



**SEATTLE
UNIVERSITY**

Faculty Recruitment and Hiring Policy & Procedures

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I. Introduction

Seattle University's goal is to promote faculty recruitment and hiring practices that facilitate the efforts of the departments and schools to recruit, hire, and retain outstanding and diverse faculty dedicated to the university's mission of teaching, learning, and research/scholarship. The following policies are intended to support this process, to ensure compliance with fair employment law, to ensure equitable distribution of the university's faculty recruiting funds, and to serve as a reference for administrative procedures specific to faculty recruitment and hiring.

II. Commitment to Equal Opportunity and Diversity

Seattle University's commitment to diversity and ensuring equal opportunity during recruitments is a critical component of our mission to provide quality education, scholarship and services to our students.

All recruitment and selection activities undertaken by Seattle University must comply with federal and state laws and regulations as well as Seattle University policies and procedures governing equal opportunity and non-discrimination. Additionally, all hiring decisions must be based on valid, reliable and non-discriminatory criteria which are consistently applied.

Remember, these policies and procedures are not just hurdles to be overcome, but tools to promote and strengthen the philosophy and mission of Seattle University and to ensure that all searches are in full compliance with federal and state hiring laws and regulations.

III. Planning for a New Position

Departments, divisions and programs shall work with their dean to review hiring needs and determine the configuration of positions within their academic units. Departments should consider the full diversity of programmatic and research areas of need, general or specific areas of specialization, and prioritization of requests.

In cases where multiple departments and/or schools/colleges are involved in the potential recruitment of a faculty member (e.g. a dual or joint faculty appointment across two academic departments or schools/colleges), resources should be approved by the chair of each department and/or deans of each school/college.

IV. Authorization to Begin a Search

Departments/divisions and the search committee shall work with their deans and with the Faculty Services Manager to develop text and advertising strategies.

Tenure Track and Non-Tenure Track Positions: The Dean shall request initial authorization for the search via an email to the Provost, to include:

- Position Title and Track
- Target Hire Date
- Salary Range
- Rationale for the Position
- Interdisciplinary nature of position (if applicable)
- Optional: Copy of the advertising text and a list of publication venues

Failed searches from the previous academic year or searches with significant changes to that originally proposed and approved for posting must be resubmitted for authorization by the dean of the school/college to the Provost.

V. Recruitment Funding

Upon approval of a tenure-track or multi-year non-tenure-track search by the Provost, a \$5,000 recruitment allowance will be transferred to the school or college budget to undertake the search. (see allowed expenses below)

The school, college, department, or program conducting the search has primary responsibility for processing and paying advertising and recruiting expenses from the allocated funds. If the school is able to conduct searches for less than the amount allotted for these purposes, any residual must be returned to the Office of the Provost. If the school spends more, it is responsible for funding the difference.

VI. Advertisement Text and Posting the Position

It is in the interests of Seattle University and in compliance with fair employment practice that every effort be made to attract as wide and diverse an applicant pool as possible for every search. It is, therefore, critical to write an advertisement that will communicate to the largest and most diverse group of candidates possible the merits of the institution as a place in which professional growth is promoted and in which performance and achievement are rewarded.

A. Position Description and Advertising Text

Position descriptions form the basis for the position announcements (flyers, handouts, emails) and advertisements (SU Careers site, professional journals, etc). The position description formalizes the

level of knowledge, skills and abilities that the successful applicant should possess to meet the needs of the department/program.

Departments/programs and the search committee shall work with their deans and with the Faculty Services Manager to develop a position description and advertising text to be submitted along with the recruitment request to the Provost. The Faculty Services Office will ensure compliance with all Seattle University standards and policies for advertising during this process and provide final approval of position announcement text.

In order to attract the most qualified and diverse applicant pool, advertisements should state as clearly as possible the nature of the position, define the qualifications a successful candidate will possess and highlight an inviting environment for women and under-represented minorities. Consideration should be given when developing required and preferred qualifications, e.g. expectations of a certain pedigree or requiring specific training may eliminate more candidates than it includes. The position description/advertisement must not include skills and competencies not required to perform position duties, which may eliminate otherwise qualified applicants, nor written qualifications stated in such a way as to give the perception of pre-selection.

Criteria not specified in the original posting cannot be considered when evaluating applicants, nor may the duties and requirements of the job be changed once the position has been posted. Therefore, the description/advertisement must clearly provide for all the objectives of the position.

Samples may be found at the end of this document.

The following components are recommended in all advertisements with those in bold required:

- ❖ **Position Title/Rank**
 - Working title as well as formal title and rank.
- ❖ **Terms of appointment (i.e. full time, 9/12 month, administrative, etc)**
- ❖ **Position Overview (purpose) and School/College/Department/Program Descriptive Statement**
 - A brief descriptive statement of your School/College/Department/Program
 - A description of the scholarly/research expertise that is sought in the successful candidate
 - Language that indicating that ideal candidate will have a demonstrated commitment to diversity and the university's mission, vision and values.
- ❖ **Essential Job Functions, with specific mention of teaching, research and service as applicable to title/rank (i.e. responsibilities include.....)**
- ❖ **Minimum Qualifications** to include:
 - Degree or license requirements
 - Areas of specialization
- ❖ Preferred Qualifications
- ❖ **Seattle University Descriptive Statement****
- ❖ **Application Instructions**
 - **A link to the Seattle University Careers website to apply online for position**
<https://www.seattleu.edu/careers/> (note: all applicants must apply through the on-line system)
 - A detailed description of the documents applicants must submit.*** Examples include, but are not limited to:
 - ◇ Cover letter

- ◇ Curriculum Vitae
- ◇ Contact information for a at least three references
- ◇ Research (scholarly work) accomplishments and plan
- ◇ Teaching experience and philosophy and/or proof of teaching effectiveness or potential
- ◇ A statement reflecting on the mission of Seattle University and how the candidate shares and expresses aspects of our mission through his/her course instruction, research or service activities, including experience working with diversity issues, a diverse student population and multicultural environments.
- **Application deadline or a statement indicating that review of applications will begin on X/X/XX. Open until filled.**
 - ◇ Deadline or review begins date must be a minimum of 30 days from the date published in a national venue like the Chronicle. Consequently, when submitting requisitions requests consider the time it will take to move through approval process. It is recommended that the deadline or review begins date be 45 days from date the requisition request is submitted to allow time for approvals *and* the 30 day minimum.

**All advertisements must include the official Seattle University Descriptive Statement and Academic Excellence statement, which should not be revised or edited in any way.

Seattle University, founded in 1891, is a Jesuit Catholic university located on 50 acres in Seattle's Capitol Hill neighborhood. More than 7,400 students are enrolled in undergraduate and graduate programs within nine schools and colleges. U.S. News and World Report's "Best Colleges 2017" ranks Seattle University 8th in the West among universities that offer a full range of masters and undergraduate programs. Seattle University is an equal opportunity employer.

In support of its pursuit of academic and scholarly excellence, Seattle University is committed to creating a diverse community of students, faculty and staff that is dedicated to the fundamental principles of equal opportunity and treatment in education and employment regardless of age, color, disability, gender identity, national origin, political ideology, race, religion, sex, sexual orientation, or veteran status. The university encourages applications from, and nominations of, individuals whose differing backgrounds, beliefs, ideas and life experiences will further enrich the diversity of its educational community.

*** As part of fair hiring practices, it is important that careful consideration of materials expected from applicants is made and that all applicants have an opportunity to submit the same documents for evaluation, rather than requesting them piece-meal after review begins.

B. Posting the Position

Upon receipt of informal (email) search approval between the Dean and Provost, the search committee chair or designee will submit a requisition request through EngageSU Careers.

Only approved advertising text may be posted or published. Modifications to the text, in consideration of space, pricing or venue, must be approved by the Faculty Services Office prior to posting or

publication elsewhere. Keep copies of all external postings or notifications including those in print, digital, via email, flyers, etc.

C. Tenure-Track and Multi-Year Non-Tenure Track

Tenure-track and multi-year non-tenure-track positions must at minimum be advertised with an **on-line issue of a national professional journal that includes academic position advertisements in the relevant discipline and that are viewable to the public without the payment of a subscription and/or membership charge**. The application deadline will be a **minimum of 30 calendar days from the date of posting**. The 30 day minimum will allow applicants sufficient time to assemble thoughtful and complete applications. To ensure this requirement is met, use a deadline 45 days from the date the requisition request is submitted in SU Careers.

D. Additional Outreach

Search Committees may do more than simply place ads and wait for applicants to express interest in a position. Search Committees are encouraged to use personal and professional networks of existing faculty and students, discipline-based organizations, directories, professional and scholarly organizations, and/or take advantage of other publications and web sites that specialize in the recruitment of a qualified and diverse faculty pool.

VII. Search Committees

During the recruitment development phase, the dean and/or department/program chair will appoint a search committee, drawn from the constituencies served by the position. The charge, responsibilities and rules guiding the committee should be clearly communicated to the members.

It is the responsibility of the search committee to develop screening criteria based on the position description, screen candidates for interviews, develop interview questions, conduct interviews, complete all required documentation for the search and recommend candidates for consideration to the department chair and/or Dean.

A. Forming the Search Committee - Best Practices Suggestions

- Search committees should have at least three members, including the chairperson.
- Committee membership should be diverse with regard to race/ethnicity, sex, academic and scholarly background, to ensure that different perspectives are brought forward in the assessment of candidates for the position.
- If there are too few eligible faculty in the department to serve on the committee, qualified faculty from another department, college or school should be invited to serve on the panel.
- Search committee members should understand the position's substantive area, and possess strong interpersonal and recruitment skills.
- Search committee members should be made aware of equal opportunity employment rules and be willing to evaluate applicants through all steps of the search in these terms.
- Schools/colleges may have additional requirements for committee membership.

B. Confidentiality

Search committee members must commit to the confidentiality expectations of the search, both in public meetings and venues related to the search and in casual conversation about the search. Honoring the confidentiality of candidate information and records, interviews and other search related matters is required in perpetuity. A commitment to confidentiality will not only demonstrate respect for candidates' privacy, but will ensure that members of the search committee may speak freely during meeting discussions without fear that their comments will be shared outside committee deliberations.

The search committee should also establish a process for managing rumors regarding applicants or potential candidates, and for keeping departmental faculty informed of the progress of the search without breaching confidentiality.

To maintain the strictest confidence and control of application and search materials, no search committee members shall share candidate materials, to anyone outside of the search committee membership or support staff. However, relevant semi-finalist applicant materials may be accessed by individuals selected as interviewers.

C. Organization, Communication and Decision Making

The committee should adopt rules governing communication and decision making during the process. These processes should be agreed upon and accepted by the committee *before* the review of applications begins.

- All inquiries and requests made to or by search committee members should be referred to the Search Chair in order to avoid conflicting or duplication of information.
- The Search Chair should have the primary responsibility of communicating with the Department/Program Chair or Director, who will in turn communicate with the Dean.
- The search committee should establish the process by which candidates will be moved to the next level of review and/or hiring preference, whether this is by consensus or voting.
- The search committee should develop a strategy for reviewing applications in order to most effectively balance the time burdens of its members (e.g. will all members or a subcommittee perform the initial screening of applications?)
- The search committee should determine how committee members will communicate with each other, the department, campus community, with due consideration to the rules of confidentiality.
- The search committee should determine how the committee will communicate with candidates as they move through the review and/or interview process.
- The search committee shall establish a structure for all candidate evaluations and interviews.
- The search committee should establish other ground rules as applicable.

D. Timelines

The search committee should establish a time line and deadlines for search activities. These should include:

- Finalize selection criteria (*before* review of applications begins) and determine how each of those criteria will be weighted
- When review of applications will begin
- When letters of recommendation will be solicited*
- When phone screening interviews will begin
- When campus interviews will take place
- When off-campus interviews will take place (if applicable)
- When preferences for hire will be communicated to the department/program chair

VIII. Letters of Reference

The new SU Careers does not have the capability of soliciting or accepting letters from references. The Search Committee should determine at what screening level it will solicit letters, taking into consideration the importance of reference letters at a specific screening level, timing of letter solicitation so as not to hold up the search process, and the most efficient use of search committee time since letters must be solicited and attached manually to application.

Search Committees should use the language provided below to solicit letters of recommendation.

Dear XX,

Applicant First Name/Applicant Last Name has applied for the following position at Seattle University and has listed you as a potential writer of a reference letter relevant to his/her candidacy.

Position Title:

Department:

For such an appointment Seattle University requires letters of evaluation from professionals capable of providing a frank assessment of his/her professional standing and accomplishments. Your assistance would be greatly appreciated in evaluating whether his/her accomplishments warrant appointment to the proposed position at this time.

- A detailed critical evaluation serves us better than a testimonial summary, therefore, it would be most helpful if you addressed:
- Demonstrated abilities or potential for success in the position for which they are under consideration.
- Scholarly or creative contributions and their impact or potential for impact on the field, and how these accomplishments compare to those of others in the field at a similar level.
- The quality of venues in which his/her work has appeared (as applicable).
- Her/his independent productivity and creativity and/or role in co-authored work (as applicable).
- The quality of his/her clinical performance (as applicable).
- Demonstrated service or potential for service to the professional community.
- How he/she would rate as a candidate for a similar position at your institution.

In addition, please comment on your relationship with the applicant, particularly if you have been a mentor or collaborator. This information should be included below the signature block, not in the body of the letter, to ensure that your identity remains confidential (see confidentiality statement below).

Letters are intended to be and remain confidential and will not be disclosed to the applicant. The University must, however, comply with lawful requests for disclosure of the letters from a court or government agency. In the event of such a request, the University will attempt to exclude personally identifiable information such as the letterhead, the signature block, and material below the signature block, but the University cannot guarantee that the court or agency will allow the exclusion. Seattle University recognizes that writing a detailed assessment represents a significant demand on your time. We greatly appreciate your assistance in helping us maintain the quality of our faculty and administrators through peer review.

Your response would be greatly appreciated by DEADLINE. Thank you again.

IX. Screening and Selection Criteria

The search committee shall develop a list of screening/selection criteria and a process for rating candidates during the recruitment development phase, and *before* application reviews begin.

Selection criteria must be clearly and closely related to the position description, should be predictors of success, and should be applied consistently and equally to all applicants. Predictors of success may include, but are not limited to:

- minimum qualifications as described in the posting
- preferred qualifications as described in the posting
- educational background
- teaching experience and effectiveness
- evidence of progressive and continuing research, scholarship and creative activities
- quality and number of publications
- evidence of interest in working with a diverse student population at an urban university
- level at which the candidate embraces the mission of Seattle University
- professional reputation in the academic community
- communication and writing skills

Criteria not closely related to the position description cannot be considered when evaluating applicants. The search committee must clearly understand and endorse the required and preferred qualifications expected of applicants as well as standards for evaluating applicants.

Screening/selection criteria should not disproportionately screen out applicants who belong to underrepresented minorities or women. Candidates may not be screened out for reasons that have little or no relationship to the essential requirements of the position, and such criteria cannot be used to justify the exclusion of a candidate (i.e. age, sex, race/ethnicity).

Search committee members should be mindful of the tendency to favor applications that look like their own credentials. Committee members should be open to viewing the experience and education of candidates whose background reflects a non-traditional career pattern or is different than the majority experience. Additionally, non-traditional scholarship should be evaluated on academic merit.

Requirements for the position cannot be added to or deleted after the publication of the advertisement and screening criteria must not be modified or altered once application review begins. Each applicant must be screened and compared using exactly the same criteria to ensure fair employment practices and a non-exclusionary process.

Applicants should be rated through several levels of review and screening criteria must be developed for each of those levels. Levels of review may include:

- Initial Review/Pre-Screening – screening for the minimum qualifications
- Second and Third Tier Review – to identify top 25% candidates**, including screening for preferred qualifications
- Semi-finalist selection (top 10%)**
- Finalists selected for in person interview – top 3-5
- Preferred hire candidate

**phone/video screenings may be appropriate at one or both of these stages

At each stage of screening and review, applicants should be ranked and changes in status made within SU Careers.

A. Initial Review of Applications

The purpose of the initial screening is to determine whether an applicant meets the minimum requirements for the position. The search committee or a subgroup may perform an initial review and star rate applications, based on the established screening criteria. A rating or evaluation form is helpful in providing a consistent checklist for committee members to use in evaluating candidates and as part of the search documentation, as well as enabling the committee to make “apples to apples” comparisons when ranking candidates.

Applicants who do not meet the minimum established criteria for the position should be screened out immediately. Reasons for the rejection of each applicant should be documented and the application status changed in SU Careers (Status change to “Closed” and select Failed Pre-Screening or Not Interviewed-Stronger Candidates in Pool”. SU Careers will automatically send a message thanking these individuals for their interest and informing them they are no longer under consideration for the position. Any applicant whose candidacy remains viable should continue in active review status.

B. Second and Third Tier Review/ Semi-Finalist Screening and Review

The search committee shall perform a review of the remaining candidates, based on the established screening criteria for other screening levels. This review may consist of numerous stages or be folded into one level of review, but with the goal of narrowing the applicant pool to the semi-finalist and/or

finalist level. A rating or evaluation form will be helpful in providing a consistent checklist for committee members to use in evaluating candidates and as part of search documentation, as well as enabling the committee to make “apples to apples” comparisons when ranking candidates.

Screening levels that include a telephone or video interview should have consistent assessment criteria applied during those conversations. Guidelines for phone and video interviews may be found below.

Applicants who do not meet the criteria established for the second tier and/or semi-finalist review should be screened out immediately upon completion of the respective review level. Reasons for the rejection of each applicant should be documented and the application status changed. SU Careers will automatically send a message thanking these individuals for their interest and informing them they are no longer under consideration for the position. As a courtesy to any candidates who were interviewed by phone or video, the search committee may contact the individual personally to inform them of this decision (optional).

C. Finalist Candidates Selection and Invitation to Campus

Upon completion of semi-finalist screening, the status for all finalists should be changed to “Finalist-Background Check” and candidates may be invited to campus for an in person interview.

The search committee or its designee should draw up an appropriate interview schedule for each candidate, ensuring a consistent structure during all interviews. The schedule should include interviews with individuals in as many areas as possible that relate to the position and the candidate’s area of expertise, as well as opportunities to meet with minority faculty and women on campus, as appropriate. Entertaining the candidate’s wish to meet with particular individuals is a welcome gesture.

The Search Committee chair should add interviewers to the “reviewers” list so that they can see finalist application materials. Note: Reviewers can see ALL applicants that are still in review. It is recommended that the search chair change the status of any candidates no longer under consideration before this stage to maintain confidentiality.

Tenure-Track Only: Prior to the candidate’s arrival on campus, the search chair will assign a “task” to the candidate (see instructions in manual or quick guide for SU Careers) called “Response to Values” that transmits a packet compiled by the Office of the Provost. The packet includes a copy of the University Mission, Vision, and Values Statements. As part of the interview process, candidates shall provide the search committee with a written response to the Values section of the Mission Statement. Instructions to the candidate require they submit their response to the Search Committee Chair, who will attach it to the application. Follow up as needed to ensure the response is received and attached to the application before the visit.

All Tenure-Track finalists must interview with the Dean of their respective School/College. Therefore, it is best to schedule that interview before other appointments are made for the candidate. Your dean has access to SU Careers and may view the entire application and values statement in system. Following the interviews, the Dean will send comments regarding the candidates’ viability to the Provost. These comments may be shared with the members of the search committee.

Additional guidelines for conducting a successful interview may be found below.

D. Reference Checks

As part of the review process, it is the Search Committee's responsibility to check each finalist's references. Search Committees are strongly encouraged to do so prior to his/her visit to campus. As a courtesy, the committee should let candidates know that their references are about to be checked. Reference checks are not limited to names listed by the candidates.

Members of the Search Committee, who contact individuals on the reference list, or others, are responsible for ensuring that the same set of questions be asked of each person, that questions relate to the position, and that questions are non-discriminatory. Care should also be taken to avoid volunteering any opinions or impressions about the candidate. It is a good practice to confirm from more than one reference any information gained through reference checking, whether the information is positive or negative. If the reference becomes part of the basis for rejection of an applicant, it is even more important to check with other sources. Reference checks must be summarized in writing and placed with other search documentation.

E. Background Checks

A background check shall be initiated on all finalist candidate prior to in person interview stage and must be satisfactorily completed prior to the presentation of a formal offer letter by the Provost.

At the time finalists are invited for an in person interview, the Search Committee Chair shall change the status of each candidate to "Finalist-Background Check" and inform Faculty Services Office of the change.

X. Conducting Successful and Fair Interviews

Interviewing candidates is one of the most important stages in the search and selection process. Committee members should remember that while they are evaluating the candidate, the candidate is also assessing the faculty and environment at Seattle University. Therefore, not only is it critical to ensure that all interested parties have a chance to interview a candidate in order to evaluate their qualifications, it is equally important to provide the candidate with a positive experience by ensuring a fair interview process comparable to that of other candidates and a smoothly run visit.

The search committee should develop interview methodologies that will serve each type of interview process conducted. In order to ensure and maintain a fair employment practice and unbiased selection process, it is important that all candidates, including any "internal" on-campus applicants, be treated the same during any type of interview.

It is recommended that all interviews, whether by phone, video or in person, be summarized in writing and an evaluation form completed based on pre-determined selection criteria so that a consistent checklist for committee members is used. This will also enable the committee to make "apples to apples" comparisons when assessing candidates.

A. Interviewing Candidates – Best Practices Suggestions

- In preparation for the interview, search committee members should:
 - Clearly understanding the criteria that will be used to evaluate the candidates
 - Thoroughly review the candidate’s application materials
 - Note areas that may need clarification or further inquiry
- Devise a set of core questions based on job-related criteria that will be asked of all candidates
- The committee should agree on issues to discuss during the interview and design the interview so that one committee member is responsible for asking candidates a particular question, or have a group interview prior to individual interviews, in order to minimize the candidate answering the same question numerous times. Subsequent interviews can then be devoted to more in-depth questions.
- Ensure that questions are aimed at discovering what the candidate can bring to the position and the University, and limit topics to those issues that directly relate to the position.
- Provide an overview of the position to the candidate, but save a detailed description of responsibilities until the end of the interview to avoid “coaching” the candidate into “correct” answers to questions.
- Take notes to aid in recall and to ensure accuracy. Remember: notes should be factual in nature. Personal judgments, physical descriptions, etc. should not be included in notes as they are not relevant to candidate qualifications and they become part of the search records.
- Listen and evaluate the candidate. Interviewers should talk not more than 25% of the time as the more s/he talks, the less time a candidate has opportunity to do so.
- The interviewer should avoid expressing opinions or judgments about candidate responses, which may telegraph the interviewer’s beliefs to the candidate. Candidates may begin to reflect the interviewer’s beliefs in his/her responses in an attempt to make a good impression.
- Allow candidates time and opportunity to ask any further questions about the position or Seattle University.
- A member of the search committee should meet the out-of-town candidate when s/he arrives and aid in reaching accommodations
- A designated host should be chosen to escort the candidate to each meeting and sufficient time should be structured into the itinerary to allow the candidate breaks.
- Candidates may appreciate an opportunity to visit with others outside of their field of expertise or the department/school/college. There is no need to limit candidate interviews or meetings to individuals in their field alone.
- Committee members, along with others in the department, should attend all events scheduled for the candidate, such as presentations or seminars.
- Provide for an exit interview with Department Chair. The Chair can take time to explain the expectations for retention, tenure and promotion; assess how the visit went, leave a lasting, positive impression, and inform the candidate of the next steps in the process.

B. Phone or Video Interview

Once candidate applications have been screened, semi-finalists may be interviewed by phone or via video conference. Such interviews provide a low-cost opportunity to further assess the qualifications of

applicants for a larger “under consideration” pool, which often allows more minority and women candidates and those candidates who have “atypical” experience and backgrounds to be considered.

Telephone or video interviews may include specific screening questions rooted in the position description and will allow the search committee to explain the position in more detail, gauge the candidate’s interest, clarify the individual’s professional history and experience; and provide candidates with the opportunity to ask questions.

Candidates must be given an equal opportunity to succeed in the telephone or video interview. Calls or conferences should be arranged in advance at a mutually convenient time and the candidate should be told what to expect and given opportunities to ask questions of the committee.

When conducting the phone or video interview, search committees should provide a consistent structure and line of questioning so that assessments are based on the same criteria for all candidates interviewed. It is recommended that interviews be summarized in writing and an evaluation form completed based on pre-determined screening criteria so that a consistent checklist for committee members is used, which will also enable the committee to make “apples to apples” comparisons when assessing candidates.

C. On-Campus Interviews of Finalists

The on-campus interview is one of the most important stages in the search and selection process, providing both committee members and the candidate to assess the potential of the other. A positive and organized visit is vital to the success of an on campus interview.

The search committee should develop an interview methodology that will ensure and maintain fair employment practices and an unbiased selection process. It is important that all candidates, including any “internal” on-campus applicants, be given the same amount of meeting time, social activities, opportunities, questions and visit structure in order to be in full compliance with fair employment practices.

It is recommended that interviews conducted by the search committee and by other members of the Seattle University community be summarized in writing and an evaluation form completed based on pre-determined finalist criteria so that a consistent checklist for committee members is used, as well as enabling the committee to make “apples to apples” comparisons when assessing candidates.

D. Internal Candidate Interviews

In order to ensure and maintain a fair employment practice and unbiased selection process, “internal” on-campus applicants should be treated the same as other applicants during the interview. Therefore, though an on-campus candidate may not need a campus tour, the same amount of meeting time and social activities, as well as the opportunities, questions and structures of the interview shall be equally afforded to them.

Though the interview for an internal candidate may feel awkward if the candidate is a colleague that you “know” already, it is important to ask the same questions as you would an external candidate. This will not only ensure a fair employment process, but allows the candidate the opportunity to articulate their ideas on topics that are not regularly discussed in the average faculty meeting.

E. Off Campus - Conference Interviews

The policy and procedure for off-campus conference interviews is the same as for all other interview formats. Fair employment practice necessitates that each off-campus candidate be interviewed using an established and consistently applied methodology, with the same amount of meeting time, activities, questions, etc.

It is recommended that interviewers complete and submit to the search committee an evaluation form based on the “Finalist” criteria to ensure consistency in the evaluation process, as well as enabling the committee to make “apples to apples” comparisons when considering interviewer notes.

XI. Travel Expenses and Accommodations

A. Finalists’ Travel to Campus

Travel arrangements for finalists are coordinated between the department or division and candidate. Airfare should be purchased by the finalists and will be reimbursed following standard university guidelines. The preferred hotel vendors to accommodate finalists are The Silver Cloud Hotel at the corner of Broadway and Madison (206-325-1400) and The Sorrento Hotel at 900 Madison (206-622-6400). Both hotels offer direct billing to the University for guests visiting your department.

Candidates' meals during the visit will be reimbursed following standard university guidelines.

B. Search Committee Travel to Off Campus Conference for Interviews

Departments or divisions may elect to send a faculty representative to a national conference for the purpose of interviewing candidates if it is essential for the success of the search. Travel expenses for the faculty representative can be reimbursed following standard university guidelines.

XII. Selecting Candidates for Proposal to Hire

After the campus interviews, the search committee should meet as soon as possible to consider all of the strengths and weaknesses of each finalist interviewed. Written summaries and evaluations should be gathered from all who have met with the candidates. The search committee should collectively evaluate the finalists based on the “Finalist” criteria. When agreement is reached on a candidate for proposal to hire, the search committee shall inform the department chair and/or dean of their recommendation.

Each candidate should be treated with courtesy and sensitivity. Interviewed candidates who were not selected should be notified by the Search Committee Chair via direct correspondence or phone as soon as a firm decision regarding their status is made. It is important to notify unsuccessful candidates before any public announcement of the appointment is made. Finalist candidate applications not selected for hire should be change in status to “Closed” and “Interviewed-No Longer Under Consideration”.

If after review, no candidates are identified for proposal to hire, it may be necessary to re-open advertising and extend the deadline for accepting applications or fail the search until the following year.

A. Proposal to Hire Tenure-Track & Non-Tenure Track Candidate

Departments or divisions shall recommend their hiring preference to the dean of the school or college, who may in turn communicate their recommendation to the Provost via an email to include:

- Candidate Name
- Proposed Rank/Title
- Salary Range
- Hire Date
- Tenure-track status
- Justification for Tenure Clock Credit (if applicable)
- Justification for Title/Rank and salary if above SU salary norms
- Evaluation of the Candidate’s Qualifications – A thorough evaluation of academic credentials and background; teaching experience and effectiveness; scholarly and creative accomplishments; and an assessment of professional reputation in the academic community
- Expected Teaching Role in the Department - Define standard teaching load (do not include in preliminary offer); reduced instructional load (if applicable); contribution to department's instructional mission at both the undergraduate and graduate level; specific courses candidate is expected to teach or general area of anticipated instruction (included in Proposal to Hire only); other programmatic expectations.
- Description of Research Goals at Seattle University – Describe how candidates' scholarly pursuits mesh with those of the broader faculty in the assigned department; how candidate will meet a development need in the department, school or college (if applicable)
- Assignment and Level of Administrative Responsibility (beyond that normally expected)
- Seattle University Mission: The degree to which the candidate seems to embrace or appreciate the mission of Seattle University, with a description of past service in line with the SU mission and a description of specific programs the candidate is interested in participating at SU or the broader community.
- Joint Appointments (degree of candidate's role in each area):
- Space and Equipment Requirements
- Start Up Costs and Terms

Upon approval of the Proposal to Hire, the Dean may begin verbal negotiations with the preferred candidate. Once terms are agreed upon, the Dean may then extend a preliminary offer to the candidate. Preliminary offers will be extended via SU Careers.

B. Preliminary Offer Letter

Upon approval of the Proposal to Hire, Dean's will create a preliminary offer in the SU Careers (see manual or quick guide for instruction). Templates are available for each college and may be modified/tailored to the individual candidate.

C. Formal Offer Letter

Upon receipt of the candidate's signed preliminary offer letter within the SU Careers system and satisfactory completion of a background check, a Formal Offer Letter (FOL) will be produced on behalf of the Provost and sent to the candidate through their SU Careers profile. The FOL will include only the following specifics: title/rank, salary, year of appointment, mid-probationary review year and tenure/promotion review year, and reduced course load terms for teaching. Other terms agreed to in the Preliminary Offer Letter will be honored as part of the complete offer of appointment.

The FOL will be available to the school/college in the candidate profile. Candidates will have two weeks to consider the FOL and return a signed acceptance of appointment. Unless an extension is requested and granted by the candidate or by the Dean of the school/college, the unaccepted offer will be withdrawn, with no obligation on the part of Seattle University, after that date.

The digitally signed acceptance of the FOL is located in the candidate profile. The Faculty Services Office will also print and send a copy of the FOL to the Dean and Budget Manager.

XIII. Relocation Allowance

The Office of the Provost will reimburse tenure-track faculty and librarians, except in the School of Law, for relocation expenses up to \$5,000 upon presentation of receipts. Procedures concerning reimbursement of relocation expenses can be obtained from Faculty Services.

XIV. Closing the Search

Change status of finalists as appropriate. **Do NOT select the hired option for your candidate as doing so will prevent further action on the application (i.e. offer letters and onboarding).** Faculty Services will manage the change in status for the hired candidate.

XV. File Maintenance During and After the Search

Seattle University is required to maintain summary information about the search process, applicants and hires. The Chair of the search committee is responsible for ensuring that complete records are kept during the search. Search files and documents must be kept for five years from the date of appointment of the candidate selected. These materials include:

- Copies of all search documents related to or required of the search.

- Information and documentation on the charge of the committee, recruitment development and process
- Position description with actual dated copies of the advertisements, announcements, and other solicitations for applications and nominations, including documentation of recruitment of women and minorities.
- Applications. Applicants apply directly and electronically to the Seattle University Human Resources Employment Opportunities site (SU Careers). Applications and electronically submitted supporting materials are archived indefinitely in this system.
- Application materials, letters of reference, correspondence and all other records that were solicited, submitted or added outside of the electronic process, including those documents produced by the search committee.
- Evaluations of candidates as they are documented at various stages of review.

XVI. Allowable Expenses

A. Reimbursable Recruitment Expenses from the Office of the Provost Recruitment Allowance

The following expenses may be legitimately paid for from Office of the Provost recruitment allowance funds:

- Pre-Interview expenses, such as costs for advertising and other expenditures needed to begin the search process.
- Candidate travel expenses to on-campus interviews, except as restricted below.
- Hotel accommodation for up to two nights per candidate.
- Travel to attend conferences, for the purpose of interviewing candidates, by one search committee member.
- Taxis, public and/or airport van shuttle transportation and parking fees incurred by candidates or search committee members shall be at the expense of the school/college under SU policies.
- A maximum of two business meals (lunch or dinner) per candidate. The first luncheon or dinner may include up to four SU hosts. The second luncheon or dinner may be attended by a maximum of three SU hosts. The per person allowance is \$25 for luncheons and \$40 for dinner. Additional per person expenses and expenses for additional business meals and/or attendees will be the responsibility of the school/college.

B. Expense Restrictions for the Office of the Provost Recruitment Allowance

The following expenses may not be paid for from Office of the Provost recruitment allowance funds, but may be paid for by the school/college in accordance with SU policy:

- Expenses incurred by a spouse or companion. Regardless of funding source, however, such expenses cannot be reimbursed unless prior approval has been received from the Provost. Invoices paid by the University should reflect the candidate's name only.
- Travel expenses by international candidates will be reimbursed from the US Port of Entry only. Expenses for travel and subsistence for international scholars outside of the US shall be the responsibility of the school/college.

- Hotel accommodation for a third or more nights, per candidate, shall be the responsibility of the school/college.
- Other meals (breakfast, snacks) and luncheons/dinners, for candidates or search committee members, other than the two allowable business meals per candidate shall be the responsibility of the school/college.
- Alcoholic beverages as part of a business meal or any other event shall be the responsibility of the school/college under SU policies regulating alcohol expenses.
- Refreshments served during presentations/speeches presented by a potential candidate are not considered to be a business meal (lunch or dinner) and shall be the responsibility of the school/college.
- Travel for additional search committee members to conferences for the purpose of interviewing candidates. Office of the Provost funds will support travel expenses for one search committee member. Travel expenses for all other search committee attendees shall be at the responsibility of the school/college.
- Document copy and printing costs exceeding \$20. In the interests of sustainability, search committees are encouraged to use and provide to interviewers electronic copies of search-related documents. Costs for document copy and printing exceeding \$20 will be at the expense of the school/college.

C. Stretching Your Resources

In recognition of the limited funds allocated to schools/colleges for recruitment purposes, the following tips may be useful when deciding how to stretch your resources.

D. Candidate Travel Expenses

Air travel expense can potentially deplete a recruitment allowance. Search committees may establish a predetermined expense allowance for all candidates invited for on-campus interviews. An example would be to set a flat expense for air travel (e.g. \$500) to be paid for by Seattle University, with the balance the responsibility of the candidate. In this way, you can offer all candidates a fair chance to come to SU.

The expense of flying in a candidate who resides outside the US may also potentially deplete the entire recruitment allocation by the school/college. A reasonable accommodation would be to reimburse travel expenses for all candidates only from a US port of entry. In this way, all candidates would be reimbursed for US travel expenses, but the balance of international travel expenses would be at the candidate's expense. Remember, place of residence is not a factor for excluding a candidate if s/he meets the consistently applied screening and selection criteria for the position!

XVII.Acknowledgements

Seattle University wishes to acknowledge and extend appreciation for resource materials for this document to the following institutions and organizations:

Association of American Colleges & Universities

Case Western Reserve University

San Francisco State University

University of California, San Diego

University of Massachusetts, Lowell

University of Minnesota

University of Virginia

University of Washington

Texas Women's University

XVIII. APPENDIX A - SAMPLE TENURE TRACK ADVERTISEMENT

Assistant Professor in Sport Administration & Leadership
(Tenure-Track Faculty Position) (Modified for NTT as well)
Seattle University
Center for the Study of Sport and Exercise
College of Arts and Sciences

The Center for the Study of Sport & Exercise, in the College of Arts & Sciences at Seattle University, invites applications for a tenure-track Assistant Professor in Sport Administration & Leadership to begin in September 2011. The Master's in Sport Administration and Leadership program is designed to prepare students for leadership responsibilities in the field of sport. We are interested in faculty who can assist students in critically analyzing complex problems and who can promote the use of theory and research so that students learn to identify and solve issues for sport organizations.

Candidates will be responsible for teaching undergraduate courses in sport and exercise psychology and a senior synthesis course; and graduate courses within the Sport Administration and Leadership curriculum; prepare and mentor Master's students; supervise student colloquia; engage in professional and university service activities; and maintain an active research agenda in Sport Management or closely related area.

Requirements: Ph.D. in sport management or closely related field of study; commitment to excellence in higher education teaching and service; dedication to the values and mission of Seattle University; and an established or emerging scholar in sport management with an active research agenda.

Preferred: experience in the sport industry, teaching at the university level and/or supervising internships and master's level research projects.

Seattle University, founded in 1891, is a Jesuit Catholic university located on 48 acres on Seattle's Capitol Hill. More than 7,700 students are enrolled in undergraduate and graduate programs within eight schools. U.S. News and World Report's "Best Colleges 2017" ranks Seattle University among the top 10 universities in the West that offer a full range of masters and undergraduate programs. Seattle University is an equal opportunity employer.

In support of its pursuit of academic and scholarly excellence, Seattle University is committed to creating a diverse community of students, faculty and staff that is dedicated to the fundamental principles of equal opportunity and treatment in education and employment regardless of age, color, disability, gender identity, national origin, political ideology, race, religion, sex, sexual orientation, or veteran status. The university encourages applications from, and nominations of, individuals whose differing backgrounds, beliefs, ideas and life experiences will further enrich the diversity of its educational community.

Applicants should submit materials online at <https://www.seattleu.edu/careers/>. Include a statement of teaching philosophy, research interests and professional accomplishments; curriculum vitae; and up to three relevant publications, submissions or other evidence of scholarly writing. Additionally, applicants should provide the names and contact information of three references. Applications will be accepted through December 1, 2017.

XIX.APPENDIX B - SAMPLE ADJUNCT FACULTY POSITION

Adjunct Faculty Position

The English Department at Seattle University invites applications for part-time adjunct faculty to teach first-year composition and introductory literature courses. Composition courses are taught in a theme-based seminar format aimed at promoting bonding with the university and developing critical thinking, inquiry, and argument. Introductory literature courses span a variety of genres and historical periods and are often theme-focused.

M.A. required, Ph.D. preferred; commitment to diversity and the university's mission; demonstrated excellence in teaching; knowledge of composition pedagogy highly desired. This position requires a criminal background check.

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In support of its pursuit of academic and scholarly excellence, Seattle University is committed to creating a diverse community of students, faculty and staff that is dedicated to the fundamental principles of equal opportunity and treatment in education and employment regardless of age, color, disability, gender identity, national origin, political ideology, race, religion, sex, sexual orientation, or veteran status. The university encourages applications from, and nominations of, individuals whose differing backgrounds, beliefs, ideas and life experiences will further enrich the diversity of its educational community.

Applicants should submit materials online at <https://www.seattleu.edu/careers/>. Include a resume, letter of interest and names and contact information of three references. Recruitment is ongoing and based on quarterly teaching needs.