FACULTY SEARCH GUIDELINES:
Best Practices

Procedural Review: September 2019   **Endorsed by Faculty Council: October 2015**

A Message from the President:

DePaul University is justly proud of its long commitment to an inclusive community. More important than our many national recognitions, are the personal commitments of our faculty and staff to making an outstanding education accessible, and to forming a university community that reflects the world into which our graduates will enter.

Achieving such diversity does not happen by accident. The diversity of our community is the product of careful planning and thoughtful action.

I am grateful to the President's Diversity Council for producing this excellent resource for faculty recruitment at DePaul. It is the product of studying best practices at institutions around the country. This will guide academic search committees, deans and department chairs in their efforts to attract diverse pools of candidates.

Hiring faculty is one of the most important academic decisions we make on our students' behalf. Our intent is to hire outstanding faculty, and to intentionally search for outstanding faculty among the many diverse communities of this nation.

Academic searches require a tremendous amount of time and commitment. Thank you for your willingness to serve the university by undertaking this most important task and keeping our commitment to diversity at the top of our agenda. Together, I am confident we can fulfill our strategic plan to become a model of diversity in American higher education.

Sincerely,

A. Gabriel Esteban, Ph.D.
President

A Message from the Provost:

A commitment to diversity is the responsibility of all of us at DePaul. Recruiting and engaging a widely diverse faculty that represents our students and the society in which we live is a necessity not an option. Grounded in Mission 2024 calls for increasing the diversity of DePaul's full-time and part-time faculty in each college and ensuring an inclusive, welcoming community for all faculty. To that end, I endorse this Faculty Search Handbook for our Best Practices which will serve as a guideline to the colleges and schools as they conduct new faculty searches.

Diversifying the pool of candidates in order to attract the best individuals to work and teach at DePaul has long been a university goal and a standard practice. Thanks to higher education's collective efforts to diversify the professoriate, the number of diverse teachers and scholars has materially increased. This increase in the faculty applicant pool affords DePaul a new opportunity to diversify our faculty ranks. Diversifying the faculty at DePaul will not happen by chance, but by our intentional efforts to incorporate strategies that yield a diverse candidate pool. DePaul is very fortunate to be located in a large metropolitan area with the vibrant city of Chicago as our home. This location is a special attraction to faculty, providing a wide array of available opportunities in and out of academia. I am confident that candidates from a wide range of backgrounds will find synergy in DePaul's mission, the students we teach and serve, and the ability to conduct research that connects with the social issues of our day. So while the market is very competitive, we enjoy some very strategic advantages by the nature of who we are and where we are located.

To the college and school faculty search and recruitment committees, I ask that you use this handbook as a source of best practices in your recruitment activities. Academic Affairs and the Office of Institutional Diversity and Equity are ready and eager to assist as you proceed with your search. Working together we can assist the University in achieving the very important goal of fostering diversity and inclusion at DePaul.

Sincerely,

Salma Ghanem, Ph.D.
Interim Provost

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Introduction

The President's Diversity Council in collaboration with Academic Affairs and Faculty Council has created this search guide to assist and advise deans, department heads, and search committees to conduct searches consistent with DePaul University's commitment to Equal Employment Opportunity (EEO). DePaul's commitment to recruiting a diverse faculty who possess a diverse range of abilities, life experiences, perspectives, and worldviews will enhance the academic quality and mission of DePaul University. It will also enable us to meet the needs of our diverse student population and to prepare all of our students to live, work, and learn in a globalized world.

Equal Employment Opportunity

DePaul University is an Equal Opportunity / Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, ethnicity, religion, sex, sexual orientation, gender identity, national origin, age, marital status, physical or mental disability, protected veteran status, genetic information or any other legally protected status, in accordance with applicable federal, state and local EEO laws.

Diversity Recruitment Efforts

DePaul University's outreach efforts reflect its commitment to excellence in teaching, learning and service. The mission and distinguishing characteristics of DePaul promote a values-based education. Among these values, diversity is a vital core component. Therefore, a proactive recruitment strategy, which insures a diverse candidate pool, is standard operating procedure. An aggressive recruitment approach should be utilized in order to achieve recruitment objectives.

Before the Search

Before holding the first search committee meeting the search chair/department head should meet with the Office of Institutional Diversity and Equity (OIDE) to receive a faculty search guide and to develop a proactive search strategy.

Search Requirements

In fulfillment of DePaul University's mission, and in accordance with equal opportunity guidelines, all salaried faculty vacancies require a search process, which includes a public announcement of a search for qualified applicants.

The Search Committee

This guide acknowledges shared governance principles and recognizes the expertise of the faculty and their responsibility for faculty hires within their disciplines and fields. A diverse search committee is key to effective searches. The search committee's composition also should reflect the many dimensions of diversity. The search committee usually includes at least three members, and no more than five, including a chairperson. The committee members should understand the requirements of the position, understand the overall goals of the department, and be committed to the mission of DePaul University, including its commitment to diversity. Search committee chairs can consult members of the PDC's Faculty Subcommittee or their college Diversity Advocate to serve on search committees or to assist in overall planning for faculty search processes and procedures.

Committee Charge

The dean/department head should give appropriate guidelines and charge to the search committee (s) regarding the search process and the importance of seeking a diverse pool of qualified applicants. Every attempt should be made to review areas of under-representation of the unit, if any. Every year, OIDE consults with each dean about diversity in the prior year's hiring and retention in the applicable college or school. In addition, the committee should be reminded of DePaul's strategic goals, which include the recruitment of a diverse faculty.

Executing the Search Procedures

Annually, Academic Affairs solicits recruitment plans from each of the colleges. These plans represent a forecast for the following academic year and faculty positions are based on future projected student enrollment trends and unit needs. At the beginning of the recruitment season, the needs of the unit are communicated to the dean. Based on this information, the dean develops a comprehensive college recruitment plan and submits to the provost for approval. After the dean secures the Provost's approval, he/she will inform the unit, who will go online to initiate the search process and submit a request to post a full-time faculty position through the online recruitment system.

Faculty positions are posted onto the Interfoilio online faculty recruitment system. Interfolio is designed to facilitate the search committee's deliberations both individually and as a collective. This allows for continuous dialogue throughout the search process and helps to outline the steps of the search. Below are the necessary steps to create a full-time faculty posting.

1. **Pre-Post to Interfolio Recruitment System the committee should:**
   A. Select a search committee at the departmental level;
   B. Initiate the request to post in Interfolio;
   C. Develop a search plan seeking assistance from the OIDE;
   D. A job description should be written that reflects the position requirements, skills and qualifications.

2. *Post positon to Interfolio search committees should:*
   A. Design a sourcing plan and engage in proactive search methods;
   B. Meet with Associate Provost for Diversity and Inclusion to discuss candidate and schedule mandatory training;
   C. Attend OIDE mandatory Faculty Search Workshop;
   D. Establish selection criteria inclusive of position requirements and develop interview questions;
   E. Request from the Associate Provost for Diversity and Inclusion the demographics of the pool;
   F. Screen applicants and select qualified finalists for interview and campus visits;
   G. Record online disposition codes for applicants who were not accepted for interview;
   H. Recommend final faculty candidate(s) and submit online to Dean;
   I. If the Dean accepts recommendation of the search committee, forward the recommendation to Provost for final approval;
   J. After acquiring the Provost's approval, the Dean drafts a formal offer;
   K. If candidate accepts, appropriate next steps will be initiated by both Academic Affairs and Human Resources to collect and process required paperwork

Defining a Proactive Search

A proactive search ensures the pursuit of highly qualified candidates. Effective search committees proactively seek and attract the best candidates for the position. In so doing, search committees serve their departments and the University in this endeavor. An important component of any search should include a good faith effort to recruit women and underrepresented groups, as well as, majority candidates. The search committee should not be satisfied with whoever applies to the position but should engage in a proactive search that yields a strong pool of applicants that reflects DePaul's commitment to excellence and diversity, and the dedication to teaching, scholarship and service.

The Search committee should be proactive in the following ways

1. Develop the announcement for the position with diversity mindset, seeking qualified candidates who represent a broad range of diverse dimensions.

2. Draft consistent *(position)* diversity supportive language that can be used in the position announcement;

3. Identify knowledge, experience, abilities, and traits for position and keep this consistent throughout the search process;

4. Determine desired job skills and competencies to include a willingness or ability to teach and work in diverse environments;

5. Develop a recruitment/sourcing plan and strategies to ensure a diverse pool of qualified applicants;

6. Determine selection criteria and procedures for screening and interviewing candidates before candidates come to campus;

7. Establish criteria that includes the ability of the applicant to contribute to the diversity of the unit, intellectually as well as in terms of underrepresented groups;

8. Develop process by which references and letters of recommendation will be checked and reviewed;

9. Document the search process from start to finish (online) and include:
   - The committee and its composition;
   - Sourcing plan;
   - Criteria for selection of candidates;
   - Final recommendation(s); and
   - Reasoning for rejection of candidates and assigning dispositions codes in Interfolio recruitment system for those who were not selected;

10. Retain all search documents for 6 years as the Records Management policy and retention schedule as outline in the policy which can be found at: http://policies.depaul.edu/policy/policy.aspx?pid=270; and

11. The Assistant Provost for Diversity will generate a final Interfolio search report that documents the search process and results to be submitted to the Provost for review and approval. The final report compares the final pool with NORC data, demographics of the search pool as compared to workforce availability, and if search procedures were followed.

Development of a Sourcing Plan

The development of a Sourcing Plan is vital to ensuring the success of a search devoted to yielding diversity. The search committee should view the Sourcing Plan as a method to generate a qualified diverse pool of candidates. As part of the search process, search committees should receive OIDE search training and work with OIDE to develop a Sourcing Plan. Academic Affairs will automatically advertise the faculty position in the following sources: The Higher Education Resource Consortium (HERC), the Chronicle, and Diverse Issues in Higher Education, Hispanic Outlook, and Inside Higher Education.

Below are some strategies additional ways to yield a diverse pool of applicants:

- Consult with faculty of color in the department, allied departments or programs, and/or the OIDE about ideas for where and how to search;
- Utilize person-to-person networks. Send job announcements to personal contacts for circulation;
- Identify potential candidates and call or email them with information about the positions;
- Explore and utilize national and regional professional and academic organizations, journals,
- conferences, and newsletters;
- Explore list serves, diversity publications, and job referrals;

- Establish networks with professional organizations to help disseminate faculty job opportunities at DePaul;
- Utilize discipline specific list serves, publications, and organizations
- Utilize faculty of color Ph.D. directories;
- Send job announcements to historically Black colleges, Hispanic serving institutions, and
- Tribal colleges; and,
- Look for discipline related list serves and publications for distribution of announcement.

Bringing Candidates to Campus

In order to insure a fair process, faculty interviews should be structured in the same way and as much as possible candidates should be asked the same questions, and evaluated according to the same criteria. The search committee must ensure that all candidates are treated equally and with respect and dignity. We should be mindful that there are ways that candidates might feel excluded.

All candidates who visit DePaul should feel welcome and that DePaul is a viable career choice that values academic excellence, teaching, research, service, and diversity. Candidates should feel that we are interested in their scholarship, and value them as colleagues. Establishing rapport and trust with the candidate during the interview process is a vital component to achieving this objective.

Before the interview, the search committee should:
1. Explore all criteria required for the position from the perspective of past experience as well as present or future unit needs;

2. Review the position announcement, identifying primary job competencies;

3. Review the candidates' curriculum vitae; and,

4. Compose interview questions.

Interview Process:
1. Provide an overview of the position and primary competencies;
2. Specify the length of time allotted to the interview process detailing the various components of the interview;
3. Conduct the interview based on established interview questions; and,
4. Take notes for later reference as well as writing of the search report to be submitted to the Provost's Office.

Final Note

Undertaking a search is one of the most important services to the University and DePaul appreciates the time and commitment that search committees devote to this endeavor. As the search committee and the department/program work through this process, they should be aware of the internal evaluation biases that can exist throughout the search process. If at any time, you have questions about this guide, developing a sourcing plan, or the procedures, please contact the Office of Academic Affairs or the Office of Institutional Diversity and Equity. For additional resources visit OIDE website at: http://diversity.depaul.edu/index.html.

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