

---

## *FACULTY SEARCH PROCEDURES*

---

STATEMENT ON DIVERSIFYING THE FACULTY

SUMMARY OF STEPS IN THE SEARCH PROCEDURE

ANNUAL ASSESSMENT OF NUMBER OF FACULTY OF COLOR AND WOMEN FACULTY AT THE COLLEGE (BY RANK)

TEMPLATE FOR FACULTY POSITION ANNOUNCEMENTS

GUIDELINES FOR ADVERTISING FACULTY POSITION ANNOUNCEMENTS

DOCUMENTING SELECTION CRITERIA, OUTREACH EFFORTS AND APPLICANT POOL CHARACTERISTICS: DUTIES OF SEARCH COMMITTEES AND SEARCH COMMITTEE CHAIRS

GUIDELINES AND RECOMMENDED PRACTICES FOR CAMPUS VISITS BY FINALISTS

GUIDELINES AND RECOMMENDED PRACTICES FOR ENCOURAGING CANDIDATES TO ACCEPT OFFERS

### STATEMENT ON DIVERSIFYING THE FACULTY

The Faculty believes that the future quality of our institution depends on our ability to achieve greater diversity. The presence on campus of a greater number of faculty from underrepresented groups would enhance the intellectual life of the college, promote intercultural understanding, and provide new kinds of role models and mentors to all our students. Diversification, moreover, would help Scripps in keeping up with the changing emphases of contemporary U.S. scholarship as well as with the current and predicted demographics of this state. Without greater faculty diversity, we cannot recruit and retain a diverse student body. Although the college has already stated its intention in this regard, this goal will not be met without active, creative and renewed commitment on the part of all of us.

We are well aware that "diversity" can be given many meanings, not all of which may be germane to our present discussions. Continuing racial and ethnic inequities in our social structure need to be addressed and the disappointing statistics on our own faculty's composition suggest that we should begin at home. Accordingly, in this proposal we limit our definition of diversification to US academics from groups traditionally under-represented in US higher education (defined Federal Government terms as African Americans, Asian Americans, Hispanic Americans and Native Americans). Though this seems to us now the most urgent task, we would assert that real diversity can only be achieved by producing an atmosphere at Scripps that will be conducive to the work and well-being of minority groups of all kinds, whether ethnic, foreign, religious or based on class, gender, sexual orientation or physical disability.  
[Approved by Scripps Faculty 10/22/98]

## SUMMARY OF STEPS IN THE SEARCH PROCEDURE

(See the Faculty Handbook for a complete description of these steps)

New faculty positions (lines) are authorized by the Board of Trustees based on recommendations brought by the Faculty Executive Committee (FEC) on behalf of the faculty under the authority granted to FEC in Section 3.8 of the Faculty Handbook. These recommendations for new lines normally include broad descriptions of the new position. Likewise FEC decisions regarding the status of existing positions (lines) following a vacancy normally include broad descriptions of these positions.

1. The Dean of Faculty notifies APT, FEC and the chairs of hiring departments and programs of authorizations to fill (fund) vacancies and new positions.
2. The Dean of Faculty and the Associate Dean of Racial Equity meet with chairs of departments and programs authorized to fill vacancies and new positions in order to emphasize the College's commitment to diversity and to strategize ways in which the most diverse candidate pools can be developed.
3. Departments and programs authorized to fill vacancies or new positions propose members to serve on search committees.
4. APT, in consultation with the Dean of Faculty, reviews the proposed membership of search committees.
5. Following approval of the membership of search committees, search committees begin drafting position announcements consistent with the standard template for position announcements as well as the broad description of the position previously approved by FEC under the authority granted FEC in Section 3.8 of the Faculty Handbook.
6. The Associate Dean of Racial Equity meets with members of search committees (1) to share current assessments of the number of faculty of color and women faculty members at the College, (2) to discuss the specific outreach plans departments and programs have for developing a diverse candidate pool, and (3) to review the draft position announcement developed by the search committee. They also discuss (4) the selection criteria for the position and the systematic plan to be used by the search committee in evaluating candidates according to these criteria.
7. Search committees refine their draft position announcements and outreach plans for creating diverse candidate pools in light of their collaborative discussions with the Associate Dean of Racial Equity. They then submit (1) the position announcement to FEC for review and approval and (2) their outreach plans and proposed candidate selection criteria to APT for review and approval.
8. Following approval of the position announcement by FEC and the outreach plan and proposed candidate selection criteria by APT, the position is advertised by the search committee in accordance with the approved outreach plan.
9. After the search has been advertised and an initial pool of applications has been received, and prior to evaluation of the qualifications of applicants, search committees will submit to APT an initial report (Report 1) that must include (1) an analysis compiled by the Human Resources Department of the racial and ethnic diversity of the applicant pool as well as (2) a summary of the search committee's outreach efforts in light of the committee's previously approved advertising plan.
10. The APT, in consultation with the Dean of Faculty and the Associate Dean of Racial Equity, reviews Report 1. If the APT concludes that the search committee's outreach efforts were adequate, the search committee is authorized to proceed with its evaluation of the qualifications of applicants.

11. Following the search committee's evaluation of the qualifications of applicants and the development of a proposed short list of candidates (finalists) to visit campus, the search committee submits a second report (Report 2) to the APT describing the reasons why individual candidates were included in or rejected from the short list. This report must address the consistency of the selection criteria for candidates on the short list with the plan discussed by the search committee with the Associate Dean of Racial Equity and approved by APT prior to advertising the position.
12. The APT, in consultation with the Dean of Faculty and the Associate Dean of Racial Equity, reviews Report 2. If the APT concludes that the selection criteria employed by the search committee are consistent with the plan discussed by the search committee with the Associate Dean of Racial Equity and approved by APT prior to advertising the position, the search committee is authorized to invite finalists to campus.
13. Following APT's review and approval of Report 2, finalists are invited to campus for visits.
14. Following campus visits, the search committee submits a final report (Report 3) to APT summarizing the search process and rank ordering the finalists.
15. Following review of Report 3, the APT forwards a formal recommendation to the President. This recommendation constitutes APT's assurance to the President that in its judgement correct procedures have in fact been used, including careful attention to affirmative action to develop a diverse candidate pool, and that the final candidate's qualifications meet the criteria prescribed by the College's By-Laws.
16. The President reviews APT's recommendation and determines whether an offer should be authorized.
17. Once an offer has been authorized, the search committee works with the Dean of Faculty to encourage the candidate to accept the offer.

## ANNUAL ASSESSMENT OF NUMBER OF FACULTY OF COLOR AND WOMEN FACULTY AT THE COLLEGE (BY RANK)

## TEMPLATE FOR FACULTY POSITION ANNOUNCEMENTS

Every job advertisement should include advertisement should include the following sentences:

- a. Scripps College, a women's liberal arts college with a strong interdisciplinary tradition, invites applications .... [Approved by Scripps Faculty 12/7/2000.]
- b. Scripps College is one of the seven members of The Claremont Colleges cluster located 35 miles east of Los Angeles. Scripps College is one of the seven members of The Claremont Colleges cluster located 35 miles east of Los Angeles. In keeping with its ongoing commitment to build and support a diverse and equitable academic community, Scripps College actively encourages applications from women and members of historically underrepresented groups. Preference will be given to applicants committed to improving higher education for underrepresented students.
- c. Participation in the Core Curriculum in Interdisciplinary Humanities is expected. *(To be used with every full-time, tenure-track, or multi-year job description.)* [Approved by Scripps Faculty 2/12/2009.]
- d. The teaching load is four courses for the year and advising on senior theses is anticipated. *(To be used with full-time replacement positions.)*

All position descriptions must request a cover letter, curriculum vitae, and a minimum of either three letters of recommendation or the names of three professional references.

In addition, all position descriptions for tenured or tenure-track positions must request that candidates provide three statements – one addressing the candidate's teaching philosophy and experience, one describing the candidate's research, and one addressing how the candidate intends to contribute to the College's goal of improving diversity, equity, and inclusion on campus.

## GUIDELINES FOR ADVERTISING FACULTY POSITION ANNOUNCEMENTS

Searches should be broadly advertised beyond simply a department's main professional association. Recommended practices include utilizing all available avenues for publicizing the position, including national publications, personal contacts, list serves, mailing lists, professional and academic conferences, and websites.

In addition, in its consultations with the Associated Dean of Racial Equity prior to advertising the position the search committee will discuss how to search more actively for qualified candidates from historically underrepresented groups. Recommended practices might include placing advertisements in publications directed to members of underrepresented groups; establishing contact with minority caucuses and organizations so as to attract a larger pool of applicants from under-represented groups; sending personal letters to department chairs, mentors of graduate students, and potential candidates; making telephone calls to elicit responses from these letters; and attending presentations by senior and junior scholars of color at conferences and other professional settings.

The Associate Dean of Racial Equity, acting as the College's equal opportunity representative, may also develop or compile additional recommendations.

Each department should open and maintain a list of relevant contacts as well as candidates of color in various fields who have been suggested in the search process, noted at conferences, or otherwise come to faculty's attention. This list will aid not only in the search on hand but, over the long term, in future searches.

Additional recommended practices might include exploring the possibility of joint hires with the other Claremont colleges or with the ethnic studies intercollegiate departments across the consortium.

Finally, at the discretion of the Dean of Faculty's office, limited funds may be available for members of search committees who wish to attend conferences or meetings attended primarily by women and minorities in the field.

## DOCUMENTING SELECTION CRITERIA, OUTREACH EFFORTS AND APPLICANT POOL CHARACTERISTICS: DUTIES OF SEARCH COMMITTEES AND SEARCH COMMITTEE CHAIRS

Once a search has been authorized, the chair of each search committee will be provided by the Associate Dean of Racial Equity with a packet containing equal opportunity guidelines and relevant materials.

Chairs of search committees are responsible for generating a series of three formal proposals as well as three written reports. Those proposals and reports are summarized below.

As a general matter, the proposals refer to plans submitted by the search committee in order to assure a successful search, including efforts to diversify the candidate pool. These proposals are submitted to the APT or to the FEC according to their respective competences.

The reports constitute the search committee's assessment of its own efforts in implementing these plans. These reports are submitted to the APT in view of the broad authorities delegated to APT in Section 3.8 of the Faculty Handbook.

The written reports submitted by search committees must address the following:

1. Clearly elaborated selection criteria as well as a systematic plan for evaluating candidates according to those criteria. These criteria should include (a) teaching effectiveness, (b) professional achievement, (c) fit with field of expertise as defined in the job advertisement, (d) demonstrated commitment to racial equity and inclusion, as well as ( e) any additional criteria specific to the search. These criteria should be discussed during the search committee's initial meeting with the Dean of Racial Equity and must be approved by APT before the search is advertised.
2. Outreach efforts and advertising plan. The search committee should develop a plan for outreach and advertising consistent with the guidelines listed elsewhere on this website ("Guidelines for Advertising Faculty Position Announcements").

This plan should be discussed with the Associate Dean of Racial Equity and must be approved by APT before the search is advertised.

3. Analysis of racial and ethnic diversity of applicant pool. The Human Resources Department will develop and maintain records of the demographic composition of the applicant pool. The search committee will be supplied with the aggregate results of this assessment prior to evaluating the qualifications of candidates. (Data regarding the race or ethnicity of individual candidates will not be shared by the Human Resources Department with either the search committee or APT.) The search committee will in turn share these aggregate results with APT. The APT, in consultation with the Associate Dean of Racial Equity, will assess whether women and applicants of color are adequately represented in the applicant pool given the discipline, field and subfield.

To assist the APT and FEC in fulfilling their respective duties, search committee chairs therefore submit the following:

**PROPOSAL 1: SEARCH COMMITTEE MEMBERSHIP**

The search committee chair submits a list of the proposed members of the search committee as well as a justification for their inclusion (submitted to APT for review and approval prior to search committee formation).

**PROPOSAL 2: POSITION DESCRIPTION**

The search committee chair, acting on behalf of the search committee, submits a proposal for the position description (submitted to FEC for review and approval prior to advertising the position).

**PROPOSAL 3: OUTREACH PLAN AND SPECIFICATION OF SELECTION CRITERIA**

The search committee chair, acting on behalf of the search committee, submits (1) a proposed outreach plan as well as (2) specification of the candidate selection criteria to be employed by the search committee in evaluating candidates (submitted to APT for review and approval prior to advertising position).

**REPORT 1: ANALYSIS OF OUTREACH EFFORTS**

The search committee chair, acting on behalf of the search committee, submits a report including (1) the analysis provided by the Human Resources Department of the racial and ethnic diversity of the applicant pool as well as (2) a summary of the search committee's outreach efforts in light of the committee's previously approved advertising plan (submitted to APT prior to the evaluation of the qualifications of candidates).

**REPORT 2: ANALYSIS OF SELECTION PROCESS**

The search committee chair, acting on behalf of the search committee, submits a report describing the reasons why individual candidates were included in or rejected from the short list. This report must address the consistency of the selection criteria for candidates on the short list with the plan discussed by the search committee with the Associate Dean of Racial Equity and approved by APT prior to advertising the position.

**REPORT 3: SUMMARY OF SEARCH PROCEDURES AND OUTCOMES**

The search committee chair, acting on behalf of the search committee, submits a report summarizing the search process and providing a rank ordering of finalists. The finalists' vitae are attached to this report.

## GUIDELINES AND RECOMMENDED PRACTICES FOR CAMPUS VISITS BY FINALISTS

In addition to the general guidelines for campus visits provided in the Faculty Handbook, search committees are asked to bear the following in mind:

Normally, finalists for a tenured or tenure-track position will be invited to campus to demonstrate classroom teaching and present their research.

Best attempts will be made by the search committee to assemble as diverse of a student cohort as possible for the classroom teaching demonstrations.

At the end of the visit, the search committee chair will gather structured, written feedback from all who have met with the candidates, including students. Such feedback must explicitly solicit input regarding the candidates' commitment to racial equity and inclusion and to their ability to improve higher education for underrepresented students.

The chairs of Asian American Studies, Africana Studies, and Chicana-Latina Studies should also be contacted as appropriate to arrange meetings with candidates, in consultation with the Associate Dean of Racial Equity.

## GUIDELINES AND RECOMMENDED PRACTICES FOR ENCOURAGING CANDIDATES TO ACCEPT OFFERS

Once an offer has been made to a candidate, the chair of the search committee should be encouraged to make extra telephone calls to the candidate in order to signal our seriousness. Other faculty should also be encouraged to contact the candidate indicate the intellectual engagement of the department and of the College's wider community with the candidate.

As a faculty, we must be concerned not only with the recruitment but also the well-being of all faculty members. We should strive to create a climate of acceptance, trust and mutual appreciation in which all faculty members, and especially newly hired faculty, feel supported and valued. This entails not merely personal relations but the whole intellectual atmosphere of the college and asks us to move beyond passive tolerance of different scholarly or pedagogical aims to an active encouragement of a diversity of intellectual projects.