



Valparaiso
University

MEMORANDUM

Office of the Provost

Date: September 2014
To: Academic Deans and Chairs
From: Mark Biermann – approved by Council of Deans
Re: Guidelines for Interviewing, Tracking, and Hiring Full-Time Faculty

Executive Summary of 2014 changes:

- Page 2, Item 1: Advertising not to begin until after search is authorized by October 1. Dean can make special request for earlier advertising.
- Page 2, Item 4: Office of the Provost will pay up to \$400 toward advertising a faculty position as selected by the search committee.
- Page 3, Item 4: Required Diversity Commitment of the University language for ads has been increased.
- Page 3, Item 5a: It is recommended that each department or college set up at least one meeting with the Special Assistant to the Provost for Inclusion who will provide proactive strategies to facilitate recruiting diverse candidates.
- Page 5, Item 6: Use of Interfolio's ByCommittee software substitutes for collection of data for purposes of our Affirmative Action Reporting program.
- Page 5, Item 10: Two candidates per position will be authorized for campus visits. Third candidate may be authorized only if it is shown to broaden the diversity of the pool of interviewees. Costs for all authorized searches will be borne by the Office of the Provost.
- Page 6, Item 11: Candidates must be notified that they will be expected to reimburse the University should they withdraw from consideration or change travel plans after a nonrefundable - nontransferable flight has been booked.
- Page 7, Item 14d: A third employee at a meal, if vetted by the Special Assistant, will be paid for by the Office of the Provost.
- Page 8: Deleted reference to failed search being automatically approved for search the following year. All faculty appointment requests must be submitted on a yearly basis by June 1 as mentioned in Item 1.

The Recruiting and Hiring section of the Deans and Chairs Handbook contains some of the guidelines for interviewing and hiring full-time faculty. This memo is a summary of the most current policies and replaces the Guidelines in the Appendix of the Deans and Chairs Handbook. Please distribute these guidelines to all search committees as they begin their hiring plans.

1. All academic units desiring new faculty appointments must submit formal requests through their Deans by June 1 when the Provost's Office will consider them in the context of all other proposals for faculty appointments across the University. Vacancies that develop during a given academic year may be filled for the next year only on a one-year-term appointment basis and based on funding approval from the Office of the Provost. In order to convert those appointments to tenure-track, departments and colleges must also submit formal proposals through their Deans by June 1 for consideration by the Provost. On or about August 20, tentative approval will be given. By October 1, all academic units will be informed about which appointments have been officially approved and advertising can begin. They can then recruit for those positions and fill them even while the one-year appointments are in place. Should there be a special need to advertise prior to October 1, the Dean will make special request of the Provost.
2. Once a search has been authorized, the Dean and the department must work together to ensure that the search committee consists of members who are fully informed regarding departmental-level and university-level strategic needs and priorities. That is, as a department enumerates the various characteristics it seeks in a hire, it should also include in this mix characteristics sought by the university in faculty hires. The priorities defined in the University Strategic Plan should always inform the search. Thus, the members of the search committee should be committed to seeking a candidate who supports the University's larger mission, even as the candidate fulfills the specific needs of the department. In this context, both the University's vision of Lutheran leadership and also its strong commitment to diversity need to be highlighted.
3. The search committee will discuss with the Dean the necessity of following all or any portion of recruiting guidelines for one-year-term appointments. This discussion will include plans to seek a diverse candidate to fill the position. The Dean will have discretion in these matters on a case-by-case basis. The search committee shall contact the Office of the Provost to obtain a flash drive containing the Faculty Handbook for each one-year candidate who is not interviewed in the Office of the Provost.
4. Text of the faculty position ad must be approved by the Dean and then the Provost and the Special Assistant to the Provost for Inclusion (Special Assistant). The text must incorporate the Lutheran Statement, the Diversity Commitment of the University, and the Mandatory Criminal Background Check Statement – see below. The Office of the Provost will post and pay for a boxed print multi-position ad in the Chronicle of Higher Education (thus meeting the print requirement for foreign national candidates). In addition, the Office of the Provost will pay up to \$400 toward the cost of an additional ad as selected by the search committee. (Law School and Lilly Fellows Program place their own ads at their own cost after ad text has been approved by the Provost and permission to search has been granted). All postings will be placed on the Office of the Provost website with full ad text. Departments are encouraged to post positions on applicable professional

organization social media sites and job boards. Inform the Office of the Provost of all job postings made so that future advertising decisions can be made.

The statements approved by the General Counsel and the Council of Deans are provided below:

Lutheran Statement

Candidates should be interested in working at a university engaged in issues in Christian higher education in the Lutheran tradition.

Diversity Commitment of the University

The ad should include the following Equal Opportunity Policy as well as language that asks all candidates to share the University's commitment to diversity:

Valparaiso University does not unlawfully discriminate and aims to employ persons of various backgrounds and experiences to help constitute a diverse community. Its entire EOE policy can be found at <http://www.valpo.edu/equalopportunity/index.php>.

And

Successful applicants will demonstrate a commitment to cultural diversity and the ability to work with individuals or groups from diverse backgrounds. In addition to strong academic qualifications and excellence in teaching, the University highly values experience in working across cultural and other significant differences.

Mandatory Criminal Background Check Statement

Employment at Valparaiso University will require a satisfactory criminal background check.

5. To further the commitment to increase diversity hiring, the process detailed below will be followed in hiring until the process is no longer deemed necessary.
 - a. The deans and the department Chair should specifically ensure that the search committee members are favorable to diversity, since this perspective needs greater emphasis than in the past. At this point in the search, the department or the college may find it helpful to bring the Special Assistant into the hiring loop. It is recommended that each department or college set up at least one meeting with the Special Assistant who will provide proactive strategies to facilitate recruiting diverse candidates.
 - b. Before the search process begins, the department must evaluate its commitment to diversity by identifying specific activities that will be

undertaken to attract underrepresented groups of applicants. For example; steps taken to enhance the diversity of the candidate pool, and due diligence to uncover whether it has a sufficiently diverse pool.

- c. When the search begins, the department must identify a Diversity Advocate and notify the Special Assistant of the choice. The Diversity Advocate is usually a member of the department, although, if desired, the department may work with the Special Assistant to find a suitable Diversity Advocate from the campus at large. As a cadre of Diversity Advocates is created and identified at the University, it will be valuable for the Advocates to begin consulting with each other and with the Special Assistant even before the start of a specific search.
- d. When evaluating credentials, the department should give weight to diversity after a threshold of acceptability in credentials has been met.

The Diversity Advocate will help support this approach, acting as an advocate of diversity throughout the search process. . The Diversity Advocate may even be the person to ask the candidates questions regarding their support of diversity.

Example questions include the following:

- i. In this position, how do you think you might be able to support the University's philosophy toward diversity?
- ii. Do you have experience working in culturally diverse communities?
- iii. How have you integrated multicultural issues as part of your professional development?
- iv. Have you participated in diversity events and organizations at your institution or at other colleges and universities?

Please remember that it is illegal to ask applicants about their marital status, race, gender, sexual orientation, nationality, age, or disability.

However, concentrating on an applicant's diversity experience, education, and attitude is appropriate and can both yield vital information concerning the applicant's commitment to diversity as well as demonstrate the University's commitment to diversity to all candidates being interviewed.

- e. Before any candidate can be approved for a campus visit or hiring, the Dean must notify the Provost and Special Assistant of the following:
 - i. The steps taken to diversify the pool.
 - ii. The diversity of the applicant pool based on an EEO report requested via email from human.resources@valpo.edu.

Make this notification by sending an email to the Provost and Special Assistant addressing the diversity issues and requesting permission to schedule campus visits. If the department or college cannot sufficiently demonstrate its ability to diversify the pool of applicants, the Office of the

Provost may delay the campus visits until the department seeks a more diverse pool of applicants. However, upon the recommendation of the Dean, the visits may be allowed to proceed. The Special Assistant will notify an Administrative Assistant in the Office of the Provost when it is appropriate to proceed with travel arrangements and interviews.

- f. All campus interviews at the level of the Provost's Office will include the Special Assistant. The presence of the Special Assistant at Provost-level interviews brings attention to the University's commitment to diversity and can provide encouragement to diverse candidates to consider Valparaiso University seriously.
6. Procedures are necessary in regard to collecting faculty applicant data as required by our Affirmative Action Reporting program. Please review and follow the Faculty Affirmative Action Reporting procedures at the end of this document and maintain necessary records as applications are received. For 2014-15, Interfolio's ByCommittee software collects the necessary records for faculty applicants.
 7. As recruiting of foreign nationals becomes more widespread, we need to recognize some additional costs and put some policies in place to handle increasingly complex situations. There are also often considerable time challenges to get visas processed, including necessary consultations with lawyers and complicated paperwork. Each semi-final interview candidate should be asked this question: "Are you legally authorized to work in the United States?" If a candidate says "no", they will need visa assistance. (see Appendix A: Foreign National recruiting needs).
 8. Before moving to semi-final interviews, the Dean should discuss general contract terms (rank, salary ranges, tenure status, position assignments, start-up funds, program expectations, etc.) with the department Chair and search committee chair, as appropriate. Semi-final candidates are typically interviewed by phone (individual or search committee conference calls are appropriate) or via chat tools (i.e. SKYPE, Google Hangout, etc.). If at all possible, this interview should include the Diversity Advocate.
 9. Personal interviews at national or regional professional meetings can be an effective way to achieve the first screening of semi-final candidates. Expenses may be covered by the Office of the Provost for one interviewer. Please contact the Associate Provost for Faculty Affairs to determine the amount of financial support available. This payment may supplement funds already designated for a faculty member's presentation at the conference selected for interviews. Departmental or college funds may cover expenses for additional interviewers.
 10. With the concurrence of the Dean, the Provost will authorize all campus interviews. Two candidates for a position will be selected for interview on campus. The Provost may authorize an additional campus interview based on the ability of the search committee to demonstrate to the Special Assistant that this interview will

broaden the diversity of the pool of interviewees. Costs for all approved interviews will be borne by the Office of the Provost.

11. Contact an Administrative Assistant in the Office of the Provost with the name and contact information of each candidate approved for campus interviews. An assistant will discuss travel and lodging details and provide instructions for reservations. Airfare and lodging expenses will be paid directly by the Office of the Provost, not the candidate. To obtain the most economical rates, flights often must be booked at least two weeks in advance. This will be taken into consideration as campus interviews are scheduled. Candidate visits will be limited to a one-night stay (this may be increased to two nights if warranted by a particular situation, such as airfare cost savings or travel distance.) (Law School will make interview arrangements for their faculty candidates and will pay the costs. The Lilly Fellows Program will make travel arrangements for their candidates and will pay the associated costs.) Candidates must be notified that they will be expected to reimburse Valpo should they withdraw from consideration or change travel plans after a nonrefundable - nontransferable flight has been booked.
12. Each candidate will be given a Travel Expense Report Form on a flash drive during the interview in the Provost's Office and instructions to turn in the completed form, with receipts, to the Office of the Provost (or Law School for law faculty candidates or Lilly Fellow Program office for Lilly Fellow candidates) for reimbursement for any other reasonable expenses paid personally. The Office of the Provost will pay only for the round trip cost of an airport shuttle service (ex: Coach USA). Rental car costs will not be reimbursed by the Office of the Provost. A candidate may instead drive his or her personal vehicle and be reimbursed for mileage at the prevailing rate, if this is more cost and/or time effective for the distance involved. The candidate will be reimbursed for any individual meals at the per diem rate indicated in the current Travel Policy – no receipts required. The hotel will ask for a credit card from the candidate so that personal expenses beyond the room and tax can be charged directly to the candidate.
13. Note that the candidate is also given a Faculty Handbook, Valpo course Catalogs, Faculty Education and Professional Experience Form and other documents on a flash drive during the visit with the Provost. (Lilly Fellows Program should ask the Office of the Provost for a flash drive for each of their candidates.)
14. University employees/departments must follow the University Travel Policy and the Hospitality Policy for expenses related to interviewing candidates. The Office of the Provost will pay for travel expenses related to interviewing candidates. The Provost hereby gives blanket approval for any number of university personnel to attend meals with a candidate with the following understanding:
 - a. the meals for the candidate and **two** Valpo employees will be paid by the Office of the Provost;
 - b. ALL expenses for additional Valpo employees and ALL alcohol must be charged to a department/college **restricted account**;

- c. if a larger social gathering is desired by the department or college, then a reception should be arranged at a faculty home or university space, and costs should be kept within modest bounds and charged to a department/college **restricted account**; and
- d. in addition to the above guidelines, a third employee at a meal, who represents diversity in at least one way (i.e. race, gender, etc.), will be paid for by the Office of the Provost if vetted by the Special Assistant. This additional employee is only authorized if the department believes his or her presence would help attract the candidate.

15. Campus interviews are expected to include the following:

- a. Interview with the full search committee and other department faculty.
- b. Interview with selected students.
- c. Candidate presentation to department faculty and students (e.g., a review of the candidate's current research, a demonstration/performance, a class lecture/discussion). Both class presentation and scholarly presentation are preferred.
- d. Interview with the Dean, followed by interview with the Associate Provost for Faculty Affairs where the Special Assistant to the Provost for Inclusion will be present (these appointments do not have to be consecutive). (Lilly Fellows Program candidates will visit with the Provost and with the Special Assistant during a special weekend of events.) If the faculty member is expected to teach graduate-only courses or is hired primarily to support a graduate program, then the candidate should also meet with the Dean of the Graduate School or designee so as to ensure graduate faculty status.
- e. Interviews with faculty members in programs closely associated with the position.
- f. Discussion of special program/equipment needs of final candidates (computers, instrumentation, support services, etc.)
- g. Attention should be given to the candidate's personal needs: housing, spouse employment, children concerns, etc.
- h. For minority candidates, care should especially be given to include colleagues from under-represented groups in interview sessions and social settings.
- i. An example of a candidate visit schedule is below:

Day 1

- 1:15 Depart airport on Bus
- 2:50 Arrive Portage bus stop
Key community points on the drive in to campus
- 3:30 Tour of campus

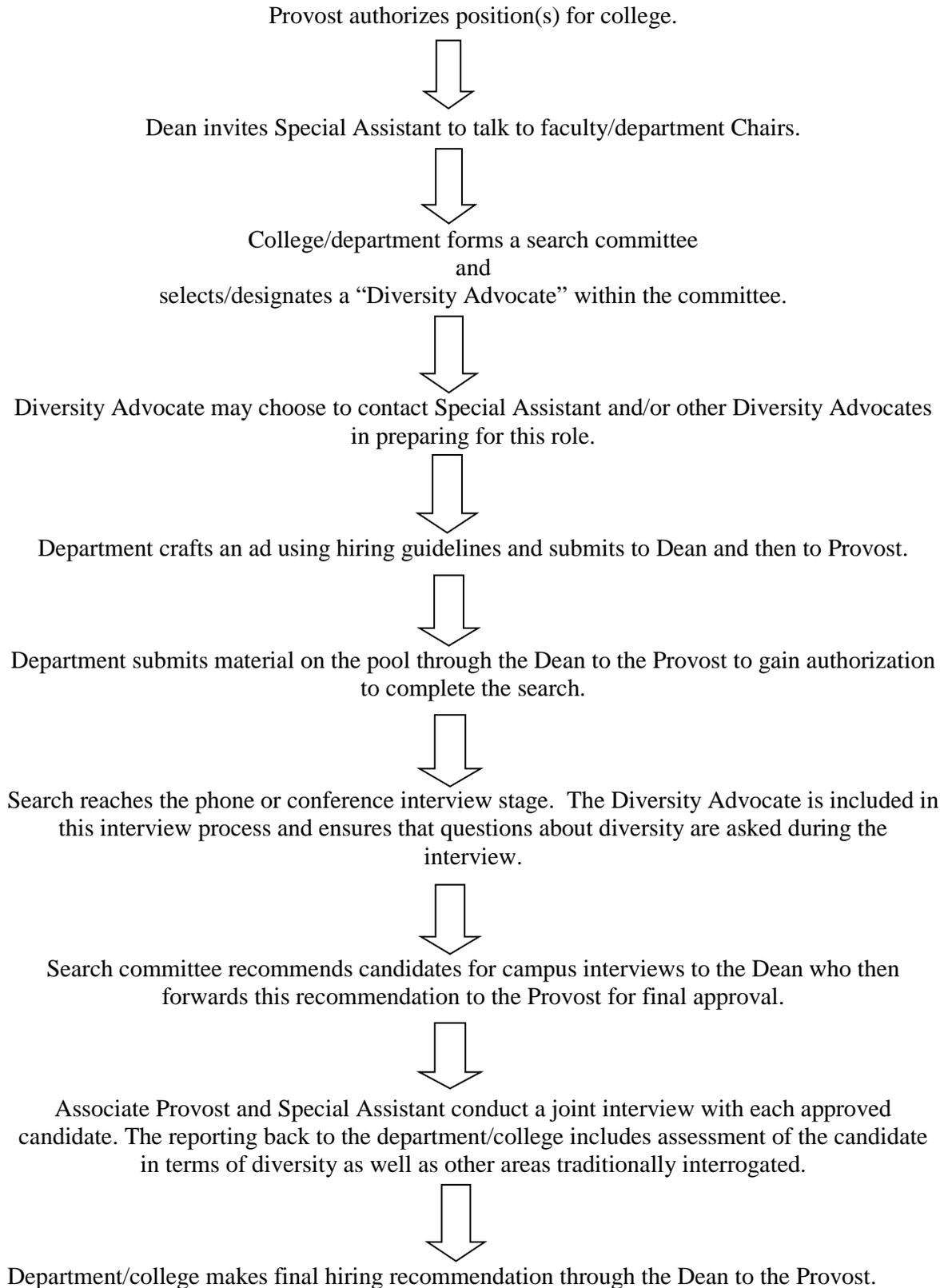
4:30 Hotel
5:30 Dinner with department members

Day 2

8:00 Breakfast with department members
9:00 Interview with Dean (45 minute max)
10:00 Chapel Break Activity
10:30 Presentation (50 minutes w/questions)
11:30 Lunch with students
12:30 Interview with Provost (45 min max)
1:30 Other Activity
2:30 Exit interview with Chair (30 minutes)
3:10 Depart for Portage bus stop
3:50 Depart on bus for airport
5:35 Arrive at airport

16. The department Chair or search committee chair gives the final candidate selection recommendation to the Dean. Original university transcripts for the highest degree should be included with this recommendation. (If original transcripts are not available, copies will suffice with the stipulation that originals will be submitted as soon as possible.) The Dean prepares a memo to the Provost requesting a contract offer to the final candidate, including title, salary, credit toward tenure or visiting term, mailing address, email address, and other pertinent information. The University does not reimburse for moving or house-hunting expenses. Instead, the candidate will be given a one-time stipend through payroll with appropriate taxes withheld. The Office of the Provost pays the cost of the stipend based on moving distance (\$750 for moves up to 500 miles, \$1,500 for 501-1000 miles, and \$2,000 for over 1,000 miles – Law School and Lilly Fellows will fund at a different rate from their own accounts.) A Dean may enhance the one-time stipend from Dean's Annual Fund dollars only and must include this in the memo to the Provost. (Contracts to visiting faculty or fellows will include a stipulation that a second stipend will not be offered should they be offered a tenure-track position for the following year.) The Provost consults with the President regarding the contract offer. Once approved, the written contract from the President will be prepared promptly, and normally the candidate will be granted two weeks from the contract date to accept or reject the offer. (If a different deadline is preferred, include details with the contract request from the Dean to the Provost.) The mandatory criminal background check will be started at the same time that the contract offer is mailed. The department Chair or search committee chair notifies the candidate by phone of the forthcoming offer. The Chair and Dean will be notified when the contract is mailed, will be notified as the criminal background check progresses, and will be notified when the signed contract is returned. Please notify the Office the Provost of any rejected contract offers.

Hiring Flow Chart



Faculty Affirmative Action Reporting (For 2014-15, Interfolio's ByCommittee software collects the necessary records for faculty applicants).

The following procedures have been established to collect and maintain data on faculty applicants as required by our Affirmative Action Reporting program.

1. The Office of Human Resource Services (HR) will be notified by the Office of the Provost of every faculty advertisement placed so HR is fully informed of all openings for which applications are being solicited. HR will assign a number to each posting.
2. HR will provide a blank Faculty Applications Log to the searching department (paper and electronic format). The department will maintain this log of all applicants for the particular job posting and will submit to HR at completion of search.
3. Every applicant will receive an acknowledgement letter from the searching department (paper or electronic format). This letter will have the added statement: "To assist in our compliance with federal reporting laws, we encourage you to complete and return the enclosed Valparaiso University Applicant – Self Identification Form to our Office of Human Resource Services."
4. Included with this acknowledgement letter will be a separate letter from the Affirmative Action Officer along with a copy of the Self Identification Form. HR will provide these forms to the department (paper and electronic format) at the same time as the blank Faculty Applications Log is provided. This information will indicate that the completed Self Identification Form can be submitted electronically from our website or via U.S. mail directly to the Office of Human Resource Services.
5. HR will start another log and will make database entries of all Self Identification Forms. At this time, HR will record the database ID of each applicant.
6. Human Resources will provide an EEO report of all Self Identification Forms received for each search when requested by the searching department via email at human.resources@valpo.edu.
7. The department will submit the completed log to HR once each search is complete but no later than June 30. The first page of every applicant vitae must be attached to this log. HR will compare the department log of applicants to their log of Self Identification Forms and will add additional names to database as necessary. HR will follow-up on or near May 1 for missing log sheets from searches they know are in progress to ensure full reporting before the end of each fiscal year.
8. Departments must retain complete copies of all faculty applications for three full academic years should review of our Affirmative Actions Program records be requested.

Appendix A: Foreign National recruiting needs

This appendix will follow shortly.

The following statement will be included in the contract letters of those who will be receiving visa assistance from Valpo:

Should you accept this appointment, the University will act in reliance of that acceptance. The University will be damaged in the event you subsequently revoke your acceptance or otherwise materially breach your obligations under this appointment. The amount of such damages are difficult to ascertain at the time of this appointment. Therefore, you agree to compensate the University the amount of \$4,500, pro rated based upon the amount of time remaining in the academic year at the time you revoke your acceptance or otherwise materially breach your obligations under the appointment. You also agree that this amount is fair and reasonable and based on actual damages the University may incur as the result of your breach.