Working @ Wellesley

Office of the Provost
Office of Human Resources
& Equal Employment Opportunity

Hiring Procedures for Faculty

September 2016

An Important Message for All Wellesley College Hiring Chairs

Dear Wellesley College Hiring Chairs:

One of the most important and potentially long-lasting decisions made at the college is whom we hire as faculty. We are committed to hiring the very best candidates for tenure-track lines, judiciously selected from a wide and diverse pool of candidates. The Provost's Office is working in close partnership with the Office of Human Resources to ensure that the hiring process is carried out in the most efficient and effective manner possible. We hope that the information provided here will help guide you through this exciting but complex process. Please know that your department dean is available and willing to answer questions about hiring procedures and to assist you throughout the search process.

We look forward to working with you in the upcoming year.

Sincerely,

Andrew Shennan, Kathryn Lynch, and Ann Velenchik

Search Process Contacts (Dean's Office):

Andrew Shennan, Provost and Dean of the College	x3583	ashennan
Ann Velenchik, Dean of Academic Affairs	x3583	avelenchik
Kathryn Lynch, Dean of Faculty Affairs	x3583	klynch
Ruth Frommer, Assistant Provost for Faculty Affairs	x3229	rfrommer
Beccah Sparkes, Assistant Provost for Operations & Budget	x2258	rsparkes
Susan Lange, Faculty Information Administrator	x3586	slange2
Robbin Chapman, Associate Provost/Academic Director of Diversity & Inclusion	x3511	rchapman
Kathy Sanger, Office Manager	x3583	ksanger2

Human Resource/Equal Employment Opportunity Office Contacts:

Carolyn Slaboden, AVP Human Resources & Equal Opportunity	x2216	cslabode
Sarah Staley, Associate Director of Talent Management and Development	x2214	sstaley2
Sue Daganhardt, Assistant Director of Employment and Employee Relations	x2248	sdaganha
Marc Boutin, Compensation Analyst	x2447	mboutin
Cristina DeGaetano, Employment Specialist	x3303	cdegaeta

Guidelines for Recruitment of Tenure-Track Faculty

I. Preliminaries

A. Requests for tenure-track faculty positions are submitted to the Office of the Provost during the academic year preceding the recruitment period. The specific due date for requests and target date for response will be set by the Provost's office each year.

B. Normally new faculty members are hired at the rank of first-level assistant professor, or, in the absence of the Ph.D., at the instructor level. If the department wishes to hire at a higher rank, the chair must consult with the Provost/Deans before recruitment begins in order to obtain the Provost/Dean's consent. Please remember that appointments at the ranks of associate professor and professor require the approval of the Committee on Faculty Appointments and that tenure decisions for faculty initially appointed at those ranks normally occur in the spring of the second year. If the department wants to consider hiring a faculty member with tenure, please consult your department dean for additional information and deadlines. Please consult Articles of Government, Book I, Article IX. Faculty Appointment Policies, for more information.

C. The Faculty Search Plan Part I must be submitted to Human Resources and your department dean in advance of the start of advertising for the position. The department search committee should be composed of members from a variety of ethnic and racial groups, if possible, and conform to Articles of Government, Book I, Article VIII, Section 1.C.1. The department should also select a senior member to serve as diversity liaison (DL).

II. Initial Appointment (Please consult Articles of Government, Book I, Article IX.)

A. Length of term. Initial appointments normally carry a four-year term. New faculty members who are receiving credit for previous experience will have a shorter initial appointment. The four-year term of a faculty member appointed to a convertible contract (see below) will include the time spent as instructor, before completion of the Ph.D.

B. Rank.
1. Assistant Professor. A candidate who has the Ph.D. is appointed as an assistant professor.
2. Instructor/convertible to Assistant Professor. A candidate who does not hold the Ph.D. degree (in fields in which the Ph.D. is the terminal degree) is appointed as an instructor. Such an appointment is normally for one year, with a provision for conversion of the contract to a four-year term as assistant professor. The Office of the Dean of the College must receive official notice that the work for the Ph.D. has been completed, according to the schedule described below:

Dean's office notified of completion of the Ph.D. by:	**Conversion to Assistant Professor:**
October 1 of year of appointment	Retroactive to beginning of appointment
January 31 of first year of appointment	Effective as of spring semester of first year of appointment
Not completed by end of first year of appointment	Contract automatically renewed for a second one-year term as instructor
October 1 of the second year of appointment	Retroactive to beginning of second year of appointment
Not completed by October 1 of second year of appointment	Contract terminated at end of second year of appointment

3. See Articles of Government concerning appointments at higher than the assistant professor levels, and the required Committee on Faculty Appointment approvals required.

II. Preliminary Interviewing. Departments planning to do preliminary interviews of a "long list" of candidates, at professional meetings, via Skype, or in other venues, should confer with their department dean about those plans. Department deans may choose to review the "long list" before the interviews take place.

III. Campus interviewing. Part II of the Search plan must be submitted to the department dean and HR before candidates can be brought to campus.

A. Approvals. Candidates for on-campus interviews must be approved by your department dean to ensure that candidates reflect a qualified and diverse pool. Please inform the Human Resources Office and your department dean of the names of each candidate on your short list, so that a report can be run that will allow your dean to review the diversity composition of your short list in comparison with your pool. Only after receiving this report will your dean be able to approve your list of campus interviewees.

B. Schedule. Candidates for a tenure-track position invited for an on-campus visit normally are interviewed by the department dean. Prior to the interview with the dean, electronic copies of a candidate's credentials—the cover letter from the candidate, a current c.v., and letters of recommendation—should be sent to the Office of the Provost. Publications need not be included. The dean may communicate his/her evaluation of the candidates to the chair when all candidates have been interviewed.

Chairs should give all members of their departments and related departments and programs opportunities to meet with the candidate. During the on-campus visit, candidates normally give at least one seminar, lecture, or other presentation. Students should also be invited to meet the candidates and to offer their reactions to the search committee.

C. During the interview process, the chair should furnish each candidate with a general description of procedures and prospects concerning reappointment, promotion, and tenure in the department. The department dean will also review this information with the candidate.

D. The Search Budget. Contact Beccah Sparkes, Assistant Provost for Operations & Budget to determine the budget for your search. This budget will cover search-related expenses including: travel, accommodations, and meals for the candidates and department members. [Note: The candidate should be housed at the Wellesley College Club or at the Babson Executive Center if the Club is full. Additionally, for all expenses incurred at the College Club, please send receipts to Beccah Sparkes.]

IV. Travel to interview candidates. Departments often travel to interview candidates at their professional meetings. The Provost's Office will pay reasonable expenses for up to two faculty members. Transportation, meals and accommodations will be paid by the recruiting budget. Efforts should be made to minimize these expenses whenever possible, and faculty are encouraged to use their regular travel-to-conference funding for this purpose if the search budget does not allow for their reimbursement.

A. Transportation. The interviewer(s) will be reimbursed for travel expenses on the usual carriers. Every effort should be made to find the lowest fares. Car travel will be reimbursed at the current mileage rate only when no other less expensive means of transportation is available.

B. Meals. Interviewers' meals will be reimbursed to a maximum of $50 per day. Meals for candidates will not normally be reimbursed.

C. Accommodations. The full cost of hotel accommodations will be paid. If the professional association requires the use of a suite for interviewing, the full cost of the suite will be paid.

V. Making an Offer

A. An offer must be approved by the department dean before a verbal or written offer can be made to the candidate. Any special circumstances, e.g. shortened length of initial contract, start-up funds, must be approved by the department dean in advance of the offer to the candidate.

B. All appointments at the associate or full professor level must be approved by the Committee on Faculty Appointments before an offer can be made.

C. A reasonable deadline should be set for acceptance of the offer. Many professional organizations stipulate no more than two weeks. A firm deadline helps to ensure the success of the search, as there are frequently strong and viable second choice candidates who will not be able to wait longer than this period.

VI. Contracts

Contracts. As soon as an offer has been made and accepted, the department chair should contact the appropriate dean. Form B attached to a copy of the candidate's CV should be sent to the Office of the Provost. Part III of the *Faculty Search Plan* must be completed and submitted to HR.

A. Form B. Form B, signed by the Provost or Deans of the College, will initiate the writing of the contract. The Provost's Office will send a draft of the contract to the department chair for approval; as soon as the chair has approved the contract, it will be sent to the candidate.

B. Non United States citizens/Permanent Residents. If you wish to hire someone who is not a U.S. citizen, you must notify the Advisor to International Students and Scholars Karen Pabon who handles visa matters for the College. She would appreciate knowing as soon as possible and no later than April 30 for a fall start date when someone who will need assistance in this area is being offered a position. Serious problems may arise when non-U.S. citizens enter the U.S. without the appropriate visa.

C. Moving Expenses and Research Account. A new tenure-track faculty member is allowed reimbursement of moving expenses up to a maximum of $4,000 if the move is within 500 miles; outside that radius, the moving allowance is $6,000. In addition, s/he will receive a $3,000 reimbursable research account for the first academic year.

Limited or Expedited Search Procedure

Limited and expedited searches are exceptions to our normal and usual hiring procedures. Because they are exceptions, approval of a limited or expedited search must be obtained from your department dean and the provost before a job may be advertised. The College's hiring procedures are in place to assure a fair and open process, and to encourage broad outreach so that our searches will attract a vibrant and diverse pool of candidates. Because limited and expedited searches limit the college's ability to reach a diverse pool of applicants, permission to perform limited and expedited searches will be granted only under extraordinary circumstances. The department and/or department dean should provide specific and concrete information concerning why a limited search should be conducted.

Search Process Checklist

A tenure track search is an important process subject to state and federal employment laws, as well as College policy. Please use the following checklist to help you navigate the major steps in this process. **Also note that hiring guidelines and relevant documents are available on-line (http://www.wellesley.edu/DeanCollege) or through the human resources website under hiring resources for Manager/Chair.** Check with your department dean if you have questions or concerns about this process.

Once you have received authorization for the search from the deans and provost:

- Obtain a copy of the Faculty Search Plan ***(see the link mentioned above)***
- Compose the search committee and select a diversity liaison (DL).
- Complete Search Plan Part 1 and submit to department dean and Marc Boutin, Employment & Compensation Specialist, x3303 (mboutin@wellesley.edu)**).** Part 1 includes the ad text, composition of the search committee and outreach. ***(See the link mentioned above).*** HR can also be of assistance in exploring additional outreach sources and in demonstrating and instructing Chairs about the online applicant tracking system.
- Once Part 1 is approved by department dean, Human Resources will submit job ads as identified in Search Plan.

When applications begin to arrive:

- All applications are submitted and tracked online. Applications are normally received electronically, and applicants will be acknowledged automatically. Applicants will have the opportunity to voluntarily complete electronic EEO information. Aggregate diversity data will be shared with the department. HR will work closely with the Chair and academic administrator throughout the search process.
- Submit search plan Part II (just the long list) to departmental dean and HR, after ad closing date.
- Select short list and propose candidates for campus interviews. Communicate with department dean to secure authorization for on-campus interviews**.**
- Departmental Dean will be able to review the EEO data through the online application system for the whole pool, long list (if applicable) and short list of on campus interview applicants.
- Schedule interviews between candidates and department dean by contacting Kathy Sanger, Office Manager, x3583 (email Provost@wellesley.edu)
- The Department administrative assistant will handle all payments and reimbursements related to search. Contact Beccah Sparkes, Assistant Provost for Operations & Budget, x2258 (rsparkes@wellesley.edu) for budget information. ***(see attached Budget Process)***

When the department has voted and wishes to make an offer to a candidate:

- Contact the department dean for approval to offer the position and to discuss any special terms associated with the appointment (e.g. salary step, length of initial contract, previous experience, start-up costs). Departments are not authorized to make verbal offers without approval of the department dean.
- Submit search plan Part III to HR.

When a candidate has accepted the offer:

- Notify the department dean.
- Submit Form B and CV to Ruth Frommer, Assistant Provost, x3229 (rfrommer@wellesley.edu) to initiate the formal appointment process.

Wellesley College
Faculty Search Plan
Prepared by

The Office of the Provost

Wellesley College complies with its internal policy on equal employment opportunity and with state and federal law, which prohibit discrimination against candidates for employment on the basis of race, color, religion, age, sex, sexual orientation, pregnancy, national origin, ethnicity, physical or mental disability, genetic information, veteran's status or membership in uniformed armed services, or any other classes protected by law.

Wellesley College and the Office of the Provost also require that all departments conducting tenure-track searches complete Parts I and II before candidates can be brought to campus for interviews, and complete Part III before a contract can be issued.

Date: _____

Department: _____

Position: _____

Department chair: _____

Date review of applications begins (if different from deadline): _____

Deadline for acceptance of applications: _____

PART I. OUTREACH PLAN

Please complete Part I and send a copy to both the Office of Human Resources (Marc Boutin, mboutin) and the Office of the Dean of the College (your department dean) BEFORE initial advertisements are placed. Outreach plans may be revised and updated throughout the search, and should be discussed with your department dean before outreach plans are finalized.

All ads should have integrated into the text the following language: "Wellesley College is an Affirmative Action/Equal Opportunity Employer, and we are committed to increasing the diversity of the college community and the curriculum. Candidates who believe they can contribute to that goal are encouraged to apply."

A. The job ad: Please place a copy of your proposed job ad here.
B. Newspapers, journals, and online advertisements:

Where do you intend to place ads? What audiences are likely to be reached?

	Name of Publication	*Date ad is placed*	*Target Audience*
1			
2			
3			
4			
5			

C. Please summarize below your outreach plans to professional and disciplinary associations, to graduate departments, and to colleagues.

	Name of Contact Person	*Title*	*Professional Association/Graduate Department/Colleagues*	*Contacted By*	*Date*
1					
2					
3					
4					
5					
6					

D. Please summarize below your outreach plans to minority professional associations and caucuses (including minority online networks and list serves.)

	Association Name	*Contact Name*	*Date of Call*	*Date of Written Notice*
1				
2				
3				
4				
5				

E. Please list the names of the search committee members. Please identify which member of the search committee is the diversity liaison (DL). The departmental search committee should be composed of members from a variety of ethnic and racial groups, if possible, and conform to Articles of Government, Book I, Article VIII, Section 1.C.1.

1 _____
2 _____
3 _____
4 _____
5 _____
6 _____
7 _____
8 _____
9 _____
10 _____

PART II. CANDIDATE POOL

Candidates applying for a tenure-track position will receive an electronic confirmation of their application which will ask him/her to voluntarily self-identify for affirmative action/federal recordkeeping purposes. Information on the pool, in aggregate form is available to share with the Chair and Office of the Provost.

You should discuss your pool of candidates with your department dean before finalizing invitations for on-campus interviews.

Department: _____ Position: _____

A. Total number of resumes received

_____ (males) _____ (females)

B. Names of Applicants to be interviewed Off-Campus (If Applicable) (to be completed by hiring department)

1._____

2._____

3._____

4. _____

5._____

6. _____

7._____

8._____

9._____

10._____

11._____

12._____

C. Names of applicants on short list proposed for on-campus interviews. You should meet with your department dean to received authorization for your list of on-campus interviewees.

1._____

2. _____

3._____

4._____

5._____

PART III. PROPOSED HIRE

Please present Faculty Search Plan Part III to the Office of Human Resources when the Department has voted to make an offer for the job. An offer must be approved, by the department dean, in advance of being made to a candidate. A formal contract letter will be generated only when a completed copy of Part III is received by the Office of the Provost.

Department: _____

Chair: _____

Name of Proposed Hire: _____

HR Officer Signature: _____

Date: _____

The signature above certifies that this search has been conducted in accordance with the college's policies on recruitment and hiring. The college makes it hiring decisions based upon the merits, qualifications and abilities of the applicant and it does not discriminate in its hiring practices (or the terms or conditions of employment) based on any classification protected by law. Those protected classifications include race, color, religion, age, sex, sexual orientation, pregnancy, national origin, ethnicity, physical or mental disability, genetic information, veteran's status or membership in uniformed armed services, or any other classes protected by law.

Legal Issues to Consider

TOPIC	EMPLOYERS MAY ASK	EMPLOYERS MAY NOT ASK
Age	Generally, the only proper question is, "Are you under 18, yes or no?"	Inquiry into the date of birth or age of an applicant.
Disability / Handicap	Can you perform any and all job functions with or without reasonable accommodation? Can you describe how you would perform (any or) all job functions? These are the attendance requirements, can you meet them? If you ask these questions, they should be asked of all candidates.	Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/handicap.
National Origin /Ancestry / Citizenship	"Are you legally authorized to work in the United States?"	Inquiry into the birthplace of an applicant or the birthplace of his or her parents(s), spouse and/or other close relatives. Inquiry into the national origin, ancestry or ethnicity of an applicant. Inquiry into whether an applicant for employment or an applicant's parent(s), and/or spouse are naturalized or native-born citizens of the U.S.
Medical Examinations	Once an offer of employment has been made, an employer may condition that offer on the results of a medical examination conducted solely for the purpose of determining whether the employee, with or without reasonable accommodation, is capable of performing the essential functions of the job.	Inquiry into whether an applicant has AIDS.
Race/Color	No questions.	Inquiry into the race or color of an applicant.
Photograph	No questions.	An employer cannot ask for a photograph to accompany an application.
Religious Creed	No questions.	Inquiry into the religious denomination or practices of an applicant, his or her religious obligations, or what religious holidays s/he observes.
Sex (Gender)	Generally, no questions.	Inquiry into an applicant's maiden name or any question that pertains to only one sex (for example inquiries into marital status only asked of women). Inquiries into whether applicant has children, plans to have children, or has child care arrangements.
Sexual Orientation	No questions.	Inquiry into applicant's sexuality (gay, bisexual, lesbian, heterosexual.)

TOPIC	EMPLOYERS MAY ASK	EMPLOYERS MAY NOT ASK
Education/ Experience/ References/ Organizations	Inquiry into the academic, vocational or professional education of an applicant for employment. Inquiry into the work experience shall also contain a statement that the applicant may include in such history any verified work performed on a volunteer basis. Inquiry into references.	Questions about education designed to determine how old the applicant is. Inquiry into the organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.
Lie Detector Test	No questions.	It is unlawful to require or administer a lie detector test as a condition of employment or continued employment.

VI. LEGAL CONSIDERATIONS WHEN INTERVIEWING

(Adapted from United Educators Guidelines)

The most effective approach to interviewing is to:

1. Focus on questions that are relevant to the job itself.
2. Be consistent in your approach with each candidate.

TOPIC	EMPLOYERS MAY ASK	EMPLOYERS MAY NOT ASK
Age	Generally, the only proper question is, "Are you under 18, yes or no?"	Inquiry into the date of birth or age of an applicant.
Disability / Handicap	Can you perform any and all job functions with or without reasonable accommodation? Can you describe how you would perform (any or) all job functions? These are the attendance requirements, can you meet them? If you ask these questions, they should be asked of all candidates.	Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/handicap.
National Origin /Ancestry / Citizenship	"Are you legally authorized to work in the United States?"	Inquiry into the birthplace of an applicant or the birthplace of his or her parents(s), spouse and/or other close relatives. Inquiry into the national origin, ancestry or ethnicity of an applicant. Inquiry into whether an applicant for employment or an applicant's parent(s), and/or spouse are naturalized or native-born citizens of the U.S.
Medical Examinations	Once an offer of employment has been made, an employer may condition that offer on the results of a medical examination conducted solely for the purpose of determining whether the employee, with or without reasonable accommodation, is capable of performing the essential functions of the job.	Inquiry into whether an applicant has AIDS.
Race/Color	No questions.	Inquiry into the race or color of an applicant.
Photograph	No questions.	An employer cannot ask for a photograph to accompany an application.
Religious Creed	No questions.	Inquiry into the religious denomination or practices of an applicant, his or her religious obligations, or what religious holidays s/he observes.
Sex (Gender)	Generally, no questions.	Inquiry into an applicant's maiden name or any question that pertains to only one sex (for example inquiries into marital status only asked of women). Inquiries into whether applicant has children, plans to have children, or has child care arrangements.
Sexual Orientation	No questions.	Inquiry into applicant's sexuality (gay, bisexual, lesbian, heterosexual.)

TOPIC	EMPLOYERS MAY ASK	EMPLOYERS MAY NOT ASK
Education/ Experience/ References/ Organizations	Inquiry into the academic, vocational or professional education of an applicant for employment. Inquiry into the work experience shall also contain a statement that the applicant may include in such history any verified work performed on a volunteer basis. Inquiry into references.	Questions about education designed to determine how old the applicant is. Inquiry into the organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.
Lie Detector Test	No questions.	It is unlawful to require or administer a lie detector test as a condition of employment or continued employment.

It is also recommended that the following types of questions be avoided as they may be construed as discriminatory:

1 No questions regarding marital status.
2 No questions regarding childcare arrangements, plans for the family, or the spouse's occupation - – unless the candidate indicates a need for employment options for his/her spouse as a factor to be considered.
3 No comments about a candidate's physical appearance.
4 Avoid expressing value judgments about College social life that could be expected to discourage unmarried candidates, women, gays and/or lesbians and/or candidates of color.
5 Avoid introducing, race, religion, national origin, sex and other such factors as subjects.

VII. UNCONSCIOUS BIASES

We will send to each chair of a searching department J. Moody's book, Faculty Diversity (2004). In Chapter 4, the author discusses how unconscious biases on the part of academic hiring committees can have a disproportionately negative impact on applicants of color. This chapter also summarize best and worst practices in faculty recruitment.

Another resource is a website for the ADEPT (Awareness of Decisions in Evaluating Promotion and Tenure) project http://www.adept.gatech.edu/index.htm . ADEPT provides case studies and various forms of reference material relevant to promotion and tenure evaluations. One of the primary goals of the instrument is to assist users in identifying forms of bias in evaluation processes to achieve fair and objective evaluations. Although this website focuses on biases in evaluation of tenure and promotion cases, many of the issues are also relevant at the time of hiring.

VIII. CONCLUSIONS

The Office of the Dean of the College, as well as members of MRHR are eager to work with departments to conduct searches with broad outreach that meet federal and state regulations. We also look forward to improving the effectiveness of our recruitment efforts. We remind everyone involved in the hiring process that the College makes it hiring decisions based upon the merits, qualifications and abilities of the applicant and it does not discriminate in its hiring practices (or the terms or conditions of employment) based on any classification protected by law. Those protected classifications include race, color, religion, age, sex, sexual orientation, pregnancy, national origin, ethnicity, physical or mental disability, genetic information, veteran's status or membership in uniformed armed services, or any other classes protected by law.