

WESTPHAL FACULTY HIRING GUIDE

January 6, 2022

This Westphal Faculty Hiring Guide is for use by Search Committees, Department Heads, the Dean's Office, and Department Administrators involved in searches for all full-time faculty, and in approved cases, part-time instructors. **It is required that all administrators, faculty, and staff involved in a search read this guide in full.** The Westphal Faculty Hiring Guide includes:

I. BEST PRACTICES

- A. Approaches to Anti-Racism and Inclusive Faculty Recruitment and Hiring
- B. General Principles for Faculty Recruitment and Hiring

II. PROCESS

- A: Faculty Search and Hiring Calendar
- B: Faculty Search and Hiring Procedures

This Westphal Faculty Hiring Guide is a living document that will be reviewed periodically. The review will be a shared governance process that can be initiated either by the Dean's Office or the Westphal Faculty Caucus. The purpose of the review will be to make any needed improvements in best practices and process and to reflect any changes made at the University level.

I. BEST PRACTICES

A: Approaches to Anti-Racism and Inclusive Faculty Recruitment and Hiring

This section in particular will need to be updated as the University works toward a comprehensive approach to Anti-Racism and inclusive faculty recruitment and hiring at the University. Drexel University Human Resources, the Office of the Provost, and the Office of Equality and Diversity are committed to addressing the hiring inequity that often disproportionately affects people from historically underrepresented groups. Hiring Strategies will be implemented to encourage qualified candidates from diverse backgrounds to apply, who are passionate about building and sustaining an inclusive and equitable working and learning environment for all students, professional staff, and faculty.

Hiring Strategies (include, but are not limited to, the following):

- (1) Careful selection of search committees so that they reflect diversity of rank, gender, ethnicity, discipline, and other dimensions of identity
- (2) Strategic authoring of job advertisements to emphasize the value of diversity up front and to succinctly distinguish between required and desired qualification
- (3) Thoughtful placement of job advertisements through websites and organizations that elevate applicants from historically underrepresented groups
- (4) Requesting one-page diversity statements from job applicants outlining their commitment to diversity objectives
- (5) Regular communication about the College's search processes with the Chief Diversity Officer and your Talent Acquisition Consultant/Human Resources in which the above strategies 1-4 are discussed

The following strategies are to be implemented, which are from Myra Gordon's article, "Diversification of the Faculty: Frank Talk from the Front Line about What Works," in *What Makes Racial Diversity Work in Higher Education*, Edited by Frank W. Hale, Jr. (Stylus 2004).

“Having Committed, Involved, and Savvy Leadership at the Dean’s Level Works:” “Savvy is an intangible aspect of the dean’s role in the hiring process, but it is invaluable when it is there. It is in the way the dean negotiates, explains, rewards, persuades, backs off, sets limits, thinks creatively, compromises, and if necessary, defers searches until there is greater agreement on the processes and expected outcomes.” It is recommended that the dean “educate faculty and broaden their views by consistently articulating a vision for and describing the value of diversity for the faculty, the department, the college, the university, the state, and the nation.”

“Introducing Accountability Works:” One way to introduce accountability that Dr. Gordon recommends is to establish a form which requires review and approval that articulates the plans for strategies 1-3 above at the beginning of a search. Once the search is underway, the search committee can then be asked to describe the process for the screening and evaluation of applicants, and how the search committee decided on the short list of candidates to be invited to campus.

“Thoughtfully Structuring Search Committees Works:” “What works is a search committee that is diverse with respect to rank, gender, and race/ethnicity. It is difficult to give a formula, as one size cannot fit all, but a useful rule of thumb is 50 percent men, 50 percent women; 50 percent senior faculty, 50 percent junior faculty; and 50 percent whites, 50 percent non-whites.” If it is difficult to achieve these numbers within the department, recommendations for other places to look include: 1) related departments on campus, 2) the same departments in neighboring colleges or universities (including historically Black colleges and universities) who aren’t currently doing a similar search, 3) local industry professionals or artists, 4) Black, Latinx, LGBTQ+, or other diverse faculty/staff groups on campus. “All of these individuals can bring fresh perspectives and new networks to search committees while departmental members continue to serve as discipline and research experts.”

“Writing Position Descriptions with Attention to Required and Desired Qualifications Works:” “The issue of required and desired qualifications is very important for at least two reasons. The first is that every person hired *must* meet the required qualifications. This is the law, and there is no latitude in this. The same, however, is not true about desired qualifications.... [The second] rule is that the longer the list of required qualifications, the smaller the pool.... One does not want to write so many required qualifications that potential applicants do not see themselves as having a chance to be considered and thus do not apply.”

“Truly Searching for Diverse Applicants Works:” “There are definite supply and demand dynamics in the labor pools from which we are attempting to recruit diverse candidates.... [But many] highly desirable candidates from diverse backgrounds who want to go into the professoriate never get one recruiting telephone call. Is that a supply issue or a search issue?” Dr. Gordon suggests the following:

- Identify promising candidates in academia or in the profession and approach them.
- Go to presentations of promising candidates at conferences and approach them.
- Contact special professional caucuses or interest groups for referrals.

“Leveling the Field in the Evaluation of Candidates Works:” “[Once] diverse candidates are in the pool, a whole host of biases and institutionalized racism can come into play and kill a minority person’s candidacy (Schwindt et al., 1998; Washington and Harvey, 1989). These biases include inflexible preferences for certain schools over others with the accompanying assumption that no excellence can exist outside of them; distinct preferences for the linear career path when we know that many women and minorities have more circuitous paths; distinct preferences for some types of research while devaluing others.”

Not Overlooking Talent in Favor of Superstars: Dr. Gordon continues, “There are two other dynamics that can create problems in fairness. One is the tendency of search committees to be ‘looking for God on a good day.’ They want a superstar at all costs, ignoring much fabulous talent and unique assets along the way (Brown, 1996) The second dynamic comes into play because of stereotypes, neurotic fears of lowering academic standards, and discomfort with those who are different (Swoboda, 1993; Talbot and Kocarek, 1997).” Gordon suggests that this second dynamic creates expectations that women or candidates from minoritized groups must “satisfy all required and desired qualifications in order to be seen as minimally competent.”

“Running a First-Class Campus Visit Works:” “The campus visit is the chance *to sell* candidates on the desirability of working in the environment (Brooks and Hammons, 1993). The schedule should be well-planned and *humane*. The candidate should feel genuine warmth, real enthusiasm, and true acceptance. Search committee members should be knowledgeable about and comfortable talking about basic aspects of campus diversity.”

“Having Search Committees Submit Profiles of Excellence Rather than Select Candidates through Ranking Works:” The typical scenario at Drexel University and others is for search committees to send the department head (or chair) its ranked choices. Dr. Gordon advocates a different practice that was followed in the pilot program that she supervised. “[Search] committees were asked not to rank the final candidates. Instead, they were first asked to indicate whether any of the candidates was unacceptable and why. Then, for the remaining candidates, they were asked to create profiles of excellence based on the unique configurations of talent exhibited by each of them.”

The Diversity Statement

As part of Drexel University’s commitment to diversity, equity, inclusion, and belonging (DEI), we request that candidates briefly articulate their commitment to diversity at the time of initial application. This one-page document should include 1) the candidate’s values and commitment to diversity, 2) candidate’s experiences working with diverse populations (students, colleagues, communities, etc.), and/or 3) the contributions they anticipate making to advance DEI at Drexel University.

Below are some questions to consider when writing your diversity statement. Note that these are meant to guide the framing of your statement.

1. What does diversity mean to me?
2. Why is diversity important to me?
3. Do I understand Drexel’s commitment to DEI?
4. What are Drexel’s Antiracism goals?
5. How will my past experiences in DEI inform my teaching, research, and/or service?
6. How does my thinking about DEI inform my work?
7. How does my thinking about DEI inform how I approach my work? My partnerships? Mentorships?
8. How does my engagement with diversity position students to be successful in today’s global culture?

Some tips to writing an effective diversity statement can be found in [this article](#).

B: General Principles for Faculty Recruitment and Hiring

Hiring is One of the Most Important Things We Do: If we can hire well, then the various disciplines in our College are strengthened and, over time, we are better able to achieve excellence and greater diversity of our faculty. Whether it be hiring tenure track, teaching, part time, or adjunct faculty, they are all instrumental in fulfilling Westphal's mission, vision, and values, as well as supporting students and future leaders who carry those values into their careers. It is Westphal's goal that our hiring practices uphold the DEI goals and values incorporated in the University and Westphal strategic plans.

Objectivity and Fairness: Every member of the search committee and all those involved in the search process should strive for objectivity and fairness, especially in terms of DEI goals. If there is an internal candidate, this person should have neither an advantage nor a disadvantage but should be viewed in an objective way. If other faculty and administrators at the University are enthusiastic about a potential candidate for a position, the response should be that the person needs to officially apply and then the committee members will review the application as part of the established process.

Confidentiality: Searches are confidential processes, and therefore, the details should not be shared with others. There should be no unnecessary disseminating of application materials. Discussions of the search should not happen in public places. Potentially sensitive discussions among committee members should happen in person or over the phone, rather than through email, texts, or online chats, which can be insecure vehicles for communication.

Type of Search Committee Members in Relationship to the Type of Search: The search committee members should include those who have a position like that of the person being searched for, whether that is a tenure-track, tenured, teaching, or part-time faculty member, or whether that is someone suitable for leadership, such as a program director. In terms of actively seeking diverse faculty, the 50/50 rule of thumb (see p. 2) should also be used in the formation of a search committee.

Searches for Program Directors: If the search is intended to elicit a Program Director, it is vital for at least one Program Director to be on the Search Committee. It is also important to afford candidates who may become Program Directors the opportunity to meet with other Program Directors, whether at a special meeting or at a meal. The full responsibilities of the position of Program Director should be made apparent. It is also necessary to be transparent and to divulge budgetary and other issues to candidates destined for Program Director roles.

Avoid Bait and Switch: When advertising a position, be as truthful and transparent as possible. A classic example of bait and switch would be when the job announcement is for a tenure-track position, but only a teaching faculty position is offered to the finalist. One way of avoiding this issue is to state in the job announcement that both a tenure-track and a teaching faculty position are possible. Another example is when a job announcement emphasizes the support that will be offered for Research, Scholarship, and Creative Work, and yet withholds the expectations for teaching and service.

Active Rather Than Passive Searching: Not only should the Search Committee members be actively looking for stellar and diverse candidates, but other members of the department should be doing so as well. There are often outstanding candidates who aren't currently looking at search ads, but when approached, find they are in fact interested in applying to a position in Westphal.

Work/Life Balance: Work/life balance should be taken into consideration throughout the process, from the beginning stages of reviewing applications to the final stages of negotiating with a final candidate. For example, if it becomes clear that a candidate took time off to care for children or an elderly parent, that should not be seen as a detriment to their candidacy. In addition, accommodations for a candidate's needs concerning family friendly work/life balance should be considered during the recruitment and negotiation processes. A desirable candidate may also have an accompanying spouse or partner who needs a position and so possibilities to assist with this should be explored.

Transparency of the System for Evaluating Candidates: The system for judging candidates needs to be articulated by the Search Committee. For example, the following questions can be addressed. Which qualifications are required, and which qualifications are desired? What attributes of candidates would constitute "value added" propositions beyond the stated qualifications? What is the scoring system that will be used for these various qualifications when the search committee first reviews candidates? Finally, how will the system chosen by the Committee elicit the best candidates?

Respect for the Search Committee: It is the search committee, comprised of faculty members, who will be putting in the most work and who are typically the closest to the discipline within which the hire will be made. Firstly, the search committee shall work without interference from levels above: Department Head, Dean, and Provost. Secondly, no one shall be hired for the position who has not been reviewed by the search committee. Thirdly, if the Department Head or Dean does not agree with the search committee's assessment of the relative merit of the candidates, they should provide a written rationale for arriving at a different opinion and engage in a discussion with the search committee.

Outstanding Candidates and the Need to Move Quickly: If there is an immediate opportunity to hire an outstanding candidate who meets all qualifications for the search, the Search Committee shall make this known to the Department Head and the Dean. If there is agreement on the candidate, the interview process can be expedited, and if the candidate lives up to expectations, then an offer can be made within a short timeframe.

II. PROCESS

A: Faculty Search and Hiring Calendar

This section outlines deadlines for faculty search and hiring as "ideal dates" and "final dates." Other than unanticipated urgent hiring needs, e.g., replacements for faculty that occur due to late notification of retirement, termination etc., all faculty searches approved at the beginning of the academic year shall follow the calendar below. In regard to the need for ideal dates, experience with past searches has demonstrated that one of our largest impediments in securing top candidates is that our searches typically run late in comparison to those of our competitors. Since semester institutions often start their fall terms in mid-August (whereas ours starts in late-September), they often start their searches far earlier than ours. The ideal dates below describe a pro-active approach: a search committee is formed in the summer and accomplishes just one task: a job announcement that has been vetted by the Program Director, the Department Head, and the Dean's Office. This allows for the job announcement to be posted in PageUp on the day that the search is approved by the Dean and the Provost (by Oct. 1).

While there is a risk that the search is not approved and the search committee took the time to write a job announcement, the advantage for searches that are approved is that we can achieve more competitive footing for securing top candidates and for realizing our DEI goals in recruitment and hiring.

Ideal Date Final Date

May 15th	/Aug. 15th:	Department Heads provide faculty search requests to the Dean's Office
	/Sept. 1st:	Dean's Office sends Search requests to the Provost's Office
	/Oct. 1st:	Full-time faculty searches are approved by the Dean and the Provost
July 15th	/Oct. 15th:	Search Committees are formed in anticipation of/as a result of approval
Aug. 15th	/Nov. 1st:	Search Committees write the position announcement in collaboration with the Program Director, Department Head, and the Dean's Office
Oct. 1st	/Nov. 15th:	Job announcements are posted into PageUp and advertising begins
Nov. 1st	/Jan. 15th:	First round virtual interviews begin
Dec. 1st	/Feb. 15th:	Second round in-person interviews commence
Feb. 1st	/Mar. 15th:	Second round in-person interviews finish
Feb. 15th	/Mar. 31st:	Final candidate is selected. Verbal offer process commences.
Mar. 15th	/April 30th:	Offer letter is sent out to the finalist.
April 15th	/May 31st:	Offer letter is received and processed. PageUp system is completed.

B: Faculty Search and Hiring Procedures

Search Committee Responsibilities:

- 1. Committee is charged and officers are elected.** Once a Search Committee is appointed, the Associate Dean for Academics and the Department Head charge the Committee. The Committee elects a Chair and a Recording Secretary.
- 2. Attend trainings.** Search committee members attend trainings through Career Pathways and review guidelines: <https://drexel.edu/facultyadvancement/recruitment/handbook/> and <https://drexel.edu/hr/management/staffing/duhiringguides/tools/>
- 3. Write the position announcement.** The Committee collaborates with the Program Director, the Department Head, and program/department faculty. The job announcement includes Westphal College DEI approved language and language throughout that aligns the hire with the Westphal College and Drexel University Strategic Plans, including supporting DEI and antiracist approaches/policies. The announcement includes:
 - Type of position: Tenure-track faculty, teaching faculty, or part-time faculty
 - Program and area of emphasis for teaching
 - Expectations for RSC, teaching, and service
 - Qualifications: degree needed, professional experience needed, track record of RSC needed, teaching experience needed, etc.
 - Quarters expected to teach (usually fall, winter, and spring quarters)
 - Description of the program, the college, and the university
 - Start date for the position
 - "Review of applications will begin on (date)"; "Applications accepted until position is filled"
 - Typically, the line, "Salary is competitive" is used
 - Application materials needed: e.g., cover letter, C.V., contact information for 3 references

- DEI Statement
 - Stipulate what sample materials should be supplied, if any
4. **Post the announcement.** At this point, it is important to engage your HR Talent Acquisition Consultant as a resource. The announcement is accompanied by disqualifying questions, based on the minimum required qualifications, that applicants will answer, which (if not answered in the affirmative) will remove them from the pool that the search committee sees. Once the announcement has been approved by the Department Head and Dean's Office, ask the Department Administrator to post the announcement in PageUp (which can take several weeks) and to reach out to the Director of Communications to make sure the job is posted on the Westphal Website.
 5. **Document the process well.** It is imperative that the Search Committee collects and stores accurate documentation of the search. Since application materials are stored in PageUp, it is not advisable for committee members to save them on their work or personal computers.
 6. **Create search budget and an advertising plan.** The Search Committee creates a search budget (to be funded and approved by the Dean's Office) that includes expenses for advertising, meals, etc., and forwards this to the Department Head. The Search Committee then consults with the Department Head on the advertising plan. The Department Administrator will run all advertising by HR because they reach diverse pools and get discounted rates in various places due to advertising in bulk. Specialized advertising will need to be arranged by the Department Administrator.

The advertising plan should include:

- Strategies for encouraging diversity in the applicant pool
 - Publications and websites for placing ads
 - Organizations where announcements can be posted
 - Conferences for recruiting
 - Other strategies, such as emailing announcement to graduate programs
 - Approaches to industry (if appropriate), including communications with targeted companies
7. **Create a rubric for assessing applicants.:** The rubric is based on qualifications as they relate to the position announcement, and it supports the search's DEI/Antiracism goals.
 8. **Review applications:** Even though the rubric will help clarify the top candidates, one of the purposes of Search Committee discussions will be to determine whether there are arguments to be made for people that didn't make it into this top group. It may also be the case that after in-depth examination, some from the top group will in fact drop into the intermediate group.
 9. **Create questions to ask candidates.** Use a set of common questions with all candidates to allow comparative judgment and ensure that crucial information related to the position is obtained. Suggestions for questions can be found on the *Telephone Pre-Screen Form for Faculty*: <https://drexel.edu/hr/management/staffing/duhiringguides/tools/>
 10. **Conduct first interviews virtually.** After thorough discussion, the committee will determine those candidates to be invited to do virtual interviews, usually 8 – 10.
 11. **Narrowing the pool.** The committee selects 3-4 candidates to bring to campus. Any potential candidate will remain active in PageUp.
 12. **Check references.** References are checked for the 3-4 top candidates to verify that they should stay on the short list.
 13. **Coordinate visits.** At this point, the committee works with the Department Head and Department Administrator to coordinate travel and meetings.

14. **Conduct second interviews on campus**, which include:
 - Interview with the committee
 - Presentation and/or teaching of a class – open to faculty, staff, and students
 - Lunch with invited faculty, staff, and students (Be mindful of the budget for meals, dietary concerns, and safety protocols for food and events)
 - Tour of facilities – introduction of key staff personnel
 - Meeting with Program Director (if Program Director is not on the Search Committee)
 - If the position is for a Program Director, the candidate meets with other program directors as a prospective peer group
 - Open time for faculty to visit with candidate
 - Meeting with Department Head
 - Meeting with Dean
 - Meeting with Associate Deans for Academics and/or Research (as needed)
 - Meeting with Provost (required for tenure-track positions)
 - Meeting with Research Office (for certain tenure-track positions)
 - Dinner (All of the committee members are not needed. This is a chance to invite other interested faculty and possibly a student. There should be 4-6 people total.)
15. **Candidate presentations and/or classes.** Candidates should be told beforehand who their audience will be (e.g., students, faculty, and/or administrators) and what should be included in their presentation and/or class. The presentations are advertised in the College and particular effort is made to get students to come to the presentations. Please note that internal candidates should not attend the presentation of other candidates and, in general, should have nothing to do with the campus interviews of other candidates.
16. **Obtain feedback.** Feedback forms or a Qualtrics survey for faculty/staff and for students who attended presentations, meals, or other events, are provided for all candidates.
17. **Create Profiles of Excellence for the Final Recommendation.** After the Second Interviews, the Search Committee reviews the results of the feedback from the stakeholder groups and discusses the candidates' strengths and weaknesses. First, the committee decides if any of the candidates is unacceptable and why. Then, for the remaining candidates, the Committee creates profiles of excellence describing each candidate's unique attributes, rather than ranking them. The final recommendation that includes these profiles of excellence is forwarded to the Program Director (if the PD is not on the committee) and the Department Head.
18. **Prepare Assessment Report.** The Search Committee provides documentation of the search, including the job announcement and how decisions to interview were made in each round. The results of the faculty, staff, and student feedback forms for each candidate presentation are kept as part of this documentation. An assessment report is prepared in the form of a signed letter to the Department Head.
19. **Archive of the process.** The Search Committee Chair forwards a one drive folder to the Dean's Executive Assistant with an archive of the process: membership of the search committee, meeting minutes, rubric, survey results, and the committee's final recommendation.
20. **Assist with rejection letters.** The Search Committee Chair advises the Department Administrator on who will receive a customized letter and who will receive a system generated rejection letter, so the Department Administrator can update the PageUp system.

Department Administrator Responsibilities:

1. **Enter Job Card in Page Up.**

2. **Submit Requisition.** Once the Job Card is approved, submit the requisition to recruit for the position. Include search committee chair and search committee members so they will be able to review applications.
3. **Post information in PageUp.** The Department Administrator supports the Committee as necessary in posting information to the PageUp system. The Chair of the Search Committee is copied on all correspondence.
4. **Coordinate promotion/advertising.** Once in PageUp, the Department Administrator works with the HR Talent Acquisition Consultant to post the job on Drexel Careers, and reaches out to the Director of Communications to make sure the job is posted on the Westphal Website. The Search Committee Chair, in conjunction with the Department Head, explains the overall Advertising Plan and advises the Department Administrator on the bulk advertising to be done through HR, as well as the specialized advertising, which the Department Administrator will arrange on their own.
5. **Arrange travel and lodging.** Department Administrator arranges travel and lodging for the candidates in accordance with the Procurement Policy.
6. **Reconcile expenses.** Reconciliation of expenses associated with the search are coordinated through the Administrative Coordinator in the Dean's Office.
7. **Coordinate visits.** Department Administrator works with the Executive Assistant to the Dean to coordinate the necessary meetings.
8. **Assist with onboarding.** Once the candidate signs the contract, the Department Head alerts the Department Administrator to assist with onboarding, such as acquiring a computer and a phone, as well as assisting with office set up.
9. **Send out rejection letters.** The Department Administrator is advised by the Search Committee Chair or Department Head on who needs to receive a customized letter and who needs a system generated rejection letter. The Department Administrator updates the PageUp system for rejections.

Department Head Responsibilities:

1. **Alert the Dean's Office and Department Administrator of any faculty resignation, retirement, or termination.** The resignation letter is forwarded to the Dean, the Director of Administration & Finance, and the department administrative staff. Alert other department faculty and staff as necessary and be careful not to disclose confidential information.
2. **Provide faculty search requests to the Dean's Office.** Department Heads prepare a hiring priority list in anticipation of the Provost's office 'faculty hire request for searches' spreadsheet (which usually comes at the end of August). The request includes the proposed rank, salary, and start-up (if a tenure track position).
3. **Form Search Committee.** The Department Head appoints 3 - 5 faculty, one of whom will be from outside the department. (Department Heads may not be on the search committee.) Diversity is considered as part of the search committee formation. If there is rationale for an adjunct faculty member to serve on the search committee, the request is made to the Dean's Office and the adjunct is compensated out of department funds.
4. **Collaborate with Search Committee on the draft job announcement.** The Department Head collaborates on writing the job announcement with the Search Committee, the Program Director, and department/program faculty.

5. **Promote/advertise job opportunity and forward Search Budget.** Work with the search committee and the Director of Communications and Events to ensure proper promotion of the job opportunity. Forward Search Budget to Associate Dean of Finance, Facilities, & Operations.
6. **Check in with Search Committee for basic statistics.** Without swaying the outcome of the search in any way, Department Heads check in to find out basic statistics, such as the number of applicants at various points and the progress towards establishing the first interview list and the second interview list of candidates to invite to campus.
7. **Interview candidates.** Department Heads interview all candidates brought to campus and are present at candidate presentations and other group meetings as needed.
8. **Forward recommendation to Dean.** If the Department Head does not agree with the final recommendation of the Search Committee, the Department Head provides a written rationale for their difference of opinion and meets with the Search Committee for further discussion. In consultation with the Program Director, the Department Head forwards the Search Committee recommendation to the Dean, along with their own assessment in the form of a signed letter. While the Search Committee recommendation holds the most weight, the Department Head has the right to articulate a different perspective or reject all candidates.
9. **Confirm salary range, start up, relocation and rank.** The Department Head works with the Dean; Associate Dean for Finance, Facilities & Operations; Director of Administration & Finance; and Associate Dean of Academics (when appropriate), in conjunction with Human Resources, regarding offer including rank, salary, start-up and relocation.
10. **Make verbal offer and negotiate with final candidate.** The Department Head makes a verbal offer. If the candidate has questions or requests, the Department Head seeks information from the Dean's Office as needed in order to continue the negotiation.
11. **Draw up draft contract.** If the candidate agrees to the verbal offer, the Department Head works with the Director of Administration & Finance to create a draft contract.
12. **Approve contract.** After any modifications are made, the Department Head approves the contract and sends it to the Dean's Office, which will send it to the Provost for final approval.
13. **Candidate signs contract.** Once the Provost's Office approves the contract, it is sent to the candidate to sign. If it is a tenure-track position, the candidate must be presented with links to both the University Tenure & Promotion Policy and the Westphal Tenure & Promotion Policy.
14. **Start onboarding process.** Once the candidate signs the contract, the Department Head alerts the Department Administrator and Westphal IT to assist with onboarding, such as acquiring a computer and a phone, as well as assisting with office set up.
15. **Send rejection letters.** The Department Head works with the Search Committee Chair to send out rejection letters. Customized letters will be sent to any finalists. The Department Administrator will be advised as to who needs a customized letter and who needs a system generated rejection letter.

Dean's Office Responsibilities:

1. **Dean requests permission from the Provost to conduct a search.** This step is normally done in the beginning of Fall Term when a spreadsheet and instructions come from the Provost Office asking for faculty requests.
2. **Dean forwards approved hiring requests** to Associate Deans, Director of Administration & Finance, and Department Heads.

3. **Dean and Associate Deans review and approve the job announcements** and communicate with Department Heads on any changes.
4. **Search Budget is reviewed.** Associate Dean of Finance, Facilities & Operations reviews, asks for any needed changes, and then approves the search budget. The Administrative Coordinator in the Dean's Office works with the Department Administrator to reconcile search expenses.
5. **The Dean's Office coordinates promotion.** Director of Communications and Events will partner with the department and HR to properly promote the hire, including posting on social media and making sure the hire is posted in industry specific websites.
6. **The Executive Assistant to the Dean blocks times in the Deans calendar** from December through March to save some presentation/interview time.
7. **Coordinate visits.** Department Administrator works with the Executive Assistant to the Dean to coordinate the necessary meetings.
8. **Dean's interviews.** The Dean interviews all candidates.
9. **Attend candidate presentation.** Dean and Associate Deans attend the candidate presentation and interview the candidate as needed.
10. **Review recommendation letter and choose candidate to make offer to.** The Dean reviews the recommendation of the search committee and the Department Head. If the Dean disagrees with the assessment of the candidates, the Dean will provide a written rationale and then meet with the Department Head and the Search Committee for discussion. The Dean will then decide which candidate will receive an offer, if any.
11. **Collaborate on salary, start-up, relocation, and rank determination.** The Dean works with the Department Head; the Associate Dean of Finance, Facilities & Operations; Director of Administration & Finance; and Associate Dean of Academics (when appropriate) in conjunction with Human Resources to determine salary range, start up and relocation and rank.
12. **Approve draft contract, monitor final approvals.** Once the Department Head's verbal offer is accepted by the candidate, the Dean, Department Head, and Associate Deans approve the draft contract, and it is then sent along with forms to the Provost Office for approval.
13. **Send offer letter.** Once the contract is approved by the Provost Office, the Director of Administration & Finance sends the offer letter to the candidate and copies the Dean and Department Head.
14. **Process offer letter.** The candidate returns the letter to the Director of Administration & Finance, who forwards the confirmation to the Dean and the Department Head and then submits a request to hire in Page Up. Once the contract is signed, it must be uploaded in PageUp and the OfferCard process initiated.
15. **Archive process.** The Executive Assistant to the Dean archives the process, including membership of the search committee, meeting minutes, rubric and the committee's final recommendations and assessment process.