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GUIDELINES FOR CONDUCTING TENURE-TRACK FACULTY SEARCHES

These guidelines are intended to serve departments and programs as they prepare for and conduct tenure-track faculty searches. Additional information, including expense guidelines for faculty searches, can be found [here].

Tenure track searches should include the following steps, listed chronologically:

1. Approval for tenure track search by ASP and Provost
2. Selection of an Equity Advisor and formation of the search committee
3. Diversity planning, advertising strategy/budget, and finalization of job ad
4. Faculty Personnel Requisition form and approvals, with full ad
5. Position posted, applications collected via Applicant Pro
6. Search committee meeting to discuss legal requirements, bias, and best practices
7. Development of rubric to identify qualified applicants
8. Review of applications
9. Initial interviews
10. Finalists and campus visits
11. Search committee recommendations
12. Provost makes an offer
13. Closing the search

The search committee

The APM (Ch VI.B) offers guidelines regarding the composition of search committees for both tenure track and non-tenure track searches. The department/program chair will generally be the chair of the search committee. The committee shall include an equity advisor, at least one member of the faculty from outside the department or program, and usually two student representatives. The chair and the Provost will work together to identify individuals to serve in these capacities who can bring valuable perspectives to the search process.

Diversity planning

In consultation with the search chair and equity advisor, the search committee shall devise and submit a plan for diversifying and deepening the candidate pool. As part of this planning, the search committee shall review the position advertisement to ensure that the text of the ad is inclusive of and inviting to candidates. This plan should also include specific strategies for advertising the position using postings and outreach that will assist in attracting a diverse pool of candidates. A projected budget for advertising costs is required. After the committee has put together the diversity plan and job ad, the chair should meet with the Provost and the Chief Diversity Officer to discuss and finalize them.

The Faculty Personnel Requisition form and finalized job ad

Once the diversity plan and job ad have been approved by the Provost, the chair of the department or program requesting the position should complete, sign, and submit the Faculty Personnel Requisition form to Lisa Litchman, in the Provost's Office. The Faculty Personnel Requisition Form is available as a fillable PDF at the Provost's Office website here. The

Provost's Office will add the account number and salary information to the form before sending it to the President and Human Resources for signatures.

An electronic copy (Google doc or Word doc) of the finalized job ad should be submitted along with the Faculty Requisition form. The ad should include detailed instructions for applicants regarding deadlines, the required materials (e.g., cover letter, CV, teaching statement), as well as the name and contact information of the search committee chair in case of questions. The search committee should determine whether to solicit letters of recommendation with initial applications or the name of references for use after the pool has been narrowed. The ad should also include approved language describing the College and our antiracist aspirations.

Process for posting and managing applications
Faculty and staff searches will use Applicant Pro - an online management system through which candidates submit their application materials. All members of the search committee will be instructed on how to access files in Applicant Pro.

The Human Resources Employment Specialist will add the link to the Applicant Pro submission portal and will place the ad on the College's website. Once the ad is posted to the college website, the chair of the search committee should work with the Assistant to the Provost to post ads to external websites and other venues that were approved during the planning and budgeting process.

Search committee chairs are welcome to consult with the Provost's Office about strategies for managing the application process that work well for the search committee, the candidates, and any staff supporting the search.

Meeting to discuss legal requirements, bias, and best practices (including rubric for evaluation)
Prior to commencing with the review of candidate files, the full committee should meet with the Vice President for Human Resources and Operations or their designee to discuss legal requirements and best practices for faculty searches. During this meeting, the equity advisor assigned to the search will educate the committee about implicit bias and inclusive practices. The chair and the equity advisor will guide the formation of a rubric that can be used to fairly evaluate candidates.

Review of applications
Depending upon the nature of the search and the size of the applicant pool, there are a number of strategies that can be used during the review process. In some cases, all members of the search committee read and evaluate all files. In other cases, a subset of the committee (usually at least two people) will do an initial review of files to identify those that warrant more attention. Students may or may not be involved in this process.

Committee members normally review candidate files individually, and identify the subset of all applicants that they believe warrant further consideration. The committee should then schedule a meeting to discuss the applicants and to identify those to invite to participate in an initial interview. Search committees should be as inclusive as possible in determining the candidates to invite to participate in an initial interview.

Initial interviews

Initial interviews can be conducted by phone, Zoom (with or without video), or, when appropriate, in person at professional conferences. The same format should be used for all candidates. Initial interviews may be recorded if the candidate approves. Typically, initial interviews last approximately 30 minutes and include 20 minutes of questions from the search committee (or subset of the committee) and 5 minutes for questions from the candidate.

Identifying Finalists and Planning Campus Visits

Following the initial interviews, the search committee will meet to discuss the applications and identify the candidates they consider most promising. The committee will share the files of the top six to eight candidates with the Provost for consultation before finalists are identified and invited to campus for interviews.

For tenure-track searches, the search committee may invite up to three finalists to campus. When finalists have been approved and their campus visit dates established, the Executive Administrative Assistant to the Provost will contact the candidates and make their travel and lodging arrangements. The chair of the search committee, with support from the academic coordinator assigned to their department, will arrange the candidate's visit schedule. In addition to standard practices (including teaching and/or research presentations, meetings with students, the search committee, and other campus stakeholders), the schedule should include a 30-minute meeting with the Provost (arranged with Kathryn Johnson) and a 30-minute meeting with the President (if possible, arranged with Erica Daniels). Candidates should also be scheduled for a 30-minute meeting with Human Resources to discuss the benefit packages available to full time employees.

Candidate travel guidelines:

- The search committee should allow two weeks' lead time to arrange a candidate visit because of the high cost of air travel booked just a few days before the visit.
- Candidates will typically fly into O'Hare Airport and take the Coach (Van Galder) shuttle to and from South Beloit.
- Candidates will typically stay at the Ironworks Hotel or Hotel Goodwin for 1-2 nights.
- Candidates may be reimbursed for any out-of-pocket travel expenses they incur (mileage, airport parking, etc.) after the conclusion of their campus visits.
- Please see the Expense Guidelines for Faculty Searches for more information

Candidate entertainment guidelines:

While a candidate is on campus, search committees use meals as opportunities for faculty and students to meet with the candidate. Most of these are informal and inexpensive; for example, breakfast at Bagels & More with a faculty member, or lunch at Commons with interested students. Please see the Expense Guidelines for Faculty

Searches for more information about meals and their associated costs. Please also review the COVID-19 Visitor policies for information about dining on and off-campus with candidates.

Search committee recommendation
After the candidate visits have been completed, the search committee shall prepare a ranking of its top candidates and a rationale for its recommendation in terms of candidate qualifications for the described position and their relation to college priorities. The search committee chair should talk with the Provost about the recommendation and rationale.

Making a job offer
When the top candidate has been identified, the Provost will contact the candidate to make a job offer. The candidate will be given a period of time (usually about one week) to consider the offer. At the end of this period, the Provost will follow up with the candidate. If the offer is accepted, the Provost will notify the search committee chair, and the Provost's Office will prepare an appointment letter and send it to the candidate.

If the candidate declines the position, the Provost will consult with the search committee chair to determine whether the position should be offered to another candidate.

Closing the search
When a signed appointment letter has been received, the following steps should be taken to officially close the search:

- The remaining candidates in the pool should be notified that the search has been closed. Typically, this is done by the search committee chair and the program coordinator supporting the search.
- All candidate files and search committee materials should be forwarded to Human Resources. After sending copies of all search materials to Human Resources, members of the search committee should delete any search materials that are stored on their computers.
- Notes from reference checks should be submitted to the Provost's Office– these become part of the permanent personnel file.