

# Claremont Graduate University Procedure for Faculty Searches

*Office of the Provost and Vice President for Academic Affairs*

January 23, 2007/November 15, 2007

**Note:** These procedures are to be followed for all faculty searches at CGU. Deans and Search Committees shall also comply with the “Guidelines for Diversity Procedures in the Faculty Search Process” and submit the appropriate forms contained in that document (attached or available in the CGU Handbook, [www.cgu.edu/handbook](http://www.cgu.edu/handbook)).

A copy of the following publications will be given to each search committee chair and the chair of the AADC. These publications will be returned to the Office of the Provost upon completion of the search: (Publications Distributed November 2007: *Diversifying the Faculty: A Guidebook for Search Committees*, Caroline Sotello Viernes Turner, Association of American Colleges and Universities, 2002; “Solo” Faculty: *Improving Retention & Reducing Stress*, Jo Ann Moody, [www.DiversityOnCampus.com](http://www.DiversityOnCampus.com), August 2007; *Demystifying The Profession: Helping Junior Faculty Succeed*, JoAnn Moody, Faculty Diversity: Problems and Solutions, Revised 2007; *Rising Above Cognitive Errors: Guidelines for Search, Tenure Review, and Other Evaluation Committees*, JoAnn Moody, [www.DiversityOnCampus.com](http://www.DiversityOnCampus.com), Revised 2007.

## **1. Initiation:**

(all correspondence by (e)mail should be copied to Marilyn Ambrosini, Assistant to Provost)

- The Dean of the School sends a letter of intent to the Provost, describing the proposed search (e.g. area of faculty expertise, rank, tenure status, start date), and including a copy of the diversity component of the school’s strategic plan approved by the FEC.
- The Provost sends the Dean an authorization letter, indicating approval for the search.
- The Dean recommends the search committee members and the chair of the search committee to the Provost.
- The Provost sends an official appointment letter to the chair and other members of the committee.
- If the position requires the Appointments, Promotion, and Tenure Committee (APT) approval, the Provost sends a copy of the authorization letter and committee appointment letters to the APT chair.

Changes made in accordance with Diversity Guideline on signing forms, approved by FEC 10/22/07 and Faculty 10/29/07.

- The Provost sends a copy of the authorization letter and committee appointment letters to the chair of the Affirmative Action and Diversity Committee (AADC) to notify the chair of the search.
- The AADC appoints a liaison to the search committee, who will serve in accordance with the “Guidelines for Diversity Procedures.”
- The chair of the AADC notifies the search committee chair of the name of the AADC liaison and sends him or her a copy of the “Guidelines for Diversity Procedures.”
- The Provost arranges a meeting with the search committee chair, AADC liaison, and Provost. The purpose of the meeting is to discuss the position description, the draft advertisement for the position, the search plan, the “Guidelines for Diversity Procedures” and forms, and the “Strategies to Increase Diversity in Faculty Applicant Pools.”
- Once both the Provost and the AADC Chair have approved the position advertisement, they along with the committee chair, and AADC Chair sign **Form A** of the “Guidelines for Diversity Procedures.”
- The Provost’s Office will publicize the position in the *Chronicle of Higher Education* with the Consortium ad placed at the beginning of each academic year.

## 2. Screening and Invitation

- The AADC liaison, search committee and/or department/school faculty participate in the screening of applicants and the selection of finalists.
- The AADC liaison, AADC Chair, after approval of the full AADC, signs **Form B** of the “Guidelines for Diversity Procedures” before finalists may be invited to campus.
- The search committee chair schedules finalists’ campus visits, and sends copies of all c.v.s to the Provost’s office.

## 3. Interviews

- The AADC liaison, Search Committee, Department/School faculty, the Dean, and the Provost participate in campus interviews of the finalists.

## 4. Evaluation

- The AADC liaison, the search committee and the department/school faculty participate in post-interview evaluation.

## 5. Nomination

- The AADC Chair signs **Form C** of the “Guidelines for Diversity Procedures” before the Dean may make a final recommendation to the Provost.
- The Dean submits to the Provost a nomination letter with all the faculty signatures from the school indicating approval of candidate. The letter is filed with candidate’s c.v. If the candidate needs APT approval, the nomination letter becomes a part of the faculty candidate’s APT dossier and will be kept in the APT file in the Provost Office. A diversity report based on **Forms A, B, and C** should be in the nominating dossier.

## 6. Record Keeping

- The School or the Program maintains the record on **Forms A, B, and C**. Copies of signed forms must be sent to the Provost’s Office.

## 7. Appointment

- The Provost writes letter of appointment to the candidate in consultation with Brenda Leswick, Associate Vice President for Human Resources and the Dean. (Copies to Dean, Brenda Leswick, Marilyn Ambrosini, Betty Hagelbarger.)
- The Candidate signs and returns the letter of appointment. (Copies to Dean, Brenda Leswick, Betty Hagelbarger, file etc.)
- The Provost writes a letter of support for the AAC (Academic Affairs Committee of the Board of Trustees) to be included in the file. The letter includes a signature line for the provost and president.
- The Provost sends the AAC letter to the president along with the entire file. The President signs and returns to the Provost.
- The Provost gives the entire file to Marilyn Ambrosini to include with materials for the next AAC meeting, along with any materials from the APT file, if appropriate.
- The Provost writes a letter confirming the Board’s approval to the new faculty member.

**CLAREMONT GRADUATE UNIVERSITY**

**STRATEGIES TO INCREASE DIVERSITY  
IN FACULTY APPLICANT POOLS**

Updated March 2006

## **Introduction**

Challenge: create the largest possible pool of high-quality and diverse candidates, including scholars whose research, background, ethnicity, or gender takes the university or an individual school, department, or discipline out of the “status quo.”

These suggestions supplement the “Guidelines for Faculty Diversity Procedures in the Faculty Search Process” in the CGU *Institutional Handbook* ([www.cgu.edu/handbook](http://www.cgu.edu/handbook)).

## **Position Announcement**

It is often the case that more “diverse” candidates may be found at the junior level. Therefore search committees should consider rank issues very carefully when constructing the position description.

- The position announcement should include not only the statement that CGU is “an affirmative action/equal opportunity employer,” but also statements that suggest that the school or department is interested in scholars and teachers whose work will enhance the diversity goals of the institution. Examples (from recent announcements):
  - o Candidates must demonstrate “an interest in diverse approaches, students and populations” (Management).
  - o “We have a particular interest in applicants with one or more of these areas of competence: ethnic studies, gender studies, visual culture and/or community-based studies” (Cultural Studies).

## **Advertising Position**

Search committees should keep a record of where advertisements were placed.

Advertise not only in the *Chronicle for Higher Education* and other publications reaching large audiences, but also in publications directed specifically toward one discipline or toward female and minority candidates. Possible resources include:

**The Chronicle of Higher Education** – [www.chronicle.com](http://www.chronicle.com) – is considered the number one job-information source for college and university faculty. \$132 per inch for column ads, \$215 plus \$1.35 per word for line ads.

**Southern California HERC** (higher education recruitment consortium) – CGU is a member – [www.socalherc.org](http://www.socalherc.org). Members advertise free.

- **Affirmative Action Register** – [www.aar-eeo.com/info.html/](http://www.aar-eeo.com/info.html/) (advertising information) -A national Equal Employment Opportunity (EEO) recruitment

publication directed to females, minorities, veterans, and all other applicants. \$90 per inch for 2” wide ad, \$2300 for a full-page ad.

**Diversity Web** – <http://www.diversityweb.org/> is an online publication of the AAC&U that includes a list of open positions “with an explicit focus on diversity, multiculturalism, area studies, global education, etc.” Free.

**Diverse** (formerly Black Issues in Higher Education) [www.diverseeducation.com](http://www.diverseeducation.com) – is a comprehensive directory of all higher education job vacancies. \$225 for 2” wide ad, \$2260 for a full-page ad.

**The Journal of Blacks in Higher Education** – [www.jbhe.com/jobs.html](http://www.jbhe.com/jobs.html) -see current

Changes made in accordance with Diversity Guideline on signing forms, approved by FEC 10/22/07 and Faculty 10/29/07.

listings and advertising. \$195 for 2” wide ad, \$1275 for a full-page ad.

**Future Black Faculty Database (FBF)** – [www.bguess.berkeley.edu/faculty/](http://www.bguess.berkeley.edu/faculty/) – Developed at UC Berkeley, the FBF Database contains records of doctoral candidates, recent graduates, and professionals seeking positions in academia. All Database members are of African American descent and plan to obtain a tenure track faculty position within five to seven years. The focus of this database is on persons studying engineering or the natural sciences. Access to the database is free.

**University Faculty Voice** – [www.facultyvoice.com](http://www.facultyvoice.com) -historically black colleges and universities – see membership, job postings, and advertising. \$195 for a basic web ad, \$200 for a banner ad.

**The Hispanic Outlook in Higher Education** – [www.hispanicoutlook.com](http://www.hispanicoutlook.com) – is considered the number one job-information source for Hispanic applicants. \$405 for 2” wide ad, \$3600 for a full-page ad.

### **Society for Advancement of Chicanos and Native Americans in Science**

(SACNAS) – [www.sacnas.org/employ/html/](http://www.sacnas.org/employ/html/) -website lists employment opportunities. \$250 for basic 30-day 500 word ad, \$3000 for a full page ad.

**Women in Higher Education** – [www.wihe.com/jobs/index/htm](http://www.wihe.com/jobs/index/htm) -suggested 12,000 readers each month. . \$455 for 3” wide ad, \$1485 for a full-page ad.

**Association for Women in Science** – [www.awis.org/careers.html](http://www.awis.org/careers.html) -was founded to expand educational and employment opportunities for women in sciences. View advertising rates at [www.org/voice/advertising.html](http://www.org/voice/advertising.html) \$90 per column inch, \$1770 for a full-page ad.

**IMDiversity Career Center** – [www.imdiversity.com](http://www.imdiversity.com) – African-American, Asian-American, Hispanic-American, Native-American, Women, Minorities job opportunities. \$200 for 90-day job post.

## **Composition of Search Committee**

As each school or department prepares to search for a new faculty colleague, the current faculty needs to have a conversation about the academic and cultural value of diversity to the university and to the specific school, department, and discipline.

Deans and department chairs should make every effort to nominate a search committee that is broadly representative and diverse.

In cases where the hiring school or department does not have a sufficiently diverse faculty itself, the chair or dean should consider adding faculty members from other CGU fields or from the other Claremont institutions.

The Affirmative Action and Diversity Committee representative should not only monitor the process for compliance with current procedures and expectations, but also to ensure that the academic and cultural value of faculty diversity is considered and discussed.

## **Work of the Search Committee: Recruiting Applicants**

- Networking to identify diverse candidates:
  - o Individual contacts through individual networks and academic connections. Search committee members should be aware that their own networks may not be sufficient for identifying and encouraging applicants of color. Broad representation on search committees, as well as efforts to “get the word out” beyond personal networks are important.
  - o Each member place phone calls, send e-mails to individuals and lists, make follow-up contacts in order to identify promising scholars.

Changes made in accordance with Diversity Guideline on signing forms, approved by FEC 10/22/07 and Faculty 10/29/07.

- o Consult with members of the CGU and Claremont Colleges' faculties.
- o Search committee members make direct contact with potential applicants.
- Conferences and professional meetings:
- o Attend papers by minority and female scholars, talk to individuals about CGU and your position.
- o Follow-up in writing and/or a telephone call
- Tracking applicants:
- o Information card sent to each applicant, and AADC data sheet completed.

Directory Resources and Mailings: The Provost's office will make available the *Minority and Women Doctoral Directory* for discipline-specific information on female and minority Ph.D.s by field. See sample page attached.

New Scholarship: Search committee members should make every effort to familiarize themselves with new scholarship and new directions in research within their fields, in order to help identify promising new Ph.D.s and junior or associate-level faculty.

### **During the Campus Visit**

Arrange for conversations with other faculty of similar background, interests, if possible.

Organize on-campus interviews so that the African-American, Latino/a, and Asian candidates meet with groups of professors involved in the intercollegiate ethnic studies departments. In this way the candidates have a sense of the larger community of scholars of color in Claremont.

### **After the Hire**

- In addition to developing strategies for recruiting diverse faculty members, the university commits to mentoring junior faculty, ensuring that they have a good experience at CGU, and working toward their successful tenure and promotion