

**ALMA COLLEGE
FACULTY SEARCH GUIDELINES
PROVOST'S OFFICE
2018-2019**

Basic search procedures for hiring new faculty members are outlined in the Manual of Organization and Employment Section 4, IX (p. 51). The following information will be helpful in making searches successful and in having effective communication among all parties involved.

Justification and Definition of Position

As stated in the Manual, any new or vacated position must be defined and justified by the Department Chair through memo to the Provost. The justification should address the questions outlined in section 4, IX, B (p. 51) of the current Manual. A personnel requisition form will be approved and signed by the Provost and then by the President before a search can begin.

Formation of Search Committee

Once the position has been authorized, the Chair of the Department will meet with the Provost to discuss the formation of a search committee and search timeline. Consistent with Alma's recruiting philosophy that a successful candidate is both a disciplinary match and a complement to the faculty body as a whole, search committees will include 1 -2 members from outside the department. *The Provost should also be consulted at each "cut" in the process – before the initial screening, before invitations are made for campus visits, and when the committee has made its final recommendations.*

Advertising

- All ads must be approved by the Provost's Office to assure conformance with federal regulations and college policy.
- Ads are placed by the Provost's Office. Exceptions may be approved by the Provost for discipline-specific postings.

Screening of Applicant Pool

- Once the deadline for accepting applications has passed, the search committee should begin to narrow the pool, focusing only upon those candidates who meet all the stated required minimum qualifications. For some searches with smaller pools, there might be only a single cut, but searches with large pools sometimes have multiple stages. *Again, please remember that the chair should meet briefly with the Provost before any cut is made.*
- Further screening is usually conducted through conference calls or at national conventions. Conference calls may be made using the speaker phone in the Provost's Conference Room; schedule the use of this room by calling the Provost's Office. (Document **A**: Sample screening interview script; Document **B**: Area code and time zone map)
- A consistent set of questions should be used for each candidate and all questions should be job-related and non-discriminatory. Consistent with the Elliott-Larsen Civil Rights Act, questions "shall not make or use a written or oral inquiry or form of application that elicits or attempts to elicit information concerning the religion, race, color, national origin, age, sex, height, weight, or marital status of a prospective employee." Similar protections exist for persons with disabilities, and the college has policies against discrimination based on sexual orientation.
- When the Search Committee has narrowed the pool to 8 to 10 semi-finalists, the Chair should meet with the Provost to review these candidates and decide upon the finalists to be

invited to campus for interviews. Candidates not selected should be promptly notified.
(Document C: Sample Letters)

Assuring a Diverse Pool of Candidates

- Where possible, women and minorities should be included in the final pool. If a search does not produce a qualified woman and a qualified minority candidate, the Provost must verify that the search has been legitimate. If the Chair is requesting that the Provost verify a search, the Chair must be able to demonstrate extraordinary efforts to attract qualified minority and female candidates. A journal of activities in that regard should be kept for the appeal for verification of the search.
 1. One tool that may be helpful in increasing the number of minority candidates is the annual Survey of Earned Doctorates at <http://www.nsf.gov/statistics/srvydoctorates/>
Go to the most recent report: "Doctorate Recipients from United States Universities: Summary Report 20XX"
- The Provost's Office would like the search committees to use these lists to target recruiting inquiries. Try to find the institutions that are producing significant numbers of minority Ph.D.s in the field and give their placement officer a call. Be prepared to e-mail a copy of the ad so that it can be posted. Ask if they know of any current or recent grads with the desired expertise and make direct contact with those graduates.

Arrangements for Campus Visit

- After obtaining the Provost's approval of the list of candidates to be invited for an on-campus visit, the Search Committee Chair will coordinate with the candidates and the Provost's Office to identify a range of possible dates for on-campus visits. Preliminary plans must be coordinated with the Provost's schedule so that he can meet with all candidates.
- Contact Jodie Reeves with a list of preliminary visit dates and provide a copy of the cover letter and curriculum vitae for all candidates.
 1. Travel arrangements are made by the Provost's Office. Jodie will determine which the candidate prefers. They will research travel times and prices and inform the Chair of possible travel arrangements. Travel arrangements are approved by Provost.
 2. The Chair will confirm dates and times with the candidate and confirm those with Jodie.
 3. Jodie will then finalize the reservations.
- Search Chair in consultation with the Provost determines a campus schedule for each candidate. (Document D: Components of a Campus Visit). When the President is available, he will interview candidates.
- After the Provost has approved an agenda, the Search Committee Chair should send the agenda and presentation requirements to the candidate in advance of the visit. (Document E: Candidate Presentation Information).
- At this stage in the communications, when e-mailing the agenda, it is okay to add a sentence that states: To assure your safety and comfort during your visit, please notify us of any accommodation needs or dietary restrictions.
- The department's Academic Secretary is responsible for copying and distributing the agenda and any other attachments, reserving a room for the presentation, and providing notifications and signs for presentations. (Document F: Feedback Form)

On Campus Visits

- Provost's Office books guest room (Alumni House - depending on availability) and informs Search Chair of arrangements.
- Meal tickets for candidate meals on campus are available in Provost's Office. Search Committees are encouraged to use Sodexo whenever possible (Heather Room, Faculty Dining Room, Joe's). Limit when possible to 3 to 4 people for meals with the candidate.
- If meals are arranged off campus, the Search Committee must request reimbursement from the Provost's Office for costs they incur. No meals off campus may be charged to the College.

Search Committee Recommendation

Following the campus visits, the members of the search committee will meet to review the candidates and develop recommendations. The Search Chair will then meet with the Provost to discuss the committee's recommendations.

Checking References

References for the final pool of candidates should be verified through phone calls, even if a letter of reference is provided. At least one of the reference calls should be to a direct supervisor. In addition, current College practice requires a background check, arranged through the Human Resource Office. The release forms for the background check are available on Almapedia under Forms>Human Resources>Background Check Procedure and Forms.

Offering a Contract

The Provost will extend the job offer. All discussions concerning salary and contract terms will take place between the Provost and the candidate. No member of the Search Committee is to discuss salary with the candidate without prior authorization from the Provost.

Closing a Completed Search

- The President signs the contract, and the Provost's Office forwards it to the candidate.
- Once the signed contract is received by the Provost's Office, the Search Chair is informed. A campus announcement will be prepared by the Provost's Office.
- The Provost writes to acknowledge the signed contract and welcomes the new faculty member.
- The Search Committee, through the Department Secretary, writes to all other applicants informing them the search has been completed.
- The Search Committee has the responsibility of boxing all applications and bringing them to the Provost's Office. Provost's Office dates and stores search materials for 3 years before destroying.

One Final Reminder

At each stage in the search process, we want to assure that candidates are treated with courtesy and that hospitality is a priority. First impressions are lasting and we want those to be positive both for those applicants who receive offers and for the many others who do not receive offers but who will continue to share an opinion about Alma with the broader academic community.

Document A

Sample Screening Interview Script:

I. Committee members briefly introduce themselves

II. Interview Questions (20-25 minutes)

Sample questions:

- What makes you a good teacher?
- Describe how you teach a typical class.
- Describe your use of technology in classes.
- What is one thing that you have learned about teaching that you didn't expect?
- Please describe your research.
- How does your research lend itself to topics that could be pursued by undergraduates?
- Could your research or other interests lead to interdisciplinary collaborations?
- What experience, if any, do you have with interdisciplinary collaborations?
- If you could design your ideal job, what would it be?
- What do you understand the nature of a liberal arts college to be?
- What do you see as the near term opportunities and challenges for private colleges?
- (Describe Alma). What could you bring to a liberal arts environment such as this?
What challenges do you think you would have?

III. Allow time for candidate to ask questions (5 minutes)

IV. Describe next steps and recruiting timeline to the candidates.

Note: additional sample questions are available in the Provost's Office

Document B

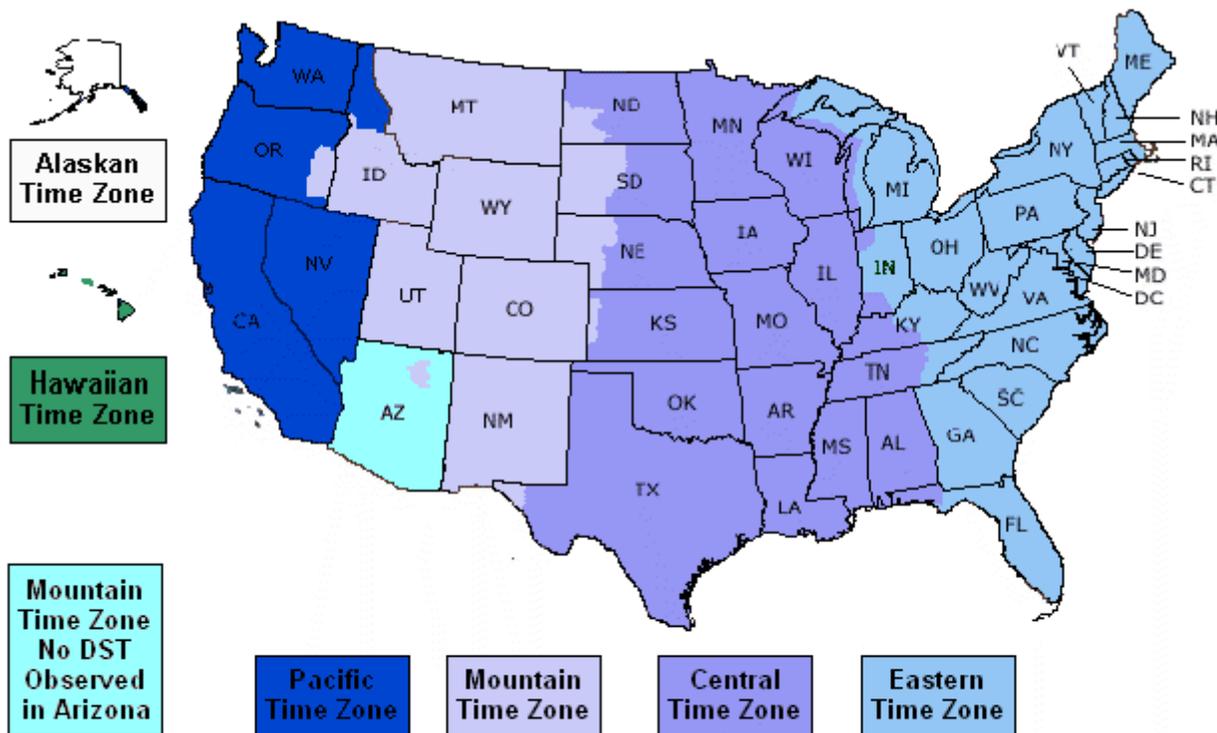
Time Zone Map

http://www.timetemperature.com/tzus/time_zone.shtml

UNITED STATES TIME ZONES

The United States uses nine standard time zones. From east to west they are Atlantic Standard Time (AST), Eastern Standard Time (EST), Central Standard Time (CST), Mountain Standard Time (MST), Pacific Standard Time (PST), Alaskan Standard Time (AKST), Hawaii-Aleutian Standard Time (HST), Samoa standard time (UTC-11) and Chamorro Standard Time (UTC+10). [View](#) the standard time zone boundaries.

Daylight Saving Time begins at 2:00 a.m. local time on the second Sunday in March. On the first Sunday in November areas on Daylight Saving Time return to Standard Time at 2:00 a.m. The names in each time zone change along with Daylight Saving Time. Eastern Standard Time (EST) becomes Eastern Daylight Time (EDT), and so forth. Arizona, Puerto Rico, Hawaii, U.S. Virgin Islands and American Samoa do not observe Daylight Saving Time. Read more about the relevant federal law that took effect in March 2007 which [extended Daylight Saving Time](#) by four weeks.



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Arizona is in the Mountain Time Zone and does not observe daylight saving time except in the Navajo Indian Nation. To view the current time in Arizona select from the state menu below.

Document C

Sample Wording for Correspondence to Applicants

1. After initial screening – to someone no longer under consideration

A. I am writing to inform you that we have completed our initial screening of candidates for the faculty position in _____ at Alma College. Your application was part of a very strong applicant pool and I regret to inform you that it was not selected for further consideration.

I want to thank you sincerely for your interest in our faculty position and wish you success in finding a position that will allow you to realize your professional and personal goals.

B. Thank you for your interest in our assistant professorship in _____ at Alma College. As you may suspect, we received many excellent applications for the position and our deliberations have been difficult. At this point, we have made up our list of interviews to be held at _____ (national conference). While the department appreciated your interest and expertise, we were not able to include you on that short list.

We appreciate the time, effort and anxiety that goes into the job application process and thank you for sending your materials our way. I hope the coming year brings much academic success to you.

2. After initial screening – to those still under consideration, to request additional information (usually sent via e-mail)

Thank you for your interest in the assistant professor position in _____ at Alma College. After reviewing your letter of application, vita and related submissions, our search committee wants to know more. To complete your file, please have at least three of your professional references send letters of recommendation to my attention as soon as possible. The committee plans to conduct preliminary interviews at the (national convention) on (dates). If you are included in that interview group, we will be in contact with you no later than (date).

We are very interested in your candidacy and hope that you will sustain your interest in Alma College. Please don't hesitate to write or call me if you need more information about the search process or the College.

3. At conclusion of search – to those not selected

A. Thank you for your interest in the faculty appointment in the Department of _____ at Alma College. I am writing to inform you that the search has been successfully completed and that the position has been filled.

Thank you for your interest in our department and in Alma College. We wish you success in finding a position that meets your academic interests and personal goals.

B. I write to let you know that we offered the assistant professor position in our department to another candidate. Thanks very much for your interest in the position and in Alma College. You showed great energy, obvious devotion to the liberal arts environment, and real enthusiasm for teaching in your campus interviews. Your presentation about the now-late Arthur Miller was excellent and much appreciated. As always though, the search process is complicated and difficult. I am sorry that I don't have better news for you.

All of us in the department wish you the best in your future endeavors. And we thank you again for devoting the time and energy to our search.

Document D Components of a Campus Visit

Visits should include:

- Meetings with search committee and other potential colleagues
- Meetings with President (if available) and Provost
- Meetings with students
- Presentation of research; open to campus community
- Tour of campus and city
- Meetings with Librarian, IT Director, HR Director

Sample Itinerary (sent to candidate and all participating parties)

Candidate for Assistant Professor Position

Campus Visit

(designate persons to escort the candidate to and from each meeting)

Day 1

11:38 a.m.	Arrive in Lansing (flight #); Picked up by <u>faculty name</u> ; lunch en route
2:00 p.m.	Check in at Alumni House
2:15 – 4:00 pm	Campus and city tour with <u>faculty name</u>
4:00 – 5:00 pm	Meet with department faculty – Java Café/Library; hosted by <u>faculty name</u>
5:00 – 6:00 pm	Back to Alumni House for a break
6:00 – 8:00 pm	Dinner with search committee at (location) escorted by <u>faculty name</u>

Day 2

8:15	Picked up by <u>faculty name</u> ; walk to Hamilton Commons
8:30 -9:30 am	Breakfast and discussion with English majors, Hamilton Commons; hosted by <u>student leader</u>
9:30 – 10:00 am	Meet with President Abernathy – President's Office
10:00 – 10:30 am	Meet with Keith Nelson, Director of Information Technology
10:30 – 11:00 am	Meet with Ken Borgman, Director of Human Resources
11:00 – 12:00 noon	Meet with Provost Michael Selmon
12:00 – 1:30 pm	Lunch with faculty – Thistle Room
1:30 – 2:30 pm	Rest/Prepare for Presentation
2:30 – 3:30 pm	Presentation in SAC 108; Title: _____
3:30 – 4:30 pm	Meet with search committee
4:30 pm	Leave for airport; transported by <u>faculty name</u>
6:42 pm	Flight departs

Note: to facilitate fair comparisons, please try to ensure that the candidate's schedules are as similar as possible: even changes in the room for a presentation can change the dynamics of a talk.

Document E

Candidate Presentation Information

During your on-campus interview, we will ask you to do a one hour presentation. Here are some guidelines to help you plan:

Please talk about an issue, problem or question that you are addressing in your research. This may be something from your dissertation or your ongoing research; something you are deeply invested in and about which you have expertise.

Please address this to a general audience. We hope to have students and faculty from other departments in attendance, as well as the members of our department. Think about it as a teaching opportunity – explaining your ideas to a diverse audience. Given the general audience, it's probably best not to read a prepared paper as you might for a professional conference.

Please allow ample time for questions and discussion. This will allow faculty and students to see you in action as you prompt questions and respond to them.

If a handout would be helpful – a short excerpt from a text, an outline, etc. – we will be happy to make copies for you. Also, please let us know what technology is appropriate for your presentation (computer, DVD, etc.).

We look forward to your visit and to the energy that guest presentations can offer. Please let us know how we can help to make this presentation as comfortable as possible for you.

Document F

**ALMA COLLEGE
CONFIDENTIAL
PROSPECTIVE FACULTY
FEEDBACK FORM**

Candidate's Name: _____

Position: _____

Circle the manner in which you met the candidate:

Interview Lunch/Dinner Presentation/Reception Classroom Visit Other

Prospect as Teacher, Scholar, or Artist (specifics):

Experience (quality and applicability):

Training and Skills (relative to assignment):

Interpersonal Skills/Collegiality:

Other:

Interviewer's Name: _____

Date: _____

*Please return this form to the Search Chairperson on the same day, or if you met the candidate in the evening, please return this form early the following day.