



The below information is specific to hires for new

- Tenure-Track Faculty
- Non-Tenure Track, Non-Visiting Faculty

Questions during the process:

Contact Jeff Quinlisk (Jeff.Quinlisk@du.edu), 1-4577
Consult the checklist for key steps in the process

1. Requesting a Faculty Position—New Position or Line OR Replacements for Existing Lines

- **When to request:** When there is an upcoming or current vacancy
- **How to make a request:** Send an e-mail to the Dean with the following information:
 - Why the position is vacant
 - The position number to be filled
 - Rationale for requesting that the position be filled
 - Rationale for area of academic focus – this includes consideration of the department’s strategy and needs; among other issues, begin considering at this stage how this position and how it is filled may enhance inclusive excellence
 - Rationale for filling the position in the series requested (i.e. tenure line, teaching, clinical, professor of the practice)
 - A requested salary range and justification (which can include present salary structure of the department, recent salaries for new professors in the department, the area of focus, and salary ranges at comparable institutions)
- **Required approvals:** The Dean will review the request and contact the Chair/Director with any follow-up questions. The request is then sent to the Provost’s Office for approval. Once approved, the Dean will notify the Chair/Director about the approval. Provost and Dean approval must be received before moving ahead with the search.
- **Important:** Replacements for existing lines that have become vacant are not guaranteed to be approved. Similarly, the line is not guaranteed to remain in the department or in the College. This decision is made by the Provost’s Office.

2. Preparing the Search Committee

- In addition to including faculty members with expertise related to the area of hire, a search committee is most effective when it reflects compositional diversity, including individuals with different perspectives, backgrounds, and a demonstrated commitment to provide students and faculty with the benefits of learning and working in a diverse and inclusive educational environment.
- Preparation of the search committee must include:
 - A review of the Faculty Hiring Policies and a commitment to adhere to the procedures.
 - A review of “Appointment Procedures” in the APT Guidelines.
 - A training meeting with the Director of Diversity and Equal Opportunity, Kristin Deal - x12918, and/or the Office of Equal Opportunity, to receive information about best practices for conducting an equitable and inclusive search, screening, and hiring process. This training should occur as early in the process as possible.
 - A review of the [Search Committee Role and Responsibilities](#) as well as the commitment to serve as unit and University ambassador, respect confidentiality (particularly vital during the early phases of the hiring process prior to the campus visit), and conduct themselves in a professional, legal, and ethical manner throughout the search process.

3. Posting the Position

- **Draft the posting:** The department will draft the job posting and send to the Office of Diversity and Inclusion for review (contact: odi@du.edu)
 - A template for the job advertisement can be found on the CAHSS Portfolio Page.
 - Please refer to the [DU Faculty Hiring Guide](#) for a description of the minimum requirements that are

to be included in the job posting.

- Include a request for materials in the job ad in which the candidates speak about their experience with and commitment to inclusive excellence. This may be a separate statement in addition to the teaching and research statements or a specific request to include such contributions in the cover letter.
- **Title.** With Provost and Dean approval, the ad may include more than one title or may state, "open rank"; however, you may not advertise for one title and seek to hire or sponsor a candidate for permanent residency under another title, e.g., advertise for Assistant Professor and pursue sponsorship for Teaching Assistant Professor.
- **Duties.** The description of position responsibilities can be concise, but must mention teaching.
- **Minimum Requirements:**
 - Degree, experience, training, expertise, etc. Specify the amount of experience, preferably in months, because the U.S. Department of Labor will interpret 2 years of teaching experience as 24 months of full-time employment. "Demonstrated excellence in teaching" is acceptable if no minimum number of months of teaching experience is required.
 - ABD ("all but dissertation") status. If ABDs will be considered, this must be stated in the ad as well as what happens if not complete: Hired as Instructor without Ph.D. should be stated, "ABD considered, Instructor title until completion of Ph.D." or "Must have Ph.D. by start of appointment" or "If ABD, the degree must be completed no later than...."
 - Consider including: A demonstrated commitment to and experience in promoting Inclusive Excellence.
 - Requirement deficiency. Candidates without minimum requirements are not considered applicants.
- **Consult with the Office of Diversity and Inclusion (ODI):** The search committee and/or chair should consult with ODI or the Diversity Recruiting Officer to ensure that the position description and the advertisement are written in a way that conveys a serious commitment to diversity and inclusion. ODI, along with HRIC and Shared Services host two faculty search committee trainings per quarter to talk about best practices for conducting an equitable and inclusive search, screening, and the hiring process. Search committee members should register for a training session, which can be done by visiting the [ODI Faculty Resource page](#).
- **Send posting materials to Dean's Office:** Send a copy of your job advertisement to Jeff Quinlisk by email to initiate the posting process. Please include a note in your email indicating that the Office of Diversity and Inclusion has reviewed your ad, as well as a list of the search committee members.
- **Approval of posting:** Involves the CAHSS dean, CAHSS Manager of Business and Operations, DU Human Resources and Inclusive Community, EEO/ADA office. Once all offices have approved, HR Recruiting will reach out to the search committee chair or hiring manager to review the final ad copy before posting.
- **Minimum required advertising**
 - Faculty positions must be posted on the DU job board prior to any other distribution or advertisement of the position.
 - An **on-line advertisement** on a national website for a minimum of 30 days. HRIC posts all faculty positions to InsideHigherEdJobs.com at no charge to the department. Currently, this online posting satisfies Department of Labor posting requirements for non-U.S. citizens applying for permanent residency. Contact Jeff Quinlisk if you have questions about other advertising sources.
 - Additional advertising: The department may request that HRIC place advertisements in other publications or with other online job boards. Charges to the department may apply for some of these advertisements.
- **Candidates apply:**
 - The timing during which faculty hiring occurs is of utmost importance when working to maintain a competitive position with other institutions actively engaged in recruiting candidates. A well-timed search will provide access to a more robust pool of candidates than is the case if the search is conducted outside of the prime hiring season.
 - Once the position is approved it will be posted on the DU job board and candidates can begin applying. All candidates **must** submit an application through the DU job board to be considered for the position.
- **Direct questions to:** Jeff Quinlisk, CAHSS Manager of Business and Operations

4. Search Process

- **Consult the following resources** for information about the search **process, guidelines, and helpful tips.**
 - [DU Faculty Hiring Guide](#)
 - [Office of Diversity and Inclusion's Faculty Hiring Resources](#)
 - [DU Faculty Personnel Guidelines Relating to Appointment, Promotion and Tenure \(APT\)](#)
 - [CAHSS Faculty Hiring Portfolio Page](#)
 - [CAHSS Policies and Practices for Faculty References](#)
- **The search committee must:**
 - Meet with ODI and/or EO if they have not already done so.
 - If possible, attend or view a training webinar offered by Shared Services on using the PioneerJobs recruitment system.
 - Develop a strategy regarding how they will go about recruiting to attract a large, highly qualified and diverse pool of applicants. Search committees may find it helpful to review previous search process documentation for successful practices.
 - Keep a record of the recruitment plan, including a list of the sites where the position was posted as well as a copy of the posting. This list, along with any other documents that are part of the deliberative process and not located in the recruiting system, should be sent to Shared Services.

5. Application Screening and Pool Review

- A screening mechanism or selection criteria and process for rating candidate applications must be in place before review of applications can begin. Good selection criteria will connect directly to the qualifications included in the job announcement. Any criteria used to identify and eliminate unqualified applicants should be job related and documented. Selection criteria must be applied consistently to all applicants.
- Additionally, the search committee or designee must:
 - Conduct preliminary screening of applications to identify candidates who meet the required qualifications. Candidates who do not meet the required qualifications should be eliminated from the search and notified that they are not being considered for the position. The candidate pool will be deemed to consist of the candidates remaining after this screening.
 - Utilize the [PioneerJobs recruitment system](#) to document decisions appropriately and track the status of applicants throughout the process (virtual and/or conference interview, interview, finalist, offered, hired). PioneerJobs serves a critical record-keeping function for the University, to display applicants within the appropriate status on DU's compositional reporting and to forward individuals for background check when hired. (The administrative assistant supporting the search process typically has access to the recruitment system and can document and change the status of applicants as the process moves forward.)
 - Develop evaluation criteria for remaining applications.

6. First Round of Interviews

- **Chair/Director approval for first round of interviews**

The search committee should submit to the department chair/director the list of candidates identified for initial telephone, virtual and/or conference interviews, along with a memo explaining efforts that were made to attract a large and diverse pool of candidates. The search committee chair can access the compositional diversity report for applicants within PioneerJobs.
- Once the chair/director receives this information, he or she should:
 - Use the applicant reporting to identify the compositional diversity of the candidates for these initial interviews and that of the qualified pool.
 - Determine if additional efforts are needed to strengthen the pool. The chair will consult with the Director of Equal Opportunity (DEO) in reviewing this information. This consultation can occur via email by sending the DEO information regarding the status of the search along with relevant compositional diversity data. If the chair or DEO identifies areas of concern, they should discuss those concerns over the phone or in person.
 - This consultation can be initiated with a phone call or email to the DEO (or DEO designated back-up person) and the DEO will respond within 1 business day.

- If the DEO is unavailable, a designee may participate in these discussions instead.
 - The DEO may recommend additional actions for the chair and/or search committee to take.
 - If there is no response from the DEO, the chair can at his/her discretion request that the search committee review the pool to determine if there should be additional initial interviews and/or allow the search committee to schedule interviews with the top candidates. If the chair moves forward but based on a later consultation with the DEO, the chair determines that the search would be strengthened by additional efforts, the chair can ask the search committee to review the pool to determine if there should be additional initial interviews.
 - In considering whether efforts are needed to strengthen the initial interview pool, the chair must consider the compositional diversity in the categories provided (both gender and ethnicity), and also the impact of actions on components of diversity that are not measured or may be mismeasured in the provided data (e.g., non-binary gender, disability, sexual orientation). The chair should consider diversity needs and opportunities based on the specific field, specialization, and departmental context.
- **Consult and follow the interview process outlined in the DU faculty Hiring Guide** (see above resources)
 - **Interview Guidelines and Scheduling**
 - Review the best practice guidelines within the **Faculty Hiring Training Modules and Resources** canvas course ([found here](#)) to understand and ensure that appropriate questions are being asked during the interview process.
 - Consider incorporating an interfaith calendar into your planning and scheduling for phone, virtual, and on-campus interviews. More information about transforming your calendar and best practices suggestions can be found [here](#).
 - Prior to any contact with the applicants, anyone involved in the search process must review the [Steer Clear Guidelines](#) on the ODI website. This document provides clear direction on appropriate and inappropriate questions that may be asked during the hiring process. Some departments will conduct screening interviews in different contexts, including at conferences or meetings. The material in this section applies to all forms of interviews. Search committees are strongly encouraged to:
 - Use an evaluation rubric to help promote consistency and clarity on how qualifications will be measured and what constitutes a strong candidate. The rubric should be based on objective and measurable job-related criteria.
 - Develop interview questions that are designed to elicit information about the candidate's ability to perform the essential functions of the position.
 - Whenever possible and appropriate, include interview questions regarding the candidate's commitment to and experience in promoting Inclusive Excellence. Such questions both provide critical information on candidate's commitment, knowledge, or experience and signal to the candidate that this information is important to us.

7. Campus Interview Process

- **Note:** The guidelines for interviews above apply for both the initial interviews and the on-campus visits.
- **Dean approval for Campus Visits**
 - An on-campus interview of the applicant is normally required for renewable appointed positions. Interview requests must be approved by the academic unit and the Dean.
 - The search committee or chair/director will provide to the Dean or designee a list of three candidates for on-campus interviews. This request should include:
 - A memo explaining the rationale for these choices and how each selected candidate meets the criteria for the position, including contribution to curricular needs and goals, scholarly or artistic needs and goals, inclusive excellence, and other identified needs and goals.
 - A summary of the compositional diversity of the on-campus interview list. Where applicable, information regarding adjustments made at any point during the screening process based on the chair's review of the compositional diversity of the candidate pool.
 - Prior to approving finalists for a campus visit, the Dean or designee will review the information provided and determine if the finalist list meets the criteria identified for the search.

- **Interview with the CAHSS Associate Dean**
 - Finalists must be interviewed by the Associate Dean.
 - After receiving approval from the Dean to bring the finalists to campus, please contact Quill Camp (Quill.Camp@du.edu) to schedule interviews.
 - Allocate 30 minutes for the Associate Dean’s interview
 - Submit the following documents for each candidate at least one week prior to the interview to Quill Camp:
 1. Candidate’s cover letter
 2. CV
 3. Letters of recommendation
 4. A copy of the job advertisement
- **General On-Campus Interview Schedule**
 - When creating your candidate’s interview schedule, remember to:
 1. **Provide a list of affinity groups and departments**, and ask if your candidate would like to schedule a meeting with any of these groups while on campus. Also invite candidates to contact group representatives directly if they prefer.
 - This list should include direct contact information for the affinity groups so the candidate may contact them separately if she or he does not want to schedule through the search committee a formal meeting.
 - The list should explicitly inform candidates that all such meetings are informational and not evaluative.
 2. **Schedule a meeting with a representative from ODI** during the campus visit to discuss our institutional commitment to IE and supporting resources and opportunities for DU faculty. This interview should be clearly understood by all parties as solely informational.
 3. **Allow time between meetings** and appointments (to get to each appointment, drive-time if across campus, etc.).
 4. **Provide a break before the candidate’s teaching and/or research presentation** so that they can adequately prepare.
- **Hiring Expenses**
 - **Hiring expense reimbursements are provided for all tenure-track and non-tenure track, non-visiting searches. Searches for visiting faculty are not eligible for reimbursement at this time.**
 - **Advertising** – Costs are the responsibility of the hiring department, unless the Dean approves an exception. The Office of Diversity and Inclusion may have limited funding available for specific advertising sources.
 - **Candidate Interviews at DU** – Booking travel through the Pioneer Travel and Expense system can provide discounts on some travel expenses. Other discounts for lodging may be available through various DU partnerships (example: <https://www.du.edu/communityvisitors/visitors/hotels.html>)
 - Three (3) candidates can be brought to campus for interviews
 - Reasonable airfare
 - \$750 per candidate on other expenses (lodging, food, etc.)
 - **Conference Travel for Interviews** – If conference travel is necessary for interviews, two (2) members of the department can be reimbursed for travel expenses related to interviews at a conference, including:
 - Reasonable airfare
 - Lodging for the conference
 - Transportation expenses (airport shuttle, etc.)
 - Meals (up to \$40 per day per person)
- **Hiring Expense Reimbursement Process**
 - Departments will charge expenses to their departmental orgs throughout the process. At the end of the search the department will submit an expense report to Laura Chirlin (Laura.Chirlin@du.edu) who will complete a budget transfer. Additional details, templates, and examples can be found on the [CAHSS Portfolio Page](#).

8. Offering the Position

- **Approval from the Dean:** Once the department has chosen the candidate to whom they wish to offer the position, the chair/director will provide the Dean with a recommendation and rationale for any offers, and will work with the Dean regarding the details of the offer. The request must include:
 - An explanation for why this candidate has been chosen over the others, including information on the search committee's vote and chair's recommendation, as applicable.
 - Information about the status of the other finalists, including their ranking and the department's degree of interest in hiring them if the first choice declines the offer.
 - Any relevant information about the timing (e.g., if the candidate has another offer).
- Verbal, conditional offer to candidate:
 - Once the Dean has approved the hire, the terms of the offer will be worked out between the chair/director and the Dean.
 - Upon approval from the Dean, the chair/director will make a verbal and conditional offer to the candidate. Note: This offer and the terms of the offer are contingent upon final approval from the Provost.
 - The Department chair/director will verbally offer the position to the candidate. Unless the level of the position was posted as "open rank," title is not negotiable. If more than two years toward tenure, or a rank higher than assistant is part of an offer, it must be approved by the Provost in advance.
 - In all conversations (or emails), the candidate should be informed that this is a tentative offer, subject to final approval by the Provost, as well as a clear background check and degree verification.
 - In the initial conversation with the candidate being offered the position, the chair should notify the candidate that all employees at DU must undergo a background check. The candidate will be prompted to begin the background check as part of the contract process once they have accepted the initial offer.

9. Faculty Offer and Contract:

- Once the candidate has accepted the initial offer, the Chair/Director or Search Committee should contact Jeff Quinlisk with the following information:
 - Verification of the candidate's acceptance of the offer
 - A copy of the offer request materials sent to the Dean
 - Memo that describes strategies and efforts to achieve diverse applicant pool (often already included in the materials sent to the Dean as part of the offer request)

10. Final Approval by Provost's Office

- **Dean** reviews and approves a draft contract for the Provost's Office
- Hiring materials and contract submitted to Provost's Office via PioneerJobs
- **Associate Provost** reviews and approves
- **Provost** approves and signs the offer letter
- Candidate receives a notification of the offer and is prompted to review and electronically sign the contract in PioneerJobs. All offers are now made electronically, which significantly reduces the time needed from approval to candidate acceptance

**** Estimated Times:** Please note that there are a number of offices which review and approve the offer and contract throughout the process. The Dean's Office works to expedite our approvals, and we monitor and follow-up frequently with the other offices once the approval process has been handed over.

11. Offer Accepted

- Candidate accepts the offer via PioneerJobs
- Dean, department chair, and departmental administrative assistant are notified of the acceptance, and a copy of the email is included

12. Applicant Hired into DU System

- The Dean's Office completes the formal hire with central HRIC via the new hire workflow process

13. Wrapping up the Search

- **Contact all applicants** by email or by phone (as appropriate based on how far they made it in the selection process) notifying them that they were not selected. Emails can be sent through PioneerJobs using general templates or custom messages generated by the search committee.
- **Change the status of all remaining applicants** in PioneerJobs. Changing statuses throughout the search process will ensure that DU has proper reporting, but this step should be used to finalize the status of any applicant who was not previously updated.
- The search committee chair or their designee must **send the following materials (not in the recruiting system) to Shared Services**. These materials may be sent via email to recruiting@du.edu or via intercampus mail to the Shared Services Center (Contact HR Recruiting with questions, recruiting@du.edu):
 - Screening matrix or document used to screen applicants for the minimum qualifications
 - Phone/skype interview questions and answers and/or ratings forms
 - Campus interview questions and answers and/or ratings forms
 - Ratings forms for any other on-campus activities such as public presentations or class lectures (if applicable)
 - Reference check information
 - Any other notes or documentation used during the recruitment process regarding rating/evaluating candidates. This includes notes taken by faculty members who were not part of the search committee, if the materials were used as the basis for deliberations about hiring.
- Informally, the search committee should **debrief** to discuss what went well with the search and what could be improved for the next search. Search committees should document any progress toward Inclusive Excellence Goals. This information does not need to be sent to Shared Services or the Dean's Office.

14. Planning for Future Success

- The Dean should review the compositional diversity of candidate pools for all searches on a regular basis (e.g., annually) to determine if progress is being made toward Inclusive Excellence and diversity goals, and to identify changes that would support these goals. The Dean may request from HRIC reports on the composition of the qualified pool, initial interview pool, campus interview pool separately for each search, and these same data plus the composition of the final hires aggregated across all searches in a given year.
- The department should create a plan for the new hire to receive the support and resources needed to aid in their advancement and retention.