Claremont Graduate University  
Procedure for Faculty Searches  

Office of the Provost and Vice President for Academic Affairs  


**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)).


1. **Initiation**  
(all correspondence by (e)mail should be copied to Carol Suter, 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.
- 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.”

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• 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.

• The Provost’s Office will collect information on all applicants for faculty positions. Specifically, applicants will be asked to voluntarily complete a standard online survey in which they report demographic information about themselves. Applicants will be assured that their individual information will not be shared with members of search committees. However, aggregate information on applicant pools for each faculty position will be shared with AADC and also used for institutional tracking and assessment purposes.

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. This screening should include attention to and discussion of the potential contributions of candidates to diversity in research and teaching at CGU; the results of this discussion are documented for AADC as part of the search process.

• The 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

• As they are able, the AADC liaison, Search Committee, Department/School faculty, the Dean, and the Provost participate in campus interviews of the finalists.

4. Evaluation

• As they are able, 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.

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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, Carol Suter.)
- The Candidate signs and returns the letter of appointment. (Copies to Dean, Brenda Leswick, 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 Carol Suter 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.

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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).

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 will include not only “CGU’s approved affirmative action/equal opportunity employer,” statement, but also a statement that the school and department is interested in scholars and teachers whose work will enhance the diversity goals of the institution. The current statements that must be included in all position advertisements are in the Appendix. These statements are regularly reviewed and modified as appropriate by the AADC, the Provost’s Office, and legal counsel.

Advertising Position

Search committees should keep a record of where advertisements were placed, and this should be submitted to the AADC chair along with Form B. Candidates who would contribute to the diversity of the university should be invited in writing to apply. A list of such individuals should be turned into the AADC as an attachment to Form B.

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 – 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. Members advertise free.

INSIGHT into Diversity - http://careers.insightintodiversity.com/employer/login/- INSIGHT into Diversity is the oldest and largest diversity magazine and website in higher education today. The site serves as a comprehensive recruiting vehicle, connecting employers to highly qualified individuals regardless of demographics. $9.95 for one year subscription. Advertising specs posted on website.

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

The Hispanic Outlook in Higher Education – 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) – http://sacnas.org/professionals/opportunities. Website lists employment opportunities. $300 for basic 30-day 500 word ad, $3000 for a full page ad.

Women in Higher Education — www.wihe.com/positions/
Suggested 12,000 readers each month. . $559 for 1/6 page ad, $1499 for a full-page ad.

Association for Women in Science –
http://awis.associationcareer network.com/Common/Homepage.aspx - was founded to expand educational and employment opportunities for women in sciences. 30-day single listing: $300; 5 pack of 30-day single listings $1,350

IMDiversity Career Center – www.imdiversity.com

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:

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 Changes made in accordance with Diversity Guideline on signing forms, approved by FEC 10/22/07 and Faculty 10/29/07; FEC 4/27/15 and Faculty 5/4/15
encouraging applicants of color. Upon request, AADC will assist the chair in identifying applicants of color who can be invited to apply. Broad representation on search committees, as well as efforts to “get the word out” beyond personal networks are important.

Each member place phone calls, send e-mails to individuals and lists, make follow-up contacts in order to identify promising scholars.

Consult with members of the CGU and Claremont Colleges’ faculties.

Search committee members make direct contact with potential applicants.

Conferences and professional meetings:

Attend papers by minority and female scholars, talk to individuals about CGU and your position.

Follow-up in writing and/or a telephone call

Tracking applicants:

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.

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Appendix

Statements that must appear in faculty position announcements

1) “CGU is an equal opportunity employer and does not discriminate on the basis of race, color, creed, national or ethnic origin, religion, ancestry, sex, gender identity and expression, age, sexual orientation, physical or mental disability, marital status, or any other basis protected by applicable laws in its employment or hiring practices.”

2) “Claremont Graduate University is committed to increasing the diversity of the campus community and the curriculum. Candidates who can contribute to that goal are encouraged to identify their strengths and experiences in this area. Applicants who have a demonstrated commitment to issues of diversity and inclusion are particularly encouraged to apply as are individuals who have membership in one or more of the following groups whose underrepresentation in the American professoriate has been severe and longstanding: Alaska Natives, Black/African Americans, Mexican American/Chicanas/Chicanos, Native American Indians, Native Pacific Islanders (Hawaiian/Polynesian/Micronesian), and Puerto Ricans.”

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