

Search Committee Guide for Faculty Hiring

Developed by the Faculty Search Guideline Task Force
as commissioned by the RIC Council

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Table of Contents

1. Overview and timeline
2. Preparing and posting the job description
3. Forming and preparing the search committee
4. Strengthening the candidate pool
5. Reviewing the candidate pool
6. The interview: arranging the visit and planning the candidate's time on campus
7. Ranking the finalists
8. Completing the search
9. Appendices
 - Please note: the position form (Appendix A) and the affirmative action form (Appendix I) need to be developed by HR and approved by the faculty union and College Council before being included in this guide.**
 - A. Position form and sample job description
 - B. Diversity Statement
 - C. Interview questions to avoid
 - D. [Organizing Committee Members Schedules](#)
 - E. [Rubric for Reading Applications](#)
 - F. [Document to Log All Candidates in Initial Screening Phase](#)
 - G. [Internal Interview Day Schedule with committee notes](#)
 - H. [Attractive Interview Day Schedule for the candidate](#)
 - I. [Affirmative Action Digital Form](#)

1. Overview and Timeline

This guide represents the official college policy, as agreed upon by both the RIC Council and the RIC faculty union, on every element of conducting a search for a full-time faculty member. If department bylaws are in conflict with any part of this guide, the guide supersedes those bylaws, which should be revised by the relevant department to be in line with the guide.

As the following guide makes clear, among the college's paramount concerns are increasing the diversity of the faculty and treating every candidate fairly and respectfully. In recent years, the composition of our student body has been rapidly changing and diversifying. Our students increasingly identify as racial and ethnic minorities, as LGBTQ+, as veterans, as students with disabilities, and as students of all ages with work and family commitments. Our faculty must support and reflect this diversity. As the Association of American Colleges and Universities (AAC&U) recommends, academic excellence requires attention to "diversity and equity as fundamental goals of higher education and as resources for learning that are valuable for all students, vital to democracy and a democratic workforce and to the global position and wellbeing of the United States" (www.aacu.org).

This guide offers help in broadening and strengthening the candidate pool for faculty searches. Search committees must ensure that every search is intentionally designed to invite and encourage diverse candidate to participate in all portions of the application and interview process. Further, all aspects of a search must be accessible for candidates with disabilities and search committees should be prepared to address the issue of disability accommodations, should that be necessary.

The search process normally begins early in the spring term of the academic year before the search, with department chairs requesting searches from their deans. Department chairs are asked to provide a rationale for the position that includes several items, such as a specific description of the need for the faculty, information about enrollment and the trajectory of the program in which the faculty member will teach, the employment outlook for graduates and an indication of the likely teaching assignments for the position. Each dean compiles a list of requested searches in priority order and forwards it to the Provost for consideration, early in February. The Provost works with the deans and the budget office to finalize the college wide list, to be completed usually by June. The President authorizes a search. The Provost then notifies the dean, who notifies the department chair, and the formal search process begins, as outlined in this guide.

The suggested timeline for the tenure-track search:

September/October	write job description and post; form search
	committee

November-January	search committee reviews applications and develops short list
January-March	Skype/Zoom or phone interviews (if desired); on-campus interviews with finalists
March-April	recommendation for hire made to dean by department chair; dean brings recommendation to Provost; Provost brings recommendation to President
April-May	offer made to chosen candidate after President's approval

The goal is to complete the process by the end of the spring semester in order to have a faculty member join the college for the fall semester. In some cases, candidates may choose a January starting date if the dean and Provost approve. Should the primary candidate decline or be unavailable, the department chair will confer with the search committee (and with the DAC if department bylaws require) about making an offer to another candidate from the final pool and will notify the dean.

If the search is unsuccessful, the department chair will discuss with the dean and Provost the option of another search, typically for the subsequent academic year.

2. Preparing and posting the job description

The position description (see appendix A) should be written by the chair in consultation with the DAC and/or other members of the department. The description includes three areas: Position Summary, Required Qualifications, and Preferred Qualifications. Keep the following points in mind:

- The Position Summary should include as much information as possible while remaining brief enough to post in a wide variety of formats.
- Be clear about what you want, and at the same time cast a broad net and craft a summary description that will encourage applications from diverse groups of candidates. Check section 4 of this guide before drafting the job description.
 - Narrowly defined positions may limit the applicant pool by discouraging potential applicants. “American History” sends a different message than “American History including (or especially) histories of ethnicity, race, and/or gender.”
 - Think about the future needs of the department: demographic and disciplinary trends suggest that the future of RIC will be more diverse in terms of the student body and curriculum.
 - Pay close attention to the language you use in describing the position and qualifications. Terminology associated with “masculine” attributes (e.g., competitive, dominant, forceful) should be avoided in favor of more gender-neutral terms: (e.g., accomplished, successful, committed). Review the materials on diversity and bias.
- Required Qualifications: Be precise about what is actually “required” and what is “preferred” in terms of qualifications and duties.
 - Anything that you list as “required” constrains the committee to discard any application missing that piece.
 - Wherever appropriate, use “preferred” instead of “required,” and “should” instead of “must” when describing qualifications and developing criteria.
- Under preferred qualifications include a statement that reflects RIC’s commitment to creating a diverse academic community (see appendix B for examples).
- Bear in mind that a job description cannot go beyond the requirements of the contract. See the standard position form and sample job description in Appendix A.
- The summary description will be the posting.
- The chair decides where the job posting will be placed and contacts Human Resources, which pays for one advertisement. The default posting site for Human Resources is *The Chronicle of Higher Education* online, but the chair may request an alternative site for advertising. The department may be responsible for the costs of any additional job postings.

Note that joint appointment positions have a specific process that must be followed per the faculty contract:

(10.44) Upon initiation of a search for each joint appointment, and for each current joint appointee, an MOU will be created by both the Home and Secondary Departments that will clarify the expectations of the joint appointment as related to teaching load in each department. The MOU will conform to the Collective Bargaining Agreement. For joint appointment positions being searched, the MOU will serve as the basis for the advertisement of the position, and all candidates for the position are to be made aware of the MOU. The MOU must be agreed to by both Deans and the VPAA, with the consultation of the President of the RIC/AFT.

In the process of posting the job description, the Human Resources office will also request a “Rationale” for the position. The search chair should draft a rationale in consultation with the DAC and/or other members of the department. See samples at the bottom of [Appendix A](#). Note that the first posting is paid from Human Resources’ budget, with the department budget responsible for additional postings. It is wise, then, to prioritize the posting list to Human Resources so that their budget covers the most expensive listing.

3. Forming and preparing the search committee

Forming the search committee

Once a search has been approved by the administration, keeping in mind the Rhode Island College mission, vision, and strategic plan, a search committee shall be formed. The department chairperson is charged with the responsibility of determining the members of a search committee. As long as they do not conflict with this guide, department bylaws may specify the department's method of search committee selection (e.g., some departments require that a member of the DAC be on each search committee or that the faculty member closest to the field of specialization shall serve as search chair or the like). Under normal circumstances, the department chair should not serve on the search committee; exceptions include departments so small that keeping the chair off the search committee would be impractical.

- The department chairperson in consultation with the department faculty and/or the departmental advisory committee (DAC) will put out a call for faculty members who are interested in participating in the search.
- The department chairperson shall, to the extent possible, seek to construct a committee that is attentive to a diverse representation of the college faculty body.
- Normally, the committee should be composed of at least three faculty members and may be larger depending on the size of the department and/or the desired makeup of the committee. The school dean should be consulted if committee membership is to exceed six; however, in no circumstances can a search committee be fewer than three.
- In cases where there is a search for a joint appointment, at least one representative of the budget line department and one representative from the joint department will be included on the search committee.
- A search committee for a position within an interdisciplinary program or for a joint appointment will be organized by the chairperson of the department from which the position will be managed (the department in which the tenure line is housed). The chairperson will include search committee members from the respective program, the "host department," and other departments that are involved with the specific program.
- Identification of potential conflicts of interest must be made as soon as possible. Personal knowledge of a candidate by any search committee member does not inherently constitute a conflict of interest. For example, a candidate could be a current or former adjunct in the department and thus be known by members of the search committee. However, great care must be taken to ensure that this prior knowledge does not impede a search committee member's ability to review applications fairly. A search committee member must recuse themselves in the case of a known conflict. In the event a member refuses to recuse the committee chair shall notify the department chair who will make the final determination, consulting with the Affirmative Action/EEO Officer if desired. The department chair will modify the committee membership by choosing an alternate individual to serve in the place of the recused member.

A sample document template for organizing the Search Committee and their schedules can be found here in [Appendix D](#).

Preparing the search committee

Faculty are the most valuable resource of any educational institution, and the recruitment and retention of an outstanding faculty is one of the most important tasks we undertake. The primary role of the search committee is to identify and attract a diverse pool of highly qualified candidates from which to select a future colleague who will bring to RIC a set of skills, life experiences, and perspectives that will add to the quality and richness of our academic community. Hiring faculty can be among the most time-consuming and rewarding service experiences faculty undertake, and, because of its importance, it is recognized as a contribution to the college through the service criterion in faculty evaluation.

The committee should strive to:

- Identify a highly qualified person who fits the requirements for the position
- Increase diversity among the faculty
- Ensure a fair, objective and collegial process
- Ensure, through consultation with the Title IX officer, that the search conforms to legal guidelines.

An important consideration at the beginning, and throughout the process, is to minimize implicit bias and other subjective considerations that might eliminate highly qualified and well-matched candidates from the pool. Committee members must read and understand the materials related to diversity and bias provided by the Office of Institutional Equity and return to those materials throughout the search process. Each search committee member should understand that a candidate's contribution to increasing the diversity of the department and the college is an asset that should be considered.

From the outset, and throughout the search process, committee members must remind themselves to be as objective and fair as possible. The maxim "treat each candidate equally" throughout the process should be kept in mind at all times.

Search committee members should be reminded at this point not to discuss any element of the search with candidates or potential candidates.

Checklist for preparing the search committee:

1. Attend a meeting/workshop on recruitment and the search process, including diversity/bias training provided by the Office of Institutional Equity.
2. Search Committee should review and discuss materials provided by the Office of Institutional Equity and all related information (e.g., RIC procedures and policies) as well as relevant ethical and legal concerns, such as potential conflicts of interest.
3. Review the job description and discuss it as a committee.

4. Review this Search Committee Guide, and all related information including RIC procedures and policies, and related ethical and legal issues.
5. Discuss as a committee the challenge of implicit bias and the goal of performing a fair, equitable, objective, and transparent search process that considers each candidate on merit.

FIRST STEPS FOR THE SEARCH COMMITTEE (AT THE FIRST MEETING)

([Appendix D](#) may be helpful in organizing Committee Information)

1. Define roles for committee members
 - The search committee chair normally has the following responsibilities
 - To convene the committee and schedule the search (see above).
 - To serve as liaison between the committee and the department chair.
 - To serve as the primary contact for applicants and candidates.
 - To keep records on PeopleAdmin.
 - To fill out appropriate forms for Human Resources and the Office of Diversity, Equity, and Inclusion including Affirmative Action forms (see [Appendix I](#)).
 - To keep other search records in a secure location and control access to them.
 - To delegate other responsibilities.
 - Other responsibilities that may be delegated to committee members include:
 - Communication/correspondence.
 - Travel and meal arrangements for candidates.
 - Interview arrangements and hosting.
2. Develop a timetable for the search ([Appendix D](#)). At a minimum, the chair of the committee, in consultation with the committee members and department chair, should establish the following as soon as possible.
 - a. Date for posting position description
 - b. Closing date for applications (if applicable; Human Resources offers several options for closing dates, including leaving the search open until filled)
 - c. Dates for first meetings to create a short list (if applicable)
 - d. Date for meeting to determine finalists
 - e. Potential dates or time-frame for interviews

Establish process and policies for evaluation applications (see Section 5.) A template rubric for evaluating candidates can be found in [Appendix E](#).

4. Strengthening the candidate pool

Search committees should commit to attracting a broad and diverse pool of qualified candidates. In addition to crafting the job description carefully so that it is as inclusive as possible of underrepresented groups (see section 2), each search committee should work with the department, school, and college to publicize the position extensively. Specific useful actions include:

- Advertise not only in the major journals in the field, but also in journals, in other media, and/or on listservs targeted at underrepresented groups, including minority caucuses of professional organizations.
- Update your department's website. Be sure the website is welcoming to all people, including being free of biased language.
- Send your job posting directly to directors of graduate study at universities (most professional organizations maintain a list of department chairs and directors of graduate study) in order to reach new Ph.D.s just entering the workforce.

Members of the search committee are cautioned against using their personal or professional networks to spread the word or recruit candidates for academic job openings, beyond what is outlined above. Although this may seem efficient, this approach has been shown to work against increasing diversity because it tends to maintain the status quo. If members of the department have connections to networks that include underrepresented people, then calling on those networks could be helpful, but otherwise caution is advised.

Relevant section of the faculty contract:

(7.2) All new and vacant faculty positions shall be posted on the bulletin board of the academic department in which the vacancy exists for five (5) working days. All employees, part-time or temporary, applying for a continuing position, shall make a request to the appropriate department chairperson by the deadline set for the receipt of any applications.

5. Reviewing the candidate pool

Before beginning to review applications, the search committee chair should:

1. Convene the search committee for an initial meeting with representatives from the Office of Institutional Equity, who provide training on compliance with Affirmative Action program procedures.
2. Create a file (both electronic and physical) that will include:
 - Interview rating forms (if used) -- see templates in [Appendix E](#) and [Appendix F](#)
 - Any correspondence outside of PeopleAdmin
 - Materials submitted outside of PeopleAdmin, if any
 - Other documentation that pertains to any candidate
3. Organize search materials so that, if necessary, details of the process and documentation of the decisions can be retrieved easily both during the search and after the search has ended. [Appendix F](#) can be adapted for each search and may be a useful resource for documentation. Because RIC is a public institution, documents generated by the screening and search committees may be considered public records subject to disclosure. Likewise, if a discrimination action is filed, investigating agencies will have access to search and screening committee records.
4. Remind search committee members that they should not share any information about candidates or their status with anyone outside of the department or the search process. Do not share any information about candidates or the status of the search with internal candidates, except for information that is available to all candidates. In addition, only the search committee chair or their designee are allowed to be in direct contact with any candidates.
5. Manage the search in PeopleAdmin including changing the status of applicants as the process moves forward.

Preliminary review for minimum qualifications (see rubric in [Appendix E](#)) All committee members must each carefully and individually review each applicant's vita and letter to determine if they meet the position's minimum advertised required (not "preferred") qualifications. *All those who meet the required qualifications should advance to the next step.* The status for all those who do not meet those required qualifications should be changed in PeopleAdmin by the search committee chair on the "Change Applicant Status" page, where the dropdown menu options include "Does not meet minimum qualifications." That option should be selected.

Review for further consideration, including interviews

Relative weights of criteria, if used, should be developed and assigned prior to the review of any application judged to have met the minimum required qualifications. Decide what weight will be given to those who may fulfill one or more of the diversity goals of the department. Variations in the application of weighted criteria among different candidates are illegal and may lead to allegations of manipulation to select a particular candidate.

The committee members should each carefully and individually review each applicant's file to identify those candidates they believe should be further discussed. Again, [Appendix E](#) can be useful to ensure consistent review of all candidates. Each member should note reasons for each judgment about a candidate. Only job-related reasons can be used to advance candidates or exclude candidates from advancement in the search process. Objective criteria are less susceptible to legal challenge. Any subjective criteria must be related to the position in question (e.g., leadership ability for program coordinators).

The committee should then meet to discuss the candidate pool, and to seek consensus on a short, ranked list of top candidates for more detailed consideration. (See [Appendix F](#) for template—if each search committee member enters ranking in advance, it can save hours in face-to-face meeting.) This list may be as many as ten to twelve for phone or Skype/Zoom interviews. Although only three candidates are normally brought to campus for interviews, it is wise to have a list of 7-8 after the phone or Skype/Zoom interviews in case some candidates have already accepted jobs or turn down the interview for other reasons. It is good practice to spot-check the qualifications of the candidates on the short list. For publications, check at least one table of contents online.

Contacts with candidates or any other individuals concerning any aspect of the search should be made only by the department chair or search committee chair. Telephone contacts with candidates should be limited to standard questions agreed upon in advance. Notes of responses should be made for subsequent committee use.

Following the chair's approval of the short list, the department chair should forward that list to the dean for an okay to invite candidates to campus. After inviting candidates to campus, the search committee chair should then change the status of these candidates to "Interview Pending" on PeopleAdmin.

6. The interviews: Setting up Phone or Skype/Zoom interviews; Arranging visit and planning candidate's time on campus

The campus interview is the best opportunity to get to know each candidate. At the same time, it is our best chance to give potential colleagues an honest and positive impression of ourselves, the College, and the community. We should remember that if up to this point our job has been to judge, screen, and select, we now take on the additional role of hosts, and as such we should do all we can to make the candidates' visits as smooth, professional, positive, and stress-free as possible.

Once the committee has decided on the finalists for phone or Skype/Zoom interviews they should draft a schedule for these sessions, planning on no more than 30 minutes per candidate. The questions asked of all candidates should be identical. After the phone or Skype/Zoom interviews, the committee should draft a schedule for on-campus interviews, keeping in mind that it is typical to give candidates two weeks' notice to make arrangements. (The Calendar Template in [Appendix D](#) can assist with this process.) Doing so now allows the committee to determine how long each candidate will be on campus, and allows the candidates to arrange their travel accordingly. Once the list of finalists has been approved by the department chair, taking into consideration the search budget okayed by the dean, the chair of the committee should email each candidate with the date(s) of their interview and ask them to make travel arrangements that allow them the needed time on campus. Once each finalist has confirmed their date, the committee chair should develop a detailed schedule for their time in Providence. (See [Appendix G](#) for a template for the committee to use, and [Appendix H](#) for a more polished version to share with the candidate.) Once this schedule is confirmed, it should be sent to the candidate, the search committee, and anyone else (deans, etc.) that will be meeting the candidate. This schedule should be sent to them as soon as possible, but at least several days before the candidate arrives on campus. The schedule should include names (of chairs, deans, committee members, etc.), times, and details about transportation (who is collecting them at the airport, bringing them to dinner, etc.). In short, don't leave the candidate wondering about any of these details.

The schedule for each candidate visit must include:

1. Transportation and hotel arrival/checkout

- Candidates normally arrange their own travel to Providence (airfare, train, etc.), and are reimbursed by the College.
- The chair of the search committee normally arranges the hotel from the list provided by the Accounting Office and asks that office to make the reservation (which will be paid directly by the college). Choose a good hotel from the list, preferably downtown so that candidates may walk around the city in their free time. Normally, the college pays just for one night, but that may vary based on the distance the candidate is traveling and the times of

flights. An additional night must be approved in advance by the provost's office.

- A member of the department should be designated to drive each candidate to and from the airport, to the hotel, to campus, to dinner, on tours, etc. In some circumstances (e.g. late arrival), the candidate may take a cab or ride share service and be reimbursed. However, members of the committee should be impressed with the importance of the interview, and not allowed to beg off because of personal schedules/convenience.

2. A schedule of the interview day(s)

The following items **MUST** be included in the campus visit. To accommodate various schedules, the order of the items may vary among the candidates. Make sure to schedule small (15 minute) “breaks” for the candidate throughout the day so that they may use facilities, collect their materials before teaching/research presentation, or take a breath!

- Meeting with search committee (1 hour)
 - Develop a list of questions to ask all candidates
 - Review the list of questions to avoid in [Appendix C](#)
 - Craft questions that allow for discussion—avoid questions that can be answered with a “yes” or “no”
 - Try to create a conversational atmosphere—avoid “question-answer- next question” format
- Meeting with department chair(s) (30 min-1 hour)
 - Discuss expectations of position, including teaching expectations
 - Provide information about research funding available, course release, etc.
 - Discuss tenure expectations
 - Provide time to answer questions from the candidate
- Presentation(s): either a teaching demonstration, a presentation of research, or both (1 hour)
 - This should be consistent among candidates—do not ask one to do a teaching demonstration and another to do a research presentation
 - Remember to ask candidates about any technology requirements well ahead of time
 - Tell each candidate about the expected audience and format well ahead of time
- Opportunity for interaction with department members (this can be a question period after the presentation, or a separately scheduled “open house”)
- Meeting with dean (30 min-1 hour)

- Opportunity for interaction with students (this can be, for example, a lunch)
- Meeting with Provost/VPAA (30 min)
- Evening meal with committee members (check with the dean to get the budget for this meal)
 - Be sure to ask about any dietary restrictions.
 - It can be friendly to offer candidates a range of options from which to choose. Keep in mind that this is an opportunity to show off our city.
 - Be aware that the state will not reimburse for alcoholic beverages, which should therefore appear on a separate receipt from reimbursable expenses.
- Final meeting with the chair of the committee (or their deputy)
 - Give candidate link to expense form, as well as hard copy, and a hard copy of IRS form, along with a self-addressed, stamped envelope for these items to be returned to the chair with receipts for reimbursement
 - General overview of the search schedule (i.e., when the committee hopes to make a decision).

May include (but these should be consistent for all candidates):

- Breakfast with committee member(s).
- Campus tour—candidates may be asked if they have specific buildings/facilities they wish to see.
- Other campus meetings—ask each candidate whether there are particular individuals or groups they would like to meet with.
- City tour—ask candidates if there is something in the area they'd like to see, a neighborhood they'd like to visit, etc.
- “Downtime” for the candidate—an hour where they may explore on their own, sit in a café, the library, an empty office, their hotel before dinner, etc.

It sometimes happens that an applicant for a position already works at RIC as an adjunct or fixed-term professor, or in some other capacity. In these cases it is particularly important that everyone involved with the search be sensitive to the necessity of treating each applicant the same. There will be gray areas, but in all cases the chair and members of the search committee should err on the side of caution and fairness. The chair, for example, may not communicate to the committee the contents of the candidate's teaching evaluations unless similar documents are required of all applicants. Likewise, the local candidate should not be given any information about the search not available to all other candidates. Such potential candidates, for example, must be excused from all faculty meetings where the search is discussed. If telephone interviews are involved, it would be best to conduct that interview by telephone and not in person. Should an inside candidate become a finalist, the committee should strive to make their interview as much like the others as possible. A local candidate may choose to forgo a hotel and driver, but those

should be offered. Then, too, if a teaching demonstration is part of the interview, the class selected should, as far as possible, be made up of students unknown to the candidate. Treat inside candidates with the same respect and professionalism and show them the same hospitality that you offer to other candidates.

7. Ranking the finalists

After the campus visits, the Search Committee must meet to review all relevant information about the candidates and make a final ranking of candidates. The committee's role is to:

- Collect and synthesize feedback on each candidate from all interviews and presentations in an attempt to quantify the specific strengths and weaknesses of each candidate.

Additional sources of feedback might include assessment instruments for each candidate's public presentation (recital, research seminar, etc.) from students (undergraduate and graduate) and faculty. Whether for members of the search committee or for the faculty or student body at large, each assessment instrument should strive to contain some kind of quantitative measure, as in a numerical ranking system that addresses how well individual candidates satisfy specific job qualifications.

- Evaluate each candidate for their full range of strengths and potential contributions, including contributions to the diversity and inclusivity of the department.
- Present their consensus recommendation (and rankings for all the interviewees) to the department chair to the DAC.

The department chair, after consultation with the search committee and either the department advisory committee or the department as a whole, will make the chair's recommendation and forward it along with the search committee's recommendation to the appropriate dean (per article 7.1 of 2018-21 Agreement).

The final decision on appointment of any new faculty member shall be made by the President upon the recommendation of the Provost/VPAA after reviewing the recommendation of the appropriate dean and the department chair. The department chair shall be notified within two (2) weeks of the President's action on the recommendation.

If the President, after consultation with the appropriate administrative officers, finds reason to reject a recommendation for appointment, then the President shall transmit the reasons in writing to the department chairperson concerned.

If the appointment is approved by the President, the committee chair will:

- Make a change in status within PeopleAdmin and
- Complete the [Affirmative Action Monitoring Report](#) Digital Form prior to creating a verbal offer or hiring proposal.

The salary amount proposed as part of the hiring proposal will depend on the applicant's possession of a terminal degree, their rank, and years of teaching experience. The Human Resources office makes this determination in consultation with the Provost/VPAA and the dean of the school.

Normally, either the department chair or the dean then telephones the candidate to informally offer the position. The dean will then work with the candidate and department chair on finalizing an offer, which will include the effective date of appointment, rank, specific salary, tenure credit for previous experience, and specific degree expectations for promotion and/or tenure, if applicable. The official offer letter is then sent via email to the candidate from the President or the President's designee. If negotiation of terms is required, approval will be needed from the Provost and President. The committee and others should not contact or negotiate with the candidate during this process except at the request of, or with permission by the dean, normally to provide specific information requested by the candidate.

Relevant sections of the faculty contract:

(7.1) New faculty shall be recommended initially by the department chairperson after consultation with the search committee, and either the departmental advisory committee or the whole department. The procedures in arriving at such recommendations shall be in compliance with applicable provisions of state and federal laws dealing with equal employment opportunity. The final decision on appointment of any new faculty member shall be made by the President upon the recommendation of the Provost/Vice President for Academic Affairs after reviewing the recommendation of the appropriate dean and the department chairperson. The department chairperson shall be notified within two (2) weeks of the President's action on the recommendation through return of the appointment form and/or on-line hiring proposal. (See Article V, Part A, Section 5.1, and Article VI, Part B, Section 6.3.)

[7.2 in section 2]

(7.3) Faculty representatives in the department in which a candidate for a full-time teaching position is being interviewed shall be invited to participate in the campus interview process. The department chairperson shall provide such representatives with the date and time at which a candidate for a position will be on campus and be available to meet with them. The interviewing process shall include an opportunity for a candidate to talk with department faculty who have no administrative functions.

(7.4) If the President, after consultation with the appropriate administrative officers, finds reason to reject a recommendation for

appointment, then the President shall transmit the reasons in writing to the department chairperson concerned.

(7.5) The terms and conditions of each appointment, including the effective date of appointment, rank, salary, and tenure credit for previous experience, and specific degree expectations for promotion and/or tenure shall be set forth in writing and sent to the candidate by the President or the President's designee before the candidate accepts the position. A copy of such communication shall be provided to the RIC/AFT at the time the candidate is appointed. All appointees shall receive a copy of the current Agreement prior to the effective day of appointment. All faculty shall receive a copy of the College Handbook of Policies, Practices, and Regulations early in the academic year.

(7.6) New faculty shall be recommended initially for joint appointments by the chairperson of the budget line department after consultation with the chair of the joint department and the respective departmental advisory committees. Each faculty member with a joint appointment will be provided one (1) Faculty Load Hour (FLH) for serving as a joint appointment. All applicable provisions of Article VII, Part A of the Agreement shall be employed for new joint appointments.

Faculty members with appropriate qualifications originally appointed to a single department may request a joint appointment through their department chairpersons. These joint appointments must be approved by both departments, appropriate deans or directors, the Provost/Vice President for Academic Affairs and the President. The terms and conditions of the appointment, including its anticipated duration, shall be set forth in writing consistent with the requirements of Article VII, Part A, Section 7.3 in the Agreement.

From Appendix A of the faculty contract:

A.5 Starting Salaries:

Beginning in 2019-2020, minimum starting salaries for a new Assistant Professor shall be arrived at using the following formula:

1. The faculty member shall be paid the base minimum salary in rank for their relevant Salary Chart,
2. Plus one additional salary increment for a terminal degree, and
3. \$530 for each year of experience of teaching at the collegiate level, or each year of other relevant experience.

If market considerations suggest that faculty members should be hired at a salary higher than the base minimum of the relevant salary increment chart, the department chair may recommend a higher base minimum salary, which must be approved by the Dean and the Provost/VPAA. Upon a successful hire, that new base minimum salary shall then be used in part 1 of the above formula. Faculty members shall be placed according to this salary into the appropriate increment, and will progress as identified in A.3 and A.4.

8. Completing the Search Process

Documentation of the search process is maintained in PeopleAdmin in an ongoing fashion. Updates to status of candidates who were interviewed will need to be made once a candidate has been recommended for hire and has accepted the offer.

PeopleAdmin has a drop-down list of options for status change. Examples of the most common status states include candidates who did not meet the criteria for the position, candidates who were not considered for interviews, candidates who were interviewed but not hired, and candidate(s) who were interviewed and recommended. In some cases, alternative candidates will be identified as potential for hire in the event a position is not accepted. In addition to status change, PeopleAdmin will also require a reason for the candidate not being hired. A drop- down list of options is also provided in PeopleAdmin.

The search chair should notify candidates who were interviewed—whether by phone, Skype, or in person—but not selected for the position. Email or personal contact with candidates who were interviewed but not selected is customary and appreciated by the unsuccessful candidates. Care should be taken when a candidate asks for a reason for non-selection as responses can be misconstrued. In most cases a simple statement such as “A different candidate was selected” is sufficient.

Candidates who were not selected for interviews will be notified via email through PeopleAdmin.

In addition to the documentation within the PeopleAdmin system, the search committee chair should organize and secure all search documents for easy retrieval if needed in the future. Some materials such as documents and flow are primarily stored in PeopleAdmin, however any other documentation should be maintained in a secure, locked file within the department for a minimum of two (2) years.

APPENDIX A

Position form [to be provided by HR]

A sample job description:

Position Summary: *This section should include the title, department, indication of full/part-time status, essential duties, and an indication of any area of specialization that might apply. This section should also include general language that reflects the expectations for tenure and promotion (advising, service, research/professional engagement). Example:*

The Department of X at Rhode Island College invites applications for a full-time, tenure track position at the rank of XX. The department seeks a teacher/scholar who specializes in X. [Be imaginative here, and use language that encourages a diverse group of applicants.] Essential duties include teaching courses X, Y, and Z, student advising, service, and scholarship/creative work as well as other forms of professional engagement. The successful candidate may also teach other courses as assigned by the department chair. We seek candidates whose background, teaching interests, and research agenda will help foster diversity in the College.

Required Qualifications: *This section should list only non-negotiable, required qualifications. For example, if the department is willing to consider ABD, it should not state "PhD required." If any doctoral degree is potentially appropriate, then "terminal degree" or "earned doctorate" should be used instead of "PhD" or "Ed.D." Likewise, think broadly about the required discipline. In some cases "PhD in Sociology" would eliminate candidates with degrees in, say, American Studies, whose research and teaching would otherwise make them strong candidates. Here are some things that might be listed under "Required Qualifications":*

- Degree(s) and area(s)
- Other training/certification
- College level teaching experience
- Record of or potential for active research agenda

Preferred Qualifications: *This is another good place to include language that signals our commitment to diversity. Here are some examples you might use. NOTE: The RIC/AFT contract does not allow search committees to require candidates or eventual faculty to serve as department chair or perform any other administrative duties.*

- Experience in multicultural education
- Experience working with diverse populations
- Experience working with, teaching, or mentoring diverse groups or diverse students.
- Commitment to fostering diversity of the campus, curriculum, and discipline.

APPENDIX B: DIVERSITY STATEMENT

Rhode Island College recognizes that U.S. society as a whole is characterized by its rich diversity, that this diversity is a basic strength, and that such diversity is expected to increase in the future, both within society at large and within the College community. RIC recognizes how essential diversity and inclusion are in an educational environment informed by cultural inquiry and designed to stimulate critical and creative thinking. As an institution of higher education, the College is committed to promoting an understanding of and appreciation for the increasingly diverse backgrounds and beliefs of those who comprise the College community, as well as the larger community of which Rhode Island College is a part. As an Affirmative Action/Equal Opportunity institution that values and is committed to inclusion and expanding the diversity of its faculty and staff, the College invites members of protected classes, including minorities and persons with disabilities, to identify themselves as such at the time of application.

APPENDIX C: INTERVIEW QUESTIONS TO AVOID

It is illegal for an employer to discriminate against a job applicant because of race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), age, national origin or disability. You may not ask about anything not job related, such as age, marital status, sexual orientation/identity, religious, political or social affiliation, ethnicity, whether they have children (or plan to have children), or any other personal information. Although it is unlikely that any search committee would have such questions on their interview list, search committee members need to be vigilant about questions that may be intended as friendly chit-chat over lunch or dinner but that in effect solicit disallowed information.

Some examples include:

Where are you from originally?

Where did you grow up?

Are you married?

What does your partner do for work? Do you have children?

Do you plan to have any children?

Does your family have any holiday traditions?

When did you graduate from high school?

I can't believe the crazy stuff [insert politician's name here] is doing, can you?

APPENDIX D: Organizing Committee Members Schedule

This template is designed for committee use and must be accessed electronically in order to customize for an individual search

APPENDIX E: Rubric for Reading Applications

This template is designed for committee use and must be accessed electronically in order to customize for an individual search

APPENDIX F: Document to Log All Candidates in Initial Screening Phase

This template is designed for committee use and must be accessed electronically in order to customize for an individual search

**APPENDIX G:
Internal Interview Day Schedule with committee notes**

This template is designed for committee use and must be accessed electronically in order to customize for an individual search

**APPENDIX H:
Attractive Interview Day Schedule for the candidate**

This template is designed for committee use and must be accessed electronically in order to customize for an individual search

**APPENDIX I:
AFFIRMATIVE ACTION Monitoring Report**