

FACULTY HIRING: Outline of Procedures

Dean of the Faculty
September 2006

Please note: The Handbook of Academic Administration is being revised.

Goals of Faculty Hiring

- Excellence in Undergraduate and Graduate Education, and Research
- Recruit highest caliber faculty; among the most important decisions for the future of Brown
- We must compete for the best; set your sights high
- We must hire great scholars and great teachers

GOALS of Faculty Hiring

- No compromise on hiring faculty who are deeply interested in teaching - especially undergraduate teaching. All candidates should know that all faculty at Brown teach undergraduates
- Take a long term view for the university
- Don't fill the position this year if it is not possible to hire someone who will improve quality - the position will not be lost if the search is closed for the year

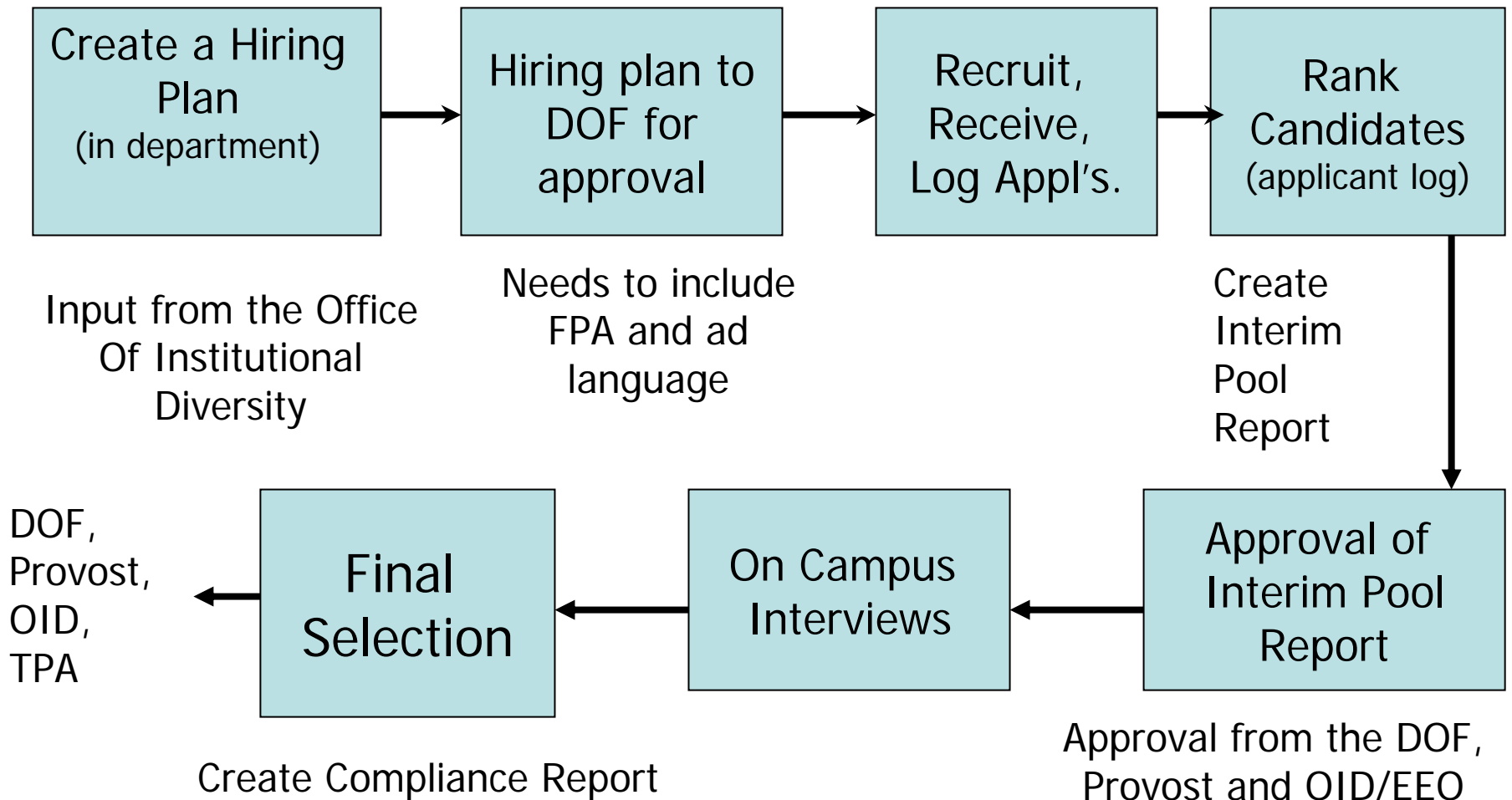
Types of Searches

- Replacement (due to retirement, resignation etc.), keeps roster unchanged. We usually wait for a departure before beginning a search but a pre-ponement is sometimes permitted
- PAE: New FTE (allocated through the APC and the Provost), increment to department's roster

Types of Searches

- Target of Opportunity, temporary increment to roster. To hire particular faculty who would add extraordinary value, in terms of scholarship or diversity. Make proposal to DoF and Provost at any time. All other procedures (TPAC, DoF and Provost evaluation) continue to apply – similar to pre-select appointment.

What Follows Approval of the FTE?



- The Faculty Position Authorization (FPA) needs to be filed with a hiring plan. It should be accompanied by a Hiring Plan (Handbook section 9). See FAQ and template on DoF website:

http://www.brown.edu/Administration/Dean_of_the_Faculty/download.php?page=faq_hp

http://www.brown.edu/Administration/Dean_of_the_Faculty/download.php?page=hp_temp

Mind the Calendar...

- When do the majority of hiring decisions get made in this field? Attracting the best candidates requires acting early in the hiring season. The Winter break should be a search to halt for a month. Consider finalizing a short-list before the end of the Fall semester.

Mind the Calendar...

- New appointments to faculty from other institutions: AAUP guidelines require offers to be made by May 1, so faculty member can notify other institution of resignation by May 15.
- In case of appointments with tenure, try to have TPAC dossier ready by April 1. To help with TPAC schedule, keep DoF office informed of search progress.
- Might wish to carefully consider language in position announcement as to closing dates.

Calendar Issues (Cont'd)- Options for deadlines.

- Applications must be received by XXX.
 - Very rigid. Not allowed to consider late applications, except through a special appeal to the DOF.
- Priority will be given to applications received by XXX.
 - Good, flexible approach.
- Review of completed applications will begin on XXX.
 - Never closes- the work never ends.

Open Rank Searches

- Need to define a process beforehand, as these searches can present difficult choices.
- Senior level appointments take a long time (negotiation and final approvals)
- Junior level market moves more quickly and should determine deadlines for search processes.
- Possible approach
 - Set up separate subcommittees to examine junior vs. tenured level candidates
 - Full search committee meets to review all finalists, across ranks.

Joint Appointments

- Need to design the tenure/promotion process in advance;
- Define the candidate contributions to each unit...spell out expectations from each;
- Obviously need to get enthusiastic “buy-in” from both departments.

The Interim Pool Report

- Proposed “Short List” of candidates to interview
 - CVs and letters for these.
- Applicant log.
- Departmental Affirmative Action Representative (AAR) report
 - Total size of pool and breakdown by gender, race, ethnicity.
 - Comparison of pool to short list on these criteria
 - An assessment of the AAR concerning issues of women and minorities in the pool (the AAR is the advocate for candidates from these groups).
- The CVs and letters for top excluded women and minority candidates, if short list is not in balance with pool.

Rules for Interviews

- No on-campus interviews prior to approval of the Interim Pool Report
- Each authorized search can bring in a maximum of four candidates for on-campus interviews
 - DOF Office will reimburse candidate for travel (std. Brown policies) and up to \$500 of local expenses (Hotel, meals, etc.)
 - If a department wishes to bring in more than four, permission must be requested, in writing, from the DOF Office (ADOF).
- No offers can be made “on the spot”.

Compliance Report

- Memo from department chair, giving an overview of the case.
 - Short list, full CVs and all letters for finalists, bios on letter writers. Summary recommendation.
 - What happens if top candidate declines?
- Meeting Minutes: Who, when and what was decided.
- Separate memo from search committee, if this exists.
- TPA dossier, for advanced rank candidates
- Form provided by the EEO/AA Office

For Tenured Appointments

- Choice of External referees is important – should be acknowledged leaders in the field, preferably from peer institutions
- Some referees suggested by candidate, and some by department
- Have a long list of referees at the outset, request at least 10 letters and keep some names in reserve

External Referee Letters

- Referees should be asked to comment on depth, originality, impact and potential of scholarship.
- They should make comparisons with 3 or 4 individuals along these lines

A sample letter is available on the DoF website:

http://www.brown.edu/Administration/Dean_of_the_Faculty/forms/ExternalReviewLetter.html

Chair's Memo to TPAC

- Summarize discussion in department meeting (unless minutes reflect this adequately)
- Analyze strengths and weaknesses, and make a reasoned judgment on either support or denial – not a rubber stamp approval of committee or department recommendation

TPAC

- TPAC is required to make its own judgment, based on the evidence and the case made by the department
- It may seek additional information
- Its review considers procedures, qualifications of the candidate, as well as institutional needs

Chair's meeting with TPAC

- Chairs should be prepared to discuss substance of all aspects of the case
- TPAC is not concerned with reasons for search. They do not want to know if it is a TOO
- Remember that TPAC has to make its independent recommendation to the administration - not a rubber-stamp
- Chair has to make a case

Making the Offer

- Terms are discussed by department chair and dean. The dean's letter is the official letter, and contains all financial terms (including salary, start-up).
- The chair's letter (referred to in the past as the "pre-hire" letter) provides information about office/lab space, teaching expectations, dept's standards and criteria etc. but does not need to repeat the financial commitments.
- The two letters are mailed to the candidate together (along with other materials). [Bio-med procedures may differ.]

FAQs

- Can candidates be interviewed at national meetings, off campus?
 - Yes, but all such contacts need to be recorded in the applicant log. The opportunity must be afforded to all active candidates who will be at the meeting. The DOF Office will not pay for such interviews.

FAQs ---cont...

- Can emeriti participate in a search?
 - Yes, as providers of information. They may not vote.
- Is a search required for a position?
 - A search is required for all paid openings, but in some cases because of time limitations on the search or position, a preselect is possible (see Section 9 of the Handbook of Academic Administration).

Questions?

Call:

- Carolyn Dean for questions on procedures, Hiring Plan check, waivers to interview limits (x32994)
- Faculty Personnel for questions on forms and approved interview reimbursements -- Janet Hudak (x33270) or Christopher Rasmussen (x32312)