

Teaching Faculty Search Procedures

Antioch College

Office of the Interim President and the Interim Academic Administrator

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This manual is intended for those directly involved in faculty searches as well as those interested in the searches for teaching faculty for the College.

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I. Step by Step Procedures for Searching for, Interviewing, and Appointing Teaching Faculty

1. Antioch College's President (both interim and permanent) is responsible for the appointment and contract renewal of Antioch's teaching faculty and for recommendations to the Antioch Board of Trustees for tenure. The President receives advice and recommendations for appointment of teaching faculty from a review committee appointed by the President and convened by the Interim Academic Administrator. If the search committee can't agree, the lack of agreement and the reasons for it will be communicated to the President, who will make the decision.
2. Throughout the process the Consultant for Accreditation should be kept informed of progress of the searches.
3. Interim Academic Administrator (IAA) has conversation with the President about the nature of the position and the specialties within the discipline which might be required for the responsibilities of the position. At the same time places to advertise and the timeline for recruiting and hiring are specified. Based on those discussions, the final position description, list of places to be advertised (i.e., advertising strategy) and the time line are filed.
4. The Interim Academic Administrator (IAA) assembles a list of potential members of the review committee for each position. The list will include (but may not be limited to) people with terminal degrees in the field of the search.

5. The IAA gets approval for the membership of the committee of two or three people from the president.
6. Once the committee is approved the draft position description is shared with them and the president for approval.
7. The search strategy involves use of a number of different publications whose cost varies considerably therefore several versions of the position description of different lengths may be needed.
8. The search strategy should involve a timeline for submission of ads, the progress of the search as a whole, attendance at conferences, letters to colleagues and departments elsewhere, etc. It should list all to be done to generate a strong applicant pool. List the publications to be used and the frequency of the ad's appearance in each, and an estimate of the cost. Please consult Section II of this manual when composing position descriptions and ad copy.

Ads will be placed in at least three places that include the print version of the *Chronicle of Higher Education*, an online version in *Inside Higher Education* and an online version of the disciplinary journal of the field where job ads are predominately placed. Additional advertising is done to attract diversity candidates. Some specific actions will be requested of all searches, such as consulting *Diverse: Issues in Higher Education* for a list of those institutions that produce the highest number of minority Ph.D. degrees each year; telephoning the top five institutions; consulting the *National Minority Faculty Identification Program*; and other actions. Remember that federal visa regulations encourage print advertisements be used, not only electronic advertisements.

9. Advertising of positions also includes posting of descriptions on the Antioch Web site, and advertising in the Yellow Springs newspaper and two African-American newspapers in Ohio.
10. The Interim Academic Administrator must receive approval from the President before going ahead with the advertising of the position.
11. Applicants will be directed to send cover letters, resumes, statement of teaching philosophy, and references to Antioch College Faculty Recruitment, c/o Nancy Wilburn, South Hall, Antioch College, Yellow Springs, OH 45387 with an indication that electronic applications are preferred to nwilburn@antiochcollege.org.
12. The ads are placed.
See Section II of this manual for further guidance. The office manager will maintain a master print file for each candidate and the candidate will receive acknowledgement of her/his application via email. (See sample at end of this document.)
The applications will be reviewed by the IAA to determine if the candidate meets the basic required qualifications and if the candidate does not the candidate will receive a

letter indicating they are no longer being considered. (See sample at end of this document.)

13. If the candidate meets basic required qualifications as determined by the IAA the candidate's file is posted to a password protected web site, where it can be reviewed by the Review Committee. The IAA should monitor the applicant pool. Spend some time screening files as they come in, so that strong files can be identified early. Routinely call minority and other affirmative action candidates as soon as possible, as a way of signaling that this would be a supportive and welcoming place for them. Once the top candidates are chosen it may be a time-consuming and difficult task to do all the reference check within a few days. Feel free to begin reference checks on the strongest candidates as soon as possible.
14. The Review Committee chaired by the IAA should screen applicants to arrive at a top few, normally no more than 5. Sometimes, 2 or 3 candidates will emerge as clearly the strongest. In other searches, there may be more than 5 who are hard to rank relative to one another. Use intensive reference checks in these cases.
15. To be qualified as a candidate for a tenure track position the person must have completed the terminal degree in the field or an applicable interdisciplinary field. To be qualified for an adjunct or one year position the candidate may have completed all course work but not yet received the degree.
16. The criteria for selecting candidates beyond the basic educational requirements are evidence of teaching effectiveness, quality of mind, contributions to community and institutional fit.
17. Reference checking need not be limited to those persons whom the candidate has listed. (Candidates are unlikely to list as references those who know and are willing to talk about seriously disqualifying characteristics or past behavior relative to the position we are trying to fill.) Before calls are made more broadly, however, seek the candidate's permission to do so. It is not necessary to list all the persons to be called. Pay particular attention to persons and institutions that could help explain why the candidate left previous appointments and under what circumstances. Feel free to ask the candidate for written evidence of teaching evaluations and other documents that were not already included in the application.
18. The Review Committee reviews the documents and determines the top few candidates to be interviewed. There should be at least two but no more than five.
19. The IAA will communicate these recommendations to the President and obtain approval for interviews.
20. The IAA arranges for the interviews. All review committee members must normally participate in an interview with the candidate, at least by phone; and there must be some face-to-face meeting of the candidate with at least one members of the committee.

21. Ultimately two or more candidates are interviewed on campus by the President and the IAA.

Consult Section IV (p. 6) of this manual for guidelines for arranging times, transportation, and the schedule for the on-campus visit. Remember that the job interview process is as much about selling ourselves and Antioch to the job candidate as it is about our choosing among candidates.

22. The IAA collects feedback from Review Committee and communicates to President. If the review Committee does not reach a decision on who to recommend the IAA will communicate a summary of the deliberations of the Committee with the points of disagreement among Committee members. The President makes a decision and negotiates contract or empowers the IAA to do so in a particular case.
23. President notifies IAA and Review Committee of decision and successful engagement of candidate.
24. A tenure track search may be terminated or the position converted to a one year position if no satisfactory person is identified.
25. Office manager at the direction of the IAA notifies all candidates that search has been completed.
26. The Office manager will arrange and store all records of the search for 3 years, and then destroy them. This does not include the records of the successful candidate. Those should be forwarded to the President's office for permanent storage.

II. Guidelines and Samples for Writing and Placing Ads and Position Announcements

1. Normally begin with the most complete position description, which is also the one that has been approved by the President. This most complete description should be posted on the Antioch website. If appropriate, it can also be the one distributed to graduate schools and peer institutions as flyers.
2. Decide on the publications, electronic and otherwise, in which to place advertisements, and research the costs and deadlines. Advertisements must be approved by the President prior to distribution. Work down from the most complete description to abbreviated forms suited for expensive publications. Most tenure track positions will be advertised in print version of the *Chronicle of Higher Education* and online in Inside Higher Education and a significant journal of the position's field which carries job ads. The Office Manager will place the ads. An abbreviated version of the position description will need to be developed by IAA for the *Chronicle*, not to exceed 50 words.

In addition to written advertisements, the literature has shown that nothing works as effectively as personal contact in generating applications for academic positions. Contact the Directors of Graduate Studies at the top five Ph.D.-producing institutions in the United States - as indicated by *Diverse: Issues in Higher Education* and discuss with them Antioch College, our open

position, and whether they might have any students who might be appropriate for us. The *National Minority Faculty Identification Program* at Southwestern University, Georgetown, is another good source to consult for possible candidates.

Other ads are placed in disciplinary journals. Remember that electronic ads in disciplinary job posting websites are often economical and are an increasingly effective means of reaching applicants. Newsletters for minority caucuses of disciplinary groups are also good ways to reach minority populations and indicate our interest in applications from them. We almost never use newspaper advertising for position announcements of national searches, because of the expense relative to the scope of audience reached. However newspapers may be used for adjunct and one year positions.

What language should you avoid in ads? Consult Section IV of this manual that discusses the campus visit. The parts that deal with what you should not ask candidates (because it is illegal to do so) apply also to the language of ads.

3. Suggested text for position description

Standard text:

The position description should include the specifics of the position's teaching responsibilities as well as the following statement: An appreciation for and/or experience with Antioch's unique educational model that includes liberal arts study, work, and community governance is highly valued.

Non-discrimination text: The following text is appropriate for position descriptions in most cases.

Antioch College is committed to the goal of achieving equal opportunity for all and, accordingly, does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, expression and characteristics, age, religion, national or ethnic origin, visible or invisible disability, or status as a disabled veteran of the Vietnam era. The College complies with federal and state legislation and regulations regarding nondiscrimination. This policy applies to faculty and staff, applicants for faculty and staff positions, students and applicants for educational programs and activities. Inquiries concerning this policy should be addressed to the Office of the President.

If the per word or per line charge is large, it may be advisable to use the following abbreviated form:

Antioch eagerly solicits applications from ethnic minorities and women.

For the most expensive ads, our compromise *is* to say:

Antioch College is an *EOE* employer.

Describing Antioch:

A private, independent nonprofit college in Yellow Springs, Ohio, Antioch College proposes to offer a four-year, undergraduate residential college experience. The Antioch College curriculum puts equal emphasis on rigorous liberal arts learning and work. Upon graduation, students will have completed an individualized major based on one of 11 concentrations as well as a language minor. The institution, originally founded in 1850, will now operate independent of Antioch University, the multi-campus system it founded.

Antioch College plans to award the Bachelor of Arts and Bachelor of Science degrees. As a liberal arts institution, the College will require students to complete substantial introductory coursework in disciplines within four academic divisions: Arts, Humanities, Science and Social Sciences. Then, with their advisors, students will propose a major that may be either disciplinary or interdisciplinary, based on the 11 areas of concentrations supported by the college within those four divisions.

Another important element of the academic experience at Antioch College is the introduction of Global Seminars that focus on important human issues surrounding energy, food, governance, health, and water. Designed as mini-courses, the Global Seminars will be taught by distinguished visiting faculty, as well as other subject-matter experts. They provide an academic link between on-campus study terms and off-campus work terms.

For 90 years, a critical component of the Antioch College education has been the cooperative work program (Co-op) established by former President Arthur E. Morgan. In addition to completing nine on-campus study terms, students will complete six terms of full-time, paid work assignments in local, national and international settings. The off-campus work program allows students to connect academic knowledge with the professional world of work. The Antioch College work program expands learning experiences through paid employment in a supervised, educational work setting often related to the student's coursework. In addition to on-the-job-learning, a high value is placed on the learning students do off-the-job in the communities in which they live while on Co-op. That value leads the college to provide second language instruction from the very first term, and including every term, on and off campus, culminating in a final two-quarter international work placement where the student's second language capability will be put to substantial use.

Our objective is to prepare scholars and adaptable critical thinkers with the creative capacity and ethical bearing needed to invent solutions to the problems facing humankind now and in the future.

Where to send applications:

Antioch College Faculty Recruitment, c/o Nancy Wilburn, South Hall, Antioch College, Yellow Springs, OH 45387 with an indication that electronic applications are preferred to nwilburn@antiochcollege.org.

III. Statement on Non-Discrimination

Antioch's Policy on Diversity

Antioch College is committed to the goal of achieving equal opportunity for all and, accordingly, does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, expression and characteristics, age, religion, national or ethnic origin, visible or invisible disability, or status as a disabled veteran of the Vietnam era. The College complies with federal and state legislation and regulations regarding nondiscrimination. This policy applies to faculty and staff, applicants for faculty and staff positions, students and applicants for educational programs and activities. Inquiries concerning this policy should be addressed to the Office of the President.

IV. Guidelines for the Campus Visits of Candidates

1. Arranging Travel and Housing

Work with the candidate to arrange appropriate travel, using airlines if necessary. This will be done by the Office Manager or the IAA.

Reimbursement for expenses or direct billing for flights is to be arranged through the Office Manager.

Antioch College uses either on-campus lodging or the Arthur Morgan House.

2. Controlling expenses

Please watch expenses carefully. The difference between careful attention to this and inattention can easily mean hundreds or thousands of dollars per search.

Shop carefully for airline fares that are most economical. This may require some adjustment in the timing of the campus visit. Weekends are often dramatically less expensive, though they pose the challenge of entertaining the candidate on Saturday or Sunday. Usually it helps to check prices on discount airfare websites. The Office Manager can help find these. When scheduling meals, try to use the meal time effectively for interviewing but avoid larger groups, especially at more expensive restaurants.

Be especially careful about being respectful of cultural or religious dietary guidelines. It is not offensive to ask "are there any foods that you do not eat?" when you are planning a candidate's trip with her or him!

3. Preparing Information on the Candidate

For each candidate coming to interview the following information should be provided to all interviewing the candidate.

- Position description or advertisement
- Curriculum vitae
- Transcript
- Statement of teaching philosophy/letter of application
- Letters of recommendation Itinerary of appointments while at Antioch

4. Campus Interviews

- a. Interview Schedule; establish an interview schedule.

Include in the interviews, the president and IAA, Review committee members available, and any current employee of Antioch College who can provide information about the College and the nature of the position and might be able to provide an informed review of the candidate.

- b. Include in the schedule a public presentation and inform the candidate of the expected composition and size of the audience. All candidates should have similar schedules. (This is especially relevant to "internal" candidates; they should be treated in the same way as all other candidates.)
- c. Give Affirmative Action candidates an opportunity to meet informally with a group of AA peers to find out how members of that group have responded to working at Antioch.
- d. Try to include a timely break or two to permit the candidate to relax or explore the campus independently. Generally, avoid interviews of less than one hour. An evening "social" in a home is encouraged, to which we usually invite a few members of the community who otherwise are not likely to meet the candidate.
- e. Debriefing from the visit
Set up a procedure (e-mail is especially helpful) for inviting and getting feedback from all who met the candidates. Also try to get word back to interviewers to inform them of the outcome of the search when completed.

5. Guidelines for Interviewing: Questions to ask and questions not to ask
Sketched below are some general guidelines for interviewing. These reflect Equal Employment Opportunity Commission guidelines. For further clarification, contact the IAA.

All listed job qualifications and all job interview inquires must be related to the job. Ask only those questions which can be asked of every candidate. Review specific job requirements and eliminate those that are not really needed for the job. Any inquiry is forbidden that is designed to elicit information about race, color, ancestry, national origin, age, sex, religion, sexual orientation, arrest or court record, unless you can establish that a *bona fide* occupational qualification is involved. Be careful not to request information that might tend to disclose indirectly that which cannot be lawfully sought directly. (For example, a request for a birth certificate can reveal an applicant's race, color, religion, sex, national origin, or age.)

EDUCATION - If the position does not *require* a certain level of education, it can be discriminatory to inquire about the candidate's level of education.

SEX, MARITAL, AND FAMILY STATUS - This information is rarely related to a person's capability to *perform a task*. Ask related questions *only* if you can demonstrate relevance.

PHYSICAL REQUIREMENTS - Height and weight questions may be asked only if relevant to the performance of a particular job.

HEALTH - Do not ask about the state of an applicant's health.

FINANCIAL STATUS - Except in jobs for which bonding is required, avoid questions relating to financial status- credit records, charge accounts, home and car ownership, etc.

RELIGION - If information about availability for Saturday and Sunday work is needed, it should be accompanied by an explanation indicating willingness to make reasonable accommodation for religious practices without creating undue hardship on conducting the business of the college.

CITIZENSHIP - Do not ask if the candidate is a U.S. citizen. It is only allowable to ask if the candidate is eligible to work in the US. Be prepared to justify any question you ask in an interview.

V. Sample Draft Position Descriptions

Draft Antioch position description (full format):

Antioch College invites applications for a tenure-track [assistant professor]¹ position in chemistry, to begin in [fall 2011].² [A PhD. in organic chemistry/biochemistry is required.]³ [The successful candidate will teach chemistry in the core curriculum, advanced courses in organic chemistry and biochemistry, and provide leadership, with others, in the development of student designed majors within the areas of Science and the Environment and Science and Health.]⁴ An appreciation for and/or experience with Antioch's unique educational model that includes liberal arts study, work, and community governance is highly valued. [The successful candidate's experience will determine rank and salary.]⁵

Requirements:

Applications including curriculum vitae, transcript, statement of teaching philosophy, and three letters of recommendation should be submitted.

Complete applications include curriculum vitae, transcript, statement of teaching philosophy, and three letters of recommendation. Antioch College Faculty Recruitment, c/o Nancy Wilburn, South Hall, Antioch College, Yellow Springs, OH 45387; electronic applications are preferred to nwilburn@antiochcollege.org. [Review of candidates will begin as they are completed and interviews will be scheduled in the first quarter of 2011.]⁶

Antioch College is committed to the goal of achieving equal opportunity for all and, accordingly, does not discriminate on the basis of race, color, sex, sexual orientation, gender identity, expression and characteristics, age, religion, national or ethnic origin, visible or invisible disability, or status as a disabled veteran of the Vietnam era. The College complies with federal and state legislation and regulations regarding nondiscrimination. This policy applies to faculty and staff, applicants for faculty and staff positions, students and applicants for educational programs and activities. Inquiries concerning this policy should be addressed to the Office of the President.

A private, independent nonprofit college in Yellow Springs, Ohio, Antioch College proposes to offer a four-year, undergraduate residential college experience. The Antioch College curriculum puts equal emphasis on rigorous liberal arts learning and work. Upon graduation, students will have

¹ Revised as appropriate, including the possibility of naming no title.

² Revise date for starting responsibilities.

³ Indicate degree requirement for the position.

⁴ Describe in general terms the teaching responsibilities of the person in this position.

⁵ Reword this to make it appropriate to the language of the position language in 1 above.

⁶ Revised to be appropriate to the search timetable.

completed an individualized major based on one of 11 concentrations as well as a language minor. The institution, originally founded in 1850, will now operate independent of Antioch University, the multi-campus system it founded.

Antioch College plans to award the Bachelor of Arts and Bachelor of Science degrees. As a liberal arts institution, the College will require students to complete substantial introductory coursework in disciplines within four academic divisions: Arts, Humanities, Science and Social Sciences. Then, with their advisors, students will propose a major that may be either disciplinary or interdisciplinary, based on the 11 areas of concentrations supported by the college within those four divisions.

Another important element of the academic experience at Antioch College is the introduction of Global Seminars that focus on important human issues surrounding energy, food, governance, health, and water. Designed as mini-courses, the Global Seminars will be taught by distinguished visiting faculty, as well as other subject-matter experts. They provide an academic link between on-campus study terms and off-campus work terms.

For 90 years, a critical component of the Antioch College education has been the cooperative work program (Co-op) established by former President Arthur E. Morgan. In addition to completing nine on-campus study terms, students will complete six terms of full-time, paid work assignments in local, national and international settings. The off-campus work program allows students to connect academic knowledge with the professional world of work. The Antioch College work program expands learning experiences through paid employment in a supervised, educational work setting often related to the student's coursework. In addition to on-the-job-learning, a high value is placed on the learning students do off-the-job in the communities in which they live while on Co-op. That value leads the college to provide second language instruction from the very first term, and including every term, on and off campus, culminating in a final two-quarter international work placement where the student's second language capability will be put to substantial use.

Our objective is to prepare scholars and adaptable critical thinkers with the creative capacity and ethical bearing needed to invent solutions to the problems facing humankind now and in the future.

A fuller description of Antioch College and its program is at Inside Higher Ed institution ad [] and www.antiocollege.org.

Draft of ad for print (Chronicle)

Antioch College invites applications for a tenure-track assistant professor position in chemistry, beginning fall 2011. PhD. in organic chemistry/biochemistry required. Successful candidate will teach chemistry in the core curriculum, advanced courses in organic chemistry and biochemistry, and share leadership in the development of student designed majors within the areas of Science and the Environment and Health. Appreciation for and/or experience with Antioch's unique educational model that includes liberal arts study, work, and community governance is highly valued. Complete applications include curriculum vitae, transcript, statement of teaching philosophy, and three letters of recommendation. Review of candidates will begin as they are completed and interviews will be scheduled in the first quarter of 2011. Antioch College is an AA/EOE employer. Full description of Antioch is at [Inside Higher Ed institution ad] and www.antiocollege.org.

VI. Sample Letters to Candidates.

While we are not suggesting that search committees must send exactly the letters that follow to acknowledge initial applications, and later to unsuccessful candidates, two observations here are important. First, it is important that candidates be kept informed about the state of the search. We have all been in the situation of being a job candidate, and can remember the anxiety associated with that status. Lack of timely acknowledgement can result in good candidates pulling out of a search. The lack of a courteous rejection letter can reflect negatively on the College. Second, sample paragraphs are provided for rejection letters because care should be taken with the wording of such letters. Occasionally out of a sense of guilt for having to write a rejection letter you might be tempted to write more than necessary (e.g. "we decided to offer the job to someone younger than you") making the College legally liable. If you have any questions about what might be appropriate in job-related correspondence, please contact the IAA.

SAMPLE ACKNOWLEDGEMENT LETTER (including required Clery Act notification)

Dr. Job Candidate
Department of Study
Graduate School
Some University

Dear Dr. Candidate:

Thank you for your expression of interest in our position at Antioch College. We are very excited about our search, and look forward to welcoming a new colleague to the college this coming summer.

This would be a good time for you to be certain that you have submitted all required materials for the search. We may not be able to send out reminders to candidates who do not have complete files, and incomplete files may not receive full consideration. We expect that our preliminary examination of the files will begin shortly after the announced date of XXXXX when review of files will begin, and hope to invite candidates to come to campus in EARLY JANUARY/LATE JANUARY/EARLY FEBRUARY.

We will be in touch again as we move forward in the search process.

Sincerely,

Thomas G. Kirk, Jr.
Interim Academic Administrator

SAMPLE LETTER TO UNSUCCESSFUL APPLICANTS AND CANDIDATES

Dr. Job Candidate
Department of Study
Graduate School

Dear Dr. Candidate:

[For applicants who do not make the initial screening]

I am sorry to inform you that you are no longer being considered for the XXXXXX position for which you applied. Because we have a large number of highly qualified applicants, we are limiting further review to those whose interests and specialization most closely fit our needs.

[For applicants who were not invited to campus for an interview]

I am sorry to inform you that the XXXXXX position for which you applied has been filled. We were fortunate to have a number of highly qualified applicants, allowing us to select the finalist from among candidates whose interests and specialization most closely fit our needs.

[For a candidate who came to campus for an interview but did not receive the offer]

I am sorry to inform you that the position for which you interviewed has been filled. We felt fortunate to have such highly qualified individuals as yourself as interested candidates. This allowed us to make the final decision in terms of the best fit between candidates' interests and specialization and our needs.

On behalf of all those who had the opportunity to meet you and hear your presentations, I want to thank you for your time and effort on our campus. I know that you had a busy schedule while at Antioch, but hope that you found it rewarding as well.

[Closing for all unsuccessful applicants and candidates]

Best of luck in your professional endeavors and thank you for your interest in Antioch College.

Sincerely,

Thomas G. Kirk, Jr.
Interim Academic Administrator