

GUIDELINES FOR FACULTY RECRUITMENT

These guidelines are offered in order to make the faculty recruitment process comfortable and productive for all participants, and to insure that college personnel do not inadvertently violate federal guidelines involving privacy and avoidance of discrimination. This document is designed for recruitment of full-time faculty members, but the sections dealing with legal issues apply to recruitment of part-time instructors as well. Since the Dean of the College has ultimate responsibility for faculty recruitment, questions about any stage in the following guidelines should be addressed to him.

I. Announcement of Position and Initial Screening of Applications

- A. Positions approved for recruitment will be determined by the process endorsed by the Faculty Assembly in Fall, 1997.
- B. As soon as positions are approved, a screening committee consisting of the members of the relevant department, the appropriate division chair and possibly an additional faculty member or two will prepare an advertisement of the position. Once approved by the Dean of the College the advertisement will be submitted to the Director of Human Resources, who will review the notice for consistency with college policy and then place the ads. The usual venue is the Chronicle of Higher Education, although other publications may be considered. Screening committees often find it productive to mail copies of the notice to selected graduate schools. It also is customary to post the announcement on the Virginia Wesleyan home page.
- C. As applications arrive, files are created in the Academic Dean's office and members of the screening committee are encouraged to review applications on a regular basis. It is important that no evaluative comments be written on the application materials, but separate note taking by screening committee members is encouraged so that candidate credentials will not blur with one another during subsequent meetings of the screening committee.
- D. Once the published deadline for receiving applications has passed, screening committees should meet promptly to begin narrowing the list of viable candidates, with the goal of identifying three who would be invited to the campus for interviews. Normally the chairperson of the department involved will serve as convener of the screening committee. Screening committees also have made telephone contact with references listed on applications, and some use has been made of conference calls and video conference interviews involving prospective candidates.
- E. Before the screening committee determines whom to invite to campus for interviews, it should identify the students, staff members and other faculty who will serve as participants in the interview process.

II. Preparation for Campus Interviews

- A. Once the screening committee has identified a short list of persons to be invited for campus interviews, the Dean's office will contact the candidates to extend the invitation and coordinate travel arrangements. The goal will be to allow enough time for reasonable airline fares to apply, to enable candidates to work around teaching or other commitments, and to avoid having two candidates on campus at once, if possible. The Dean's office will arrange for lodgings once candidate schedules are confirmed.
- B. The Dean's secretary will coordinate a schedule of interviews and related activities, including details as to who will meet candidates at airports, hotels, etc.
- C. In order to maintain budget accountability, arrangements for entertainment of candidates, including participation by persons other than those on the interview schedule, must be approved by the Dean.
- D. Prior to participation in interviews, members of the college community should review the application materials in the Dean's office for a given candidate. Again, no evaluative comments are to be written on the application materials. Interviewers also must read the materials on basic interviewing techniques which are provided by our Human Resources office. The cover page of that information is attached to these guidelines.

III. The Interview Process

- A. The purpose of on-campus interviews is to gain insights about a candidate's qualifications which cannot be ascertained or appreciated through written materials or even telephone and video conversations. Areas of legitimate concern would include the nature of one's academic preparation, the value of relevant prior teaching experience, and the candidate's level of appreciation for the kind of school and teaching/professional environment Virginia Wesleyan represents. Again, it is important to be familiar with the guidelines on appropriate questions as provided by the Human Resources office.
- B. At the end of an interview session, interviewers should be sure to offer to escort the candidate to his/her next appointment.
- C. All interviewers are asked to submit a written evaluation of each candidate to the screening committee within 24 hours of the interview. The evaluations may be left in the Academic Dean's office.
- D. Interviewers involved in providing some form of hospitality (at meals, en route from motel to campus, on campus or community tours, etc.) are reminded that the same guidelines for appropriate questioning apply as for formal interviews.

- E. During the interview process, it is the responsibility of the Academic Dean to discuss with the candidate such personnel issues as salary ranges and benefits.

IV. The Final Selection Process

- A. The screening committee should meet as soon as possible after the final candidate's visit. At that meeting the written evaluations of all interviewers are read and discussed. If comments by non-interviewers (faculty spouses, other faculty, etc.) are to be considered, those comments also should be in writing. An open and frank discussion is appropriate at this stage. By tradition, decisions are arrived at by consensus. If no one of the three interviewed candidates is deemed appropriate, the screening committee may consider inviting one or more additional applicants to the campus to be interviewed. The need for such action should be weighed against resources available in the recruitment budget, but the ultimate goal is to select strong candidates who are likely to become valued, long-term colleagues.
- B. Once consensus is reached on a candidate, the Academic Dean will telephone the candidate to extend an offer of employment. Screening committee members should not discuss the results of their decision until a candidate has accepted an offer of employment. The Dean will notify all other applicants of the final outcome of the selection process.