

**Policy and Procedures for Faculty Recruitments
Office of the Provost
September 2007**

Prefatory Statement

The following procedures apply to all faculty searches:

1. All new search committee chairs are required to meet with Venessa Macro and Susan Wright. There are several reasons for this requirement:

- ❑ It is vital that all search committees actively seek the most diverse and qualified candidate pools possible. Sue Wright will present ideas how to actively expand and diversify the candidate pools.
- ❑ Each year search committees inadvertently make mistakes that have the potential to create liability for the University. Meeting with Venessa Macro will result in fewer inappropriate incidents.
- ❑ There are many university procedures relevant to the search process. These range from compliance with spending limits, through various forms that must be filed before interviews can occur. Awareness and compliance with these will facilitate efficient and successful searches. Venessa and Sue will review some of the most important (and most often violated) procedures.

2. Deadlines for various steps.

October 1: All advertisements due to the Dean's Office

February 1: The last date for submitting the Request for Campus Interview form

Spring Break: Campus interviews should be completed.

In general earlier searches result in stronger and more diverse candidate pools. These deadlines will help achieve Strategic Plan goals 3 and 4.

If a deadline is not met, the tenure-track search will be canceled and the slot converted to a visiting position. Exceptions will be considered but are not likely to be granted.

3. Conference call interviews of the candidates must precede campus visits.

Permission to bring candidates to campus will not be granted unless there has been a conference call interview with a majority of search committee members.

Ron Troyer
Provost

I. Policy

Scope: All full time faculty positions or upper level administrative searches (Deans primarily but may include other positions).

Positions included under this policy:

1. Tenure track-faculty positions
2. Non-tenure-track faculty positions
3. Visiting faculty positions
4. Deans of colleges and schools

II. Procedures

A. Consult the “**Checklist for Faculty Search Chairs**” to ensure that all required steps are being followed.

B. Notice of Position Vacancy - Faculty Form This must be submitted to the Provost’s Office by October 1.

1. Submit a completed **Faculty Position Vacancy Form** with necessary attachments to the Office of the Provost following approval by the dean. : <http://www.drake.edu/hr/forms/>

The form requests, and **must** include:

- Name of the Search Committee chair
- Preferred advertising venues (professional organization publications and online sources with estimated cost).

Decisions about filling and replacing faculty positions left vacant either by transition, retirement or resignation will be reviewed in the Deans Council before Provost approval for searching. Approval is for search, not filling.

2. Attachments:

- a. Job Description. [available at: <http://www.drake.edu/hr/forms/>] A completed job description summary (university authorized format) must be submitted with the position vacancy form. At the same time:
 - Send an electronic version to the Human Resources Office (Marlene Heuertz – marlene.heuertz@drake.edu and Laura Schwarz - Laura.Schwarz@drake.edu) for posting on the Web.
 - Send an electronic copy to Sandi Smeltzer (sandra.smeltzer@drake.edu) for posting on other online sources.
 - Carefully consider the implications of any characteristic being required versus preferred; for example requiring a PhD means that you may not hire someone who has not completed their degree.
 - All forms must be consistent. Any job requirements identified in this form also must be listed in the ads.
 - If the job is non-tenure-track, state that in all paperwork.
- b. Advertisements: See “Guidelines, Requirements and Templates” for all requirements and guidance on ads for faculty positions.
 1. Include copies of **all advertisements** and/or **flyers** to be used for recruitment and where they are to be placed. **Note: all ads for tenure-track positions are due in the Provost’s by Office October 1.**

2. Also include copies of all proposed electronic postings. (Send an electronic copy of the ad to Sandi Smeltzer for posting on online sources.) **The Provost must approve all advertisements for faculty openings.** This includes ads that are placed on disciplinary web sites, and even those ads that are free. Cost of ads are included in search expenses.
3. **All ads must include** an EOE statement. [See “**Guidelines, Requirements and Templates**” #10, for wording options.]
4. If the Provost has approved initiation of a search, but has not officially approved the position, then the phrase “pending budgetary approval” must be included in the first line of the ad.

C. Applicant Surveys

This is a voluntary invitation for candidates to self identify their race, gender, disability or veteran status as well as any other characteristic that might be relevant to Drake's commitment to diversity. Applicants should be directed to the Human Resources web site at <http://www.drake.edu/asc/hr/applicantsurveyform.html> to complete an anonymous survey. Human Resources will collect data and report results back to the Dean and Provost.

D. Screening Process

Conduct the screening process using the qualifications/criteria for selection stated on the Job Description.

1. Those who do not meet minimum qualifications should be notified promptly that they are no longer being considered.
2. Conference Calls: A conference-call interview **must be conducted** with any candidate being considered for a campus visit.

Permission to bring candidates to campus will not be granted unless there has been a conference call interview with a majority of search committee members present. The Provost’s Office will pay for the conference calls. Contact Bill Jensen (271-3065) to make arrangements for a speakerphone.

3. Diversity Procedures: The process of recruiting new faculty presents an opportunity for Drake University to make significant progress in achieving the objective of hiring a diverse faculty. In the past, we have worked hard to reach a diverse audience in our recruiting efforts. While recent hires show some limited success, we have a long way to go to significantly diversify the faculty. Be diligent in your efforts to consider carefully all qualified applicants for the open position. See the section of the notebook “Diversity Objectives.”

E. Request-for-Campus-Interview Form. The last date for submitting a Request for Campus Interview Form is February 1.

1. Submit a **REQUEST FOR CAMPUS INTERVIEW** form, with a vita for each candidate, to your Dean. The Dean must approve the candidates for interviews.
2. Submit the Form to the [Office of the Provost](#) for approval ([Sandra Smeltzer](#)). Both approvals must be obtained **before** chairs arrange a campus interview.
3. The request must include a summary of actions taken to diversify the candidate pool. **Permission for campus interviews will be granted only if substantial effort has been made to diversify the candidate pool.** Submit the **Request For Campus Interview** form to the Provost **before** arranging a campus interview. The Office of the Provost retains a copy of the Report in the Position file.
4. The Office of the Provost will contact the appropriate Dean or Department head, or search committee chair to communicate approval of candidates to be invited on-campus.

F. Bringing Faculty Candidates to Campus: All Campus Interviews must be complete by Spring Break.

5. **Recruitment Expenses:** All recruitment expenses are charged to an account in the Provost's Office. [See Item #8 for reimbursement information.]
 - ❑ In some cases, professional organizational meetings for screening candidates may qualify as allowable recruitment expenses. Such expenses **must be approved by the Provost before making arrangements.**
 - ❑ Prudent use of recruitment funds is expected at all stages of the recruitment process.
6. **Only two candidates** may be brought to campus for interviews. **Permission to bring candidates to campus will not be granted unless/until the following steps are taken.**
 - a. A report that describes and documents efforts to generate a diverse candidate pool with respect to a particular position must accompany the Request for a Campus Interview Form" sent to the Provost. **Permission for campus interviews will be granted only if the report demonstrates substantial efforts to identify a diverse pool of candidates.**
 - b. **Permission to bring candidates to campus will not be granted unless there has been a conference call interview with each candidate that includes a majority of search committee members.** The request for to bring candidates to campus should include the date or dates the search committee conducted the conference call interviews.
7. **Provost Appointment:** The Provost must be included in the interview schedule for those interviewed on-campus for full-time faculty positions. Contact Suzanne Brown at 271-3751 to schedule. Please give sufficient notice.
8. **Travel:** Make all travel arrangements through The Travel Center (287-3170, 1-800-383-4444) to be charged to the Office of the Provost credit card. Candidates may make their own arrangements if the Office of the Provost gives approval.
9. **Hotel:** Preferably, you should make hotel arrangements through The Holiday Inn Express (255-4000). The downtown Marriott Hotel (245-5500) also has a Drake rate, slightly higher than at the Holiday Inn. The Cottage is more expensive, and is not to be used unless there is no other option (the cost of one breakfast) is included in the expense.

Inform the reservation clerk that the expense is to be charged directly to the Office of the Provost and indicate the position for which the candidate is being interviewed (Chemistry, Art et al). **If airline travel will be significantly reduced, an additional night's stay is appropriate; otherwise candidates should plan to stay only one night. Additional nights must be approved by the Provost's Office.**

10. **Meals:**
 - a. **Restaurants:** It is recommended that you use restaurants that represent typical faculty dining places. A nice, but not excessively expensive, restaurant should be selected.

Those who have a Drake Purchase card should use it for meals. However, the expense still must be approved by the Provost's Office. An itemized receipt and other information requested below also must be submitted to the Provost's Office.

A few local restaurants will directly bill Drake for faculty meals when you present a Drake Business Card. Restaurants that will charge directly to Drake are: The Drake Diner (277-1111), Palmer's Deli on Ingersoll, Grounds for Celebration in Beaverdale (244-4863).

Other recommended restaurants are:

Greenbrier, Johnston (253-0124), Christopher's in Beaverdale (274-3694), LaMei (on 42nd), Noah's 288-2246 (on Ingersoll),

It is not absolutely required that candidates be taken only to the restaurants listed above. The point is that it is not acceptable to take candidates to expensive establishments.

b. On Campus Meals

Food served on campus must be ordered through Sodexo. To order food service call 271-3581 and for Hubbell tickets call 271-3492. Provide the date for the meal, the number of tickets needed, and account #. Don't wait until the last minute to call for tickets.

If the college/school has several searches, it is less expensive to order a Spring/Fall punch card. This card should remain in the Dean's office for use by all searches. Again, provide the account #. This expense will be covered by the recruitment account in the Provost's Office.

c. Number at Meals: The Provost's Office will pay (in addition to the candidate) for:

- 1 individual at breakfast;
- 2 individuals at lunch (in addition to the candidate); and
- 3 individuals at dinner (in addition to the candidate).

Some flexibility is possible. Two people at breakfast with one person at lunch, for example, is acceptable.

Spouses and friends of search committee members may not be included at search meals. Such expenses will not be reimbursed.

d. Cost: Every effort should be made to provide a pleasant dining experience, but at a reasonable cost. The maximum allowable expense is \$35 per person. Any excess will be charged back to units doing the search.

e. Alcoholic beverages: Must be reasonable. Generally we recommend no more than one drink per person. Remember that this is a work situation. You are interviewing a candidate and must represent Drake well and be able to effectively evaluate the candidate. Policy is forthcoming.

f. Sales Tax: **Drake does not have to pay sales tax when you use a restaurant that direct bills or when you use an approved Drake credit card.**

g. Gratuity: The University supports only 15% gratuity unless the restaurant requires more. Gratuity should be **calculated on the pre-tax total.**

11. Miscellaneous Expenses: On-campus receptions (following presentations), mailing lists, photocopying, postage and candidate screening phone calls may be covered as search expenses. Contact Sandra Smeltzer for procedure.

12. Reimbursement:

- a. Reimbursement requires that bills or receipts be submitted to your Dean's Office for initial approval. The Dean's Office will forward all documents to the Provost's Office for approval and processing.
- b. The Search Chair should request and must obtain a copy of every expense receipt associated with the search. Receipts are required for all off-campus expenses.

- c. Full itemization **must** accompany all bills and receipts submitted for reimbursement. This includes:
 - ❑ Submit the name of each individual at the meal with the receipt or invoice for a meal (*taped to a sheet of paper suitable for scanning*).
 - ❑ Receipts must provide as much detail as possible.
- d. To meet Accounting office requirement each request for reimbursement must include the full name (first, middle and last), the mailing address, and the Drake ID of the person to be reimbursed.
- e. Faculty members may continue to be reimbursed for out-of-pocket expenses but must submit a full itemization of all search expenses.
- f. **Restaurant Reimbursement:** Immediately after charging meals at a restaurant, send the invoice or receipt (and related documents as indicated above) to your Dean's Office.

Reminder: The University supports only 15% gratuity unless the restaurant requires more. Gratuity should be figured before tax.

If the total for dinner exceeds the \$35 per person, the excess will be billed back to the unit doing the search.

- g. Reimbursements for under \$35.00 per event are made through the Student Accounts Office. A Petty Cash Reimbursement Request Form (found on B&F Website) should be completed. Attach the original documented receipt, a list of attendees and submit to the Dean's Office for approval before sending to Sandi Smeltzer, Office of the Provost.

G. Recommendations

After completion of the interviews, recommendations for hiring should be submitted to the Dean as soon as possible. Upon approval by the Dean and Provost, the Dean will contact the selected candidate to make an offer.

H. Maintaining Search Files

Search files should be maintained for three years after the position has been filled. Files should be retained in the Department conducting the search.

I. Moving Expense

The University may provide support for relocation expenses incurred by a faculty employees in moving to the Des Moines area to teach at the University. The Provost shall approve the maximum amount of the reimbursement. Please consult the University moving expense policy at <http://www.drake.edu/busfin/accounting/movingexpenses.html>

J. New Hire Information and Letter of Appointment

1. Once a candidate has accepted a position, complete a New Hire Information form and FAX it to Human Resources at 271-4546. The New Hire Information Form can be found on the HR web site <http://www.drake.edu/hr/forms/> under "Employment Forms."

This step must be completed prior to the drafting of an appointment letter.

2. The Deans Office will draft a letter of appointment, using the templates distributed by the Office of the Provost. The draft is to be sent electronically to Sandi Smeltzer, Office of the Provost, for review and/or approval by HR, Budget Director and Provost's Office.

- a. If the Provost has approved additional moving expense from one of your accounts, please note that account number and amount at the bottom of the appointment letter.
- b. The Provost's Office will print, copy, distribute, and mail the final approved letter of appointment for all faculty positions.
- c. Faculty letters of appointment **will be mailed after** approval by the Budget Director.

Once the position has been accepted, promptly notify all remaining applicants of the action. In addition, promptly notify HR to remove the position from the faculty open positions web site.