must be approved by the Provost's Office prior to the meal. Contact Assistant to the Provost to discuss alternatives.

b. Those attending meals must be faculty, staff or students at Drake University. Spouses and friends of search committee members or candidates may not be included at search meals. Such expenses will not be reimbursed. This is a work situation and all persons at dinner must be representing the University.

c. Meal Sites

Restaurants: It is recommended that you use restaurants that represent typical faculty dining places.

i. A nice, but not excessively expensive restaurant should be selected. [See Section 17D – Meal Expenses for more information.]

ii. Search committee members that will be escorting candidates to meals will either need to pay with a personal credit card or cash and submit a receipt for reimbursement or use a Drake P-Card. Be sure to get a receipt.

iii. Drake does not have to pay sales tax when you use a restaurant that direct bills or when you use a Drake P- card.

B. On Campus Meals

a. Food served on campus must be ordered through Sodexo. To order foodservice call 271-3581 and for Hubbell tickets call 271-3492. Provide the date for the meal, the number of tickets needed, and account #. Don't wait until the last minute to call for tickets.

b. Expenses for food purchased from stores or other food services and served on campus will not be reimbursed.

C. Meal Expenses

a. The Provost's Office covers costs of meals with candidates. Note that this coverage is dependent on individuals following all of the recruitment guidelines detailed in Section 18: Recruitment Expenses.

b. Dinner costs should not exceed $35 per person, including tax and tip. Any excess will be charged back to units doing the search and in turn may be charged to individuals.

c. Sales Tax: Drake does not have to pay sales tax when you use a Drake P-card. Be sure to check the bill and ask that tax be removed if it has been included.

d. Gratuity: The University supports only 18% gratuity unless the restaurant requires more. Gratuity should be calculated on the pre-tax total.

D. Alcoholic Beverages

a. Alcoholic beverages at a search dinner should be limited to no more than one drink per person. Remember that interview dinners are work situations. You are interviewing a candidate and must represent Drake well and be able to effectively evaluate the candidate.

b. It is doubtful that a candidate would order a second drink if others at the table are not doing so. If a candidate asks for a second drink, the person can be accommodated. Submit an explanation with your request for reimbursement.

19. Recruitment Expenses

A. Provost's Search Account

a. All recruitment expenses are charged to an account in the Provost's Office, the FOAPAL will be provided to the Hiring Manager by the Academic Affairs Budget Manager. These expenses include travel, hotel, interview meals and other miscellaneous expenses. Prudent use of recruitment funds is expected at all stages of the process.

b. In rare cases, attendance at a professional organizational meeting for the purpose of screening candidates may qualify as allowable recruitment expenses. This typically is true if a search committee representative is attending a meeting just to meet with candidates and if it is a meeting outside of their own field that they would not otherwise attend. Such expenses **must be approved** by the Provost before arrangements are made.

c. Miscellaneous Expenses may be covered. On-campus receptions (following presentations), purchase of mailing lists, photocopying, postage and candidate screening phone calls may be covered as search expenses. Contact the Assistant to the Associate Provost for procedures.

B. Reimbursement

a. The Search Chair should request and must obtain a copy of every expense receipt associated with the search. Receipts are required for all off-campus expenses.

b. Bills or receipts must be submitted to your Dean's Office for initial approval. The Dean's Office will forward all documents to the Provost's Office for approval and processing.

c. Full itemization must accompany all bills and receipts submitted for reimbursement. To meet Accounting Office requirement each request for reimbursement must include the full name (first, middle and last), the mailing address, and the Drake ID of the person to be reimbursed.

d. Meal Receipts:

i. Restaurant Reimbursement: Immediately after charging meals at a restaurant, send the invoice or receipt (and related documents as indicated above) to your Dean's Office.

ii. Receipts must be detailed, including lists of items ordered. Most restaurants automatically provide these. If for any reason this is not available, create your own itemized receipt and ask the merchant to sign it.

iii. The name of each individual at the meal must be submitted with the receipt or invoice for a meal (*taped to a sheet of paper suitable for scanning*).

iv. If the total for dinner exceeds the $35 per person (including tax and tip), the excess will be billed back to the unit doing the search.

v. Reminder: The University supports only 18% gratuity unless the restaurant requires more. Gratuity should be figured on the before tax total.

20. Making the Recommendation for an Offer

A. Gather Feedback
The Search Committee Chair should gather feedback from all persons involved with the interview process.
  a. The Associate Provost for Faculty Success and the Dean each should provide feedback concerning the acceptability of each candidate.
  b. Feedback forms submitted by individuals who attended presentations and other events should be reviewed and summarized.

B. Confirm and Review Reference Checks
It is imperative that a thorough reference check be completed by this time. This includes both on list and off list references.

C. Search Committee Meeting
The search committee should meet as soon as possible after the on-campus interview process is complete.
  a. As the committee discusses the strengths and weaknesses of each candidate, the focus should be on professional and academic qualifications.
    i. Feedback from all constituencies involved with the interview should be reviewed and considered.
    ii. References should be reviewed and additional calls made if needed.
    iii. Assumptions or feelings about personal situations—such as health conditions, age, relationships, race, ethnicity, etc. should be disregarded and should not be part of the conversation.
    iv. Use department/college/school guidelines for determining the candidate of choice.

D. Notify Dean of Evaluation of the Candidates
The Search Committee Chair submits a summary of the strengths and weaknesses of each of the finalists to the dean. The Dean may discuss any issues, concerns or special circumstances with the Chair. The Dean will then seek approval from the Provost via email, and will verify that references have been thoroughly checked and reviewed. If such approval is given, the Dean will call the candidate to make the offer and negotiate terms.

E. Making the Position Offer to the Candidate
  a. Deans of the academic units generally are the only persons empowered to offer faculty positions.
  b. After receiving a recommendation from the Search Committee Chair, the Dean contacts the Provost for final approval to make the offer.
  c. After receiving final approval from the Provost, the Dean of the College or School will make the offer to the successful candidate and negotiate terms of the appointment.
  d. Once the offer is made, the Dean will notify the Search Chair or Hiring Manager of the offer. The Hiring Manager will advance the candidate in Hire Touch for completion of employment verification and criminal background check.
  e. Once a candidate has accepted a position and Human Resources had indicated that the employment verification is successful and the criminal background check

is clear, a New Hire Information form is completed and sent to Human Resources. This step must be completed prior to the drafting of an appointment letter.

f. The Deans’ Office and the Provost’s Office will draft a letter of appointment to be signed and sent by the Provost.
g. The Search Chair may wish to personally call the other candidate(s) brought in for an on-campus interview and inform them of the decision.

h. The Hiring Manager will then "decline" the remained of the candidates in Hire Touch.
i. Each candidate will receive notification that the search is closed.

F. Options If No Acceptable Candidate
If the Search Committee finds none of the candidates brought to campus acceptable, the Dean should be notified immediately.
   a. If the committee has additional strong candidates, permission might be given to bring another candidate to campus.
   b. Alternatively the search may be closed, reevaluated, or a search for a visiting position might be approved with the more permanent search postponed. A search for a visiting position is required to follow the procedures outlined in this manual. Contact the Office of the Provost if there is need to streamline particular aspects of this process. *(Updated 5.19)*

21. Maintaining Search Files

Search files, including notes, rankings and reference information **must be maintained** for two years after the position has been filled. Committee members should forward their notes to the Chair. The Chair or the Deans Office should keep one file with notes, rankings and reference information for the three year period. Letters, CV's and other submitted information will be retained through the Hire Touch system.

22. Transition into Position

The Associate Provost for Faculty Success will be in communication with the new hire and will oversee the New Faculty Orientation events in August. The Search Chair and the Department Chair will facilitate the transition into the new position.

23. Appendix I: Case Statement *(Updated 5.19)*

Case Statement for Authorization to Fill Faculty Position FY21
Due to Dean: April 15, 2020
Due to Provost: May 15, 2020
Decisions by June 30, 2020

Departments seeking authorization to hire a colleague for a tenure track or consecutive term faculty position should make the case for the position they wish to fill. Please be complete yet concise. If you feel the need to include appendices, please think twice.

Cover Page

Date submitted:
Prepared by:
Department:
Faculty rank of proposed new hire:

Salary range (estimate a range of 85-100% of the median for rank and discipline):

Starting date:
Proposed position:
- ❑ Tenure-Track
- ❑ Consecutive Term
- ❑ 9 Month Appointment
- ❑ 12 Month Appointment

- Position responsibilities other than teaching (e.g., clinical work, advising, outreach):
- Course credit hours per year (year one and subsequent years; include typical course load for faculty in the unit):

❑ New Position
❑ Position replaces existing tenure track or consecutive term (if requesting new position, please skip to next question regarding Proposed position):
- Current position # (from HR):
- Person holding line currently or most recently:
- Current salary for the line:
- Courses currently taught and enrollment per course for the previous five years.

Narrative

Academic program and department:

- If this request is the consequence of findings derived from the program's assessment plan, program review, or accreditation, please describe the need identified in the review and how this request will play a role in addressing it.
  - For CBPA or other accreditation agencies with similar requirements, include detailed data on faculty sufficiency percentages for each program affected by this hire.
- Describe data trends for enrollment including number of majors, student credit hours (SCH) attempted, SCH taught, curriculum changes, and other data that are relevant.
- Identify current or projected course offering needs. Evaluate this evidence in the context of current faculty complement.
- How will the position assist with the Drake Curriculum (FYS, Engaged Citizen experience, courses that satisfy Areas of Inquiry)? Be specific about contribution and commitment.
- Interdisciplinary and Collaborative Programs: How will the position support programs in other colleges and schools at Drake University? Describe collaboration between programs if appropriate. Does the person in this position teach courses in Women's and Gender Studies, or the Honors program? If the position contributes to multiple programs, what role will faculty members in those programs have in scheduling courses and performance review?
- Adjunct Faculty Considerations: In the context of Drake's objective to have full-time faculty in classrooms wherever possible, address the issue of the use of adjunct faculty. Identify the proportion of courses in this program is currently taught by adjunct faculty.
  - Would filling the proposed position reduce the use of adjunct faculty in the department?
    - If so, which courses currently taught by adjunct faculty would become part of the regular responsibilities of the proposed position?
    - Will this position replace adjuncts or visiting line (if yes, please include total salary currently used to support courses that will be taught by the person in this position).

Search Timeline/Plan:

- Projected search budget
- Dates of any key professional meetings where candidates might be contacted
- Text for advertising
- Proposed sites and estimated costs for advertising
- Plan to diversify the candidate pool – specific search strategies
- Last date at which a search could begin and have a high probability of success

Space and Support:

- Identify office space.
- Describe appropriate facilities necessary (e.g., laboratory, studio).
  - If preparation of space is needed (beyond the usual cleaning and painting), include approximate costs.
- This case will be reviewed by the Cowles Library and ITS staff, to determine available and necessary resources. Please provide information that will assist them in conducting an accurate review.

- Describe start-up funds, if any.
    - Amount, source, timeline from Provost’s budget
    - Amount from College, School, departmental budget
    - Purpose (can be general or specific)
- Climate: Describe College, School, departmental support in place (eg., mentoring program)

24. Appendix II: Advertisement for Faculty Positions – Guidelines, Requirements and Templates

Position:
Search Committee Chair:

Please use this Appendix to plan your advertisement plan. Once you are ready for the ad copy and budget to be approved, submit on this Qualtrics form.

All ads **must be approved** by the Provost's Office. This includes ads placed for free on disciplinary web sites. Because Drake is legally bound by the ads, we must ensure that they conform to our requirements.

Ad placement

A. All open faculty positions are advertised by the Provost's Office on *HigherEdJobs.com* and HERC. An affirmative action e-mail is sent to candidates from underrepresented populations.
B. In order to meet requirements of the federal government related to hiring non-citizens, an online ad is placed in the Chronicle of Higher Education. This typically will occur in September. The ad will contain basic responsibilities, basic contact information and reference to Drake job posting.

Please list below any additional places that you wish to place the ad. If you wish to place ads in disciplinary publications or Web sites, you must do so yourself. However, the ad copy and cost **must be approved** by the Provost's Office.

See *Appendix III: Diversifying the Candidate Pool* for additional suggestions.

Place	Estimated Cost	Time Period to Run	Contact Information

Ad Copy Guidelines

A. The first paragraph must include: rank, appointment terms, discipline, and date position becomes available.
   Example: Full-time, Tenure-track, Assistant Professor of Geography, start fall 2009.
B. List qualifications. They must be identical to those listed in the Job Description. Include degree requirements, specializations, etc. Be sure that you consider the required qualifications carefully, because we are legally bound by what we advertise. For instance, if you state "PhD required" individuals who are ABD may not be interviewed.
C. List essential information about the position, teaching load, courses to be taught, etc.
   Example: Course responsibilities are a 3-3 load and include introductory Chinese government and politics, Chinese public policy, and other courses of the successful candidate's choosing to be negotiated with the Department. Preference will be given to those who are prepared to teach classes on the topic of culture and Chinese politics or contribute to the University's program in International Relations.

D. List where, how and what is to be submitted in the application. Email address must be included for contact, even if you do not want email submissions. Be specific, do you want an application letter, current vita, references, statement of teaching philosophy?

E. Provide relevant information about the application process.

 Example: To be assured of full consideration, all application materials should be received by <suggested date>. Position open until filled.

F. EEO Statement: Length depends on whether the ad cost is by the word or a flat fee.

 a. If paying by the word or if there is a word limit: Drake University is an equal opportunity employer (EEO).

 b. If you have a little more room: Drake University is an equal- opportunity employer and actively seeks applicants who reflect the diversity of the nation.

 c. Longer Ads: Drake University is an equal-opportunity employer and actively seeks applicants who reflect the diversity of the nation. No applicant shall be discriminated against on the basis of race, color, national origin, creed, religion, age, disability, sex, gender identity, sexual orientation, genetic information or veteran status.

Ad Template

Following is a minimal ad format. You may use this to frame your own ad.

The _____ program at Drake University invites applications for a tenure-track assistant professor position in _____starting fall semester 20--. PhD in_______preferred, though ABDs close to completion will be considered. The standard teaching load is nine hours per semester. The successful candidate will teach courses in <specialty area> and will be able to develop courses in their specialty field.

Submit an application including letter of application, current curriculum vita, and a statement of teaching philosophy at https://drake.HireTouch.com. To be assured of full consideration, all application materials should be received by <suggested date>. Position open until filled. Drake University is an equal-opportunity employer and actively seeks applicants who reflect the diversity of the nation.

25. Appendix III: Diversifying the Candidate Pool

Hiring committees must research and utilize alternative job announcement publishing opportunities that will reach a diverse audience within their field. Such as:

A. https://www.theregistry.ttu.edu/
B. http://hbcuconnect.com
C. http://www.academicdiversitysearch.com/
D. Contacting temples, mosques, and churches that might list job announcements in bulletins or announce them to the congregation.
E. Contacting the Midwest Consortium of Latino Research for a position listing on the e-mail network – MCLR ListServer.
F. Contacting the National and/or State Black or Hispanic Caucus organizations and state and local legislators and representatives.
G. Placing advertisements in periodicals and communications such as Black Enterprise, The Black Resource Guide, The Black Collegian, Hispanic, and American Visions.
H. Writing to ethnic minority caucus groups (e.g., Black Coalitions of Higher Education) that may have a network of professionals within their organization.
I. Contacting corporations that publish newsletters and or communications that include job announcements.
J. Sending job announcements to social organizations (Black Greek sororities and fraternities, LULAC, and the NAACP).

26. Appendix IV: Sample Screening Rubric

Interview of______________________________Date:______________________Time:___________

	Deficient	Acceptable	Excellent	Notes
1. DRAKE Based on your academic, administrative, and experiences, why do you see Drake as a good fit for you personally (i.e., how does this position help or complement your career), and why will Drake students, faculty, staff, and administration see you as a good fit for them?				
2. VISION / CENTER LEADERSHIP – 2 part question What vision do you have for the (*position*), and what specific, concrete steps would you take to achieve that vision including which entities/individuals in Iowa and beyond would you seek to collaborate?				
3. MANAGEMENT/RESOURCE ALLOCATION How would you as effectively respond to challenges in funding and allocating limited resources? Please give us a relevant example from your experience.				
4. TEACHING What courses would you like to teach? What does excellent teaching look like in a classroom or seminar setting?				
5. SCHOLARSHIP How will your scholarship relate to the goals of the department/college/school?				
6. SERVICE How do you envision engaging in service to benefit the department, college/school, university and community?				
7. PRACTICE EXPERIENCE				
8. DIVERSITY, EQUITY AND INCLUSION How would you work with diverse students, faculty, staff, and other stakeholders in a variety of settings?				
9. COMMUNICATION / SUPERVISION How would you (or others) describe your approach as a supervisor of students and staff? Please give us an example.				
Do you have any questions for the committee?				
Before we conclude, is there any additional information that you feel you should provide the committee?				

27. Appendix V: The Interview – Legal Issues and Guidelines

The Drake University Non-Discrimination Statement applies to any employment decision, including hiring. It reads as follows:

The principles of equal access and equal opportunity require that all interactions within the University be free from invidious discrimination. Drake University therefore prohibits discrimination based upon race, color, national origin, creed, religion, age, disability, sex, gender identity, sexual orientation, genetic information or veteran status.

In an effort to avoid claims that hiring decisions were discriminatory, the following table entitled "Questions with Legal Risk" was developed. While asking a question listed on the table is not "per se" unlawful, it could be used as evidence of a discriminatory intent and, therefore, should not be asked during an interview.

Subject	Questions with Legal Risk
Age	Any question that implies a preference for employees under age 40. Requirement that applicant state age, date of birth, or provide proof of age in the form of birth certificate, etc., unless a minor.
Children (see family)	Questions such as "Do you have any children?" or "How many?"
Citizenship	Whether applicant is a citizen, any inquiry into citizenship which divulges applicant's ancestry, national origin, birthplace, or present citizenship. It is also illegal to require a birth certificate or naturalization records before hiring.
Disabilities	Overt questions which could tend to divulge disabilities or health conditions which do not relate reasonable to fitness to perform the particular job.
Family	Specific inquiries concerning spouse, spouse's employment or salary, children, childcare arrangements, or other dependents.
Illness or Injury	You cannot ask if they have ever had a work injury or ever filed a worker's compensation claim. You cannot ask if they have ever had a serious illness or if they need medical or disability insurance.
Language	Inquiries about an applicant's native tongue. Inquiry as to how foreign language ability was acquired.
Marital Status	Whether the applicant is married, single, divorced, separated, engaged, or widowed.
Military	Type or condition of military discharge. Whether application has experience in other US Armed Forces.
Name	Questions about original name if the name has been changed by court order or marriage. Inquiries which could divulge marital status, lineage, ancestry, national origin, or descent.
National Origin	Inquiries into applicant's lineage, ancestry, national origin, descent, birthplace, or native tongue. Inquiries about national origin of applicant's parents or spouse.
Organizations	Requirement that the applicant list all organizations, clubs, societies, and lodges to which he or she belongs.
Race	Any inquiries concerning race or color of skin, hair, eyes, etc.
Religion or Creed	Inquiries concerning applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Applicants may not be told that any particular religious groups are required to work on their religious holidays.
Residence	Names or relationships of people living with applicant. Whether applicant owns or rents a home. Specific inquiry into foreign addresses that would indicate national origin.
Sex	All inquiries that suggest gender plays a role in decision-making. Questions about child rearing responsibilities. Any questions that would elicit information about sexual orientation, gender identity or that could be used in allegations of discrimination.

At times, a candidate may bring up a topic, such as the availability of childcare or domestic partner benefits. When a candidate does so, it is appropriate to provide them with requested factual information. You may also refer them to Human Resources with any such questions or inquiries.

28. Appendix VI: Suggestions for Conducting the Interview

A. Conducting the Interview

a. Each candidate should be treated similarly. While interviews may vary, each candidate should be afforded similar opportunities to share information about their professional qualifications. Here are some recommendations regarding the interview process
b. Focus on knowledge and skill necessary for the position.
c. Prepare open, behavioral and hypothetical questions covering the essential functions (see **Types of Questions** section below).
d. Cover each area using follow-up techniques to probe, reflect and summarize.
e. Question the answer. Seek contrary information to confirm or correct your first impressions. If the candidate recites an accomplishment, ask "Tell me about an occasion when things did not go well," or "and what did you learn from an experience that did not go as well?"
f. Leave time for the candidate to ask questions.
g. Do not make statements that can be construed as promises or guarantees, either express or implied.

B. Types of Questions

Well thought-out questions aimed at gleaning particular information can provide the maximum amount of useful information from a brief conversation with the candidate.

Behavioral Questions ask about what the candidate is doing currently or has done in the past. Behavior questions ask for examples of current or past performance, based on the premise that past behavior is the best predictor of future behavior. Phrase questions in the present or past tense, but not the future tense. **Examples**: *Describe a classroom situation that did not go well. How did you handle it? Describe a* time *when you had to take extra steps to engage a student. What did you do? How well did it work? What would you have done differently? Describe the process you have used to identify the objectives in your courses.* The answers to these questions, and to the follow-up questions that one would ask, provide important and specific information regarding the candidate’s experience and approach.

Open-Ended Questions encourage the candidate to give more than one or two word responses that require an explanatory response and allow a candidate to show communication skills in an indirect way. Open-ended questions begin with: what, how, why, describe, explain, tell me. **Examples**: *Describe your experience in teaching first-year students.* Or, *Tell us about your area of research; how did you get interested in your dissertation subject?*

Hypothetical Questions ask the candidate to respond to new or unfamiliar situations, providing insight to the candidate's ability to analyze and solve problems. It is recommended that hypothetical questions be limited. Because prior performance is the best indicator of future performance, it is recommended that the majority of questions seek information about what the candidate has accomplished (and how she/he has accomplished it) in the past rather than hypothetical situations or untested responses.

Comfort/Rapport Questions are questions asked the candidate to put them at ease. Typically it is good to start and end an interview with comfort questions. Examples: Tell us why you are interested in Drake University and this position. What positive professional and academic experiences have influenced you the most?

C. Seeking Contrary Evidence

If you start to form a one-sided impression of the candidate, start to seek contrary evidence. As Dr. Richard S. Deems notes in his book Interviewing: More Than a Gut Feeling, “Asking for contrary evidence can prevent you from forming erroneous assumptions or first impressions.” (Deems, 1994, p. 35). A copy of this book is available to check out from Human Resources.

29. Appendix VII: Start-Up Request Form and Policy

DRAKE UNIVERSITY FACULTY START-UP REQUEST FORM *(Added 7.19)*

Please use this form for all start-up requests. All requests must include a CV, research plan, and an explanation for the use of funds. Upon approval, a copy of this form will be returned to the department chair/dean.

Candidate's Name_

Actual or Anticipated Date of Offer____

Employment Start Date ____

Department/College/School ____

Amount of Start-Up Request

Ten percent of start-up funds should come from department and/or college or school budgets. Ninety percent of start-up funds will be budgeted through the Office of the Provost.

	Year 1	Year 2	Year 3
Department			
College/School			
Office of the Provost			
TOTAL			

Please list (attach separate sheet if needed):

1) Research space requirements (where applicable);
2) Description of space needed (room size, utilities and services, other special requirements);
3) Proposed location.

Department
Chair/Director____
Name (please TYPE or PRINT legibly) Signature Date

College/School
Dean ____
Name (please TYPE or PRINT legibly) Signature Date

Provost____
Signature Date

Send completed form and attachments via email to Sue Mattison and Ann Guddall

Drake University
FACULTY START-UP FUND POLICY

In general, recruiting faculty members with substantial research potential and scholarly/creative activities is highly competitive. Having the ability to provide such candidates with a competitive start-up package can be vital to recruitment efforts. The Office of the Provost oversees a pool of institutional funds to help chairs and deans assemble competitive research start-up packages, and to provide new faculty with the resources necessary to establish a successful research program. Although the university has research expectations for all faculty members, the university has increased expectations for those new faculty members who are provided with substantial research start-up funds.

Deans are required to provide the Provost with an estimate of the start-up costs for each position at the time positions are requested during the case statement process. Faculty start-up funds are negotiated between the dean/department chair and a potential new hire before he or she begins employment at Drake University. Sufficient information in the research plan is needed to enable those responsible to determine that expenditures will lead to the development of a productive research program. Before making an offer, deans will submit a completed "Drake University Faculty State-Up Request Form" to the Provost for final approval of the start-up funds commitment.

Required items for faculty start-up package request:

- Properly executed "Faculty Start-up Request Form" (at least 10% matching is required from the College/School, Department, or Other – if other, specify the source).
- Comprehensive candidate's CV.
- Brief (max. three pages) description of the candidate research program, including a plan to become: a) self-sustaining and b) successfully competitive for external funding.
- Budget including all major items requested with reasonable estimates.

Important notes:

- Start-up funds cannot be used for faculty salary (including summer), office equipment and furniture, instructional equipment, visa fees, cell phones, home internet and data fees, moving expenses, or to develop new academic programs. Note: Colleges and Departments may offer summer salary from their own funds.
- Most start-up packages are for 3 years, with a specific amount allocated for each year. Annual allocations must be spent by June 30 of each year and will not be permitted to be carried forward to the following fiscal year.
- If the position is not filled during the current recruitment cycle, the commitment must be re-negotiated with each new offer.
- For each year of start-up support, faculty must submit a report showing use of start-up funds and providing an update on their research program. Continued funding of the start-up commitment is dependent on sufficient research progress demonstrated in the annual report. The report is due to the Chair or Director by July 15th and to the Dean of the hiring college and Provost by July 31st following each year of start-up support.
- For positions in newer programs where the start-up funding is already in the college budget, please follow this same process for start-up funding requests and note on the start-up request form that the funds are in your college budget (this would not count towards the 10% required from department and/or college).