FACULTY SEARCH RESOURCE GUIDE

A resource for the WPI deans, department heads and search committees created by the Office of the Provost and the Division of Talent and Inclusion. Revised September 2019.

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(Italicized text indicates excerpts from the Faculty Handbook)
https://web.wpi.edu/Images/CMS/FacultyGov/Faculty_Handbook.pdf

INTRODUCTION

The recruitment of new faculty is among the most vital activities of any college or university. The investment in new faculty is one of the most important investments that we make. They bring new energy, scholarship and approaches that invigorate our students and our colleagues. Faculty help shape an institution's character and are largely responsible for how it is perceived by prospective students, the academic community, and other important constituents.

WPI values a diverse and inclusive workforce and is committed to providing equal opportunity in appointment through non-discriminatory open recruitment and hiring practices and affirmative action programs. A diverse faculty provides a variety of role models and mentors for our increasingly diverse student population, which helps us to attract, retain and graduate such populations more successfully. It is important that our faculty reflect the world we live in.

The process WPI follows to recruit and hire new faculty is carefully designed to ensure that all potential candidates have an opportunity to apply and that all applicants receive fair and honest consideration. It is also crucial that these processes be followed consistently across departments. Selection criteria must be explicitly established and adhered to. And, it is critical that recruitment and hiring processes be carefully documented, in keeping with federal affirmative action reporting requirements.

Faculty positions funded from operating budgets become available when they are approved in the Annual Planning and Budgeting Process (APBP). Once these positions are approved, they are communicated to the Deans by the Provost. Deans communicate the approved positions, with budgets for salary and startup, to the department heads. An entirely new position may be authorized and funded through reallocation of existing funds or in response to a strategic hire opportunity. Occasionally a department without a search may identify a truly exceptional individual who would greatly enrich its faculty by bringing outstanding scholarship and/or diversity to the department. In such a case, senior administration may review a special request to take advantage of extraordinary circumstances and in situations with compelling needs.

This Faculty Search Resource Guide has been developed to assist Deans, Department Heads, Search Committee members, and Administrative staff, all of whom play an important role in the recruitment and appointment of faculty. We hope you will find it useful. Checkpoints have been identified throughout the process to help ensure a successful search process.

The offices of the Provost and Talent and Inclusion are available to provide assistance and guidance in your search and recruitment activities.

CHAPTER ONE: THE SEARCH BEGINS

UNIVERSITY'S STRATEGIC IDENTIFICATON OF NEW FACULTY SEARCHES

The Offices of the President and Provost will annually announce to the academic Deans a call for tenure -track searches (or NTT positions) prior to APBP. Deans will work with each of their Department Heads to identify faculty positions to be filled.   Academic Deans will submit to the Provost a prioritized list, with justification, for each search requested.

After receiving Presidential/Provost approval, Deans will delegate the recruitment process for all approved positions to the appropriate Department Heads and/or program directors. Department Heads, in turn, will delegate the recruitment process for all approved positions to the appropriate search committee members, including a diversity officer.

Deans and Department Heads are responsible for monitoring actions of their search committees to ensure committee members are following established guidelines.

CLUSTER HIRE APPROACH

Many of the academic and research programs at WPI are interdisciplinary. In recent years, cluster hires have provided an opportunity to meet the strategic goals of the university.   If a cluster hire investment for departments is recommended, a customized approach to search committee formation, advertising, recruiting, and interviewing should be established.

SEARCH COMMITTEE FORMATION AND COMPOSITION

Section I.   Tenured/Tenure-Track Faculty

The search committee is formed by the Department Head and with the Dean's/ Provost's approval.

Search committee members cannot serve if one of the following applies: 1) a family member, spouse or significant other, etc. is applying for the position; or 2) a committee member is applying for the position.

Items for thought when forming the search committee include:
- Size of committee - Using an odd number of members ensures that there are no ties if votes are counted.
- Interdisciplinary in nature
- Diversity of members - Members should hold different backgrounds, perspectives, expertise, and years of service.
- Student Involvement - consider the value added that students bring to the faculty search process and solicit their input.

The Chronicle of Higher Education may be a valuable resource for search committees. Category Archives: Faculty Hiring   http://chronicle.com/blogs/onhiring/category/faculty-hiring includes a number of relevant articles.

Section II. Academic Department Heads - see page 22 (or page 2-8 of the faculty handbook)
- As defined in the Faculty Handbook

Section III. Faculty/Administrative Appointments – See page 25 (or page 2-21 of the faculty handbook)
- As defined in the Faculty Handbook

Charge to Committee - The Dean will meet with the Search Committee to relay the strategic area they are to search for, criteria that are important to the University, rank of faculty member, timeframe for completion of search, and format in which the committee's final recommendations are to be brought forward.

The charge must be clear and precise: ambiguity in the charge, in the role of the committee, or in the extent of its authority can create confusion that will hamper and delay the selection process at crucial points.

A Talent & Human Resources Partner should be invited to the initial meeting as well and provide information on how best to maximize recruitment strategy and attract a diverse candidate pool. This should include specific diversity and affirmative action initiatives, the need for confidentiality amongst committee members, questions that are not allowed to be asked of candidates, interview protocol, and other personnel do's and don'ts.

Within each search committee, a diversity advocate will be identified to assure diversity in the search. This member of the committee will receive training from a collaborative team including faculty, the Office of the Provost and the Division of Talent and Inclusion. Training opportunities will also be made available to all members of the committee throughout the search process.

Checkpoint: Committee Charged; Advised by Talent and Inclusion

CHAPTER TWO: POSTING THE POSITION AND CHARGING THE SEARCH COMMITTEE

POSTING THE POSITION

Create a Position
Once the department head or program director receives their approved positions, the first step is to create a position description and determine where you would like to advertise the position. The position description and other information can be entered into the *Request for Create Position* form located here (under HIRING): https://www.wpi.edu/offices/talent/forms.   Please work in concert with your Dean's office to secure their final approval on the description and, once completed, submit it to your dean's office. The dean's office will forward it to talent@wpi.edu **with a copy to the Associate VP of Academic Affairs.** On the subject line, please write **REQUEST FOR POSITION** to ensure this request is expedited.

Create a Job Requisition and Advertising Campaign

The department will receive an approval notification via Workday the new position is created and can begin the recruitment process. The next step is to create a job requisition by selecting the new position in your department (supervisory organization). For instructions on how to do this in Workday, please visit the training portal at https://wpi0.sharepoint.com/workday/SitePages/workday.aspx, or simply use this direct link:

https://wpi0.sharepoint.com/workday/Shared%20Documents/Forms/AllItems.aspx?sortField=Modified&isAscending=false&id=/workday/Shared%20Documents/JobAids/CreateFacultyandNonFacultyJobRequisition.pdf&parent=/workday/Shared%20Documents/JobAids

One the job is posted, Workday will send a notification to the hiring manager to assign the search committee members to it.

Separately, please include a request detailing where you would like to have the position advertised so that quotes can be provided. The goal is to advertise broadly and effectively, including to interest groups with diverse faculty audiences. Search Committee Chair and members should reach out to colleagues at institutions that have diverse faculty and students to identify high-potential female and underrepresented minority candidates and encourage them to apply to the position.

Ads for T/TT faculty will automatically be posted to WPI's prepaid higher education sites along with appropriate diversity on-line publications:

- o WomenAndHigherEd.com
- o HigherEdJobs.com
- o AcademicKeys.com
- o VeteransInHigherEd.com
- o DisabledInHigherEd.com
- o InsideHigherEd.com
- o BlacksInHigherEd.com
- o Indeed.com
- o DiversityinSTEM.com

- o MassJobQuest.com
- o AsiansInHigherEd.com
- o HispanicsInHigherEd.com
- o NativeAmericansinHigherEd.com – *new site added effective July 1, 2019*
- o LGBTinHigherEd.com – *new site added effective July 1, 2019*

Additional Recommended Diversity Sources
- o Diversityinhighereducation.com
- o HERCjobs.org
- o National Society of Black Engineers (NSBE.org)
- o Society Hispanic Professional Engineers (SHPE.org)
- o Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SSACNAS.org)
- o Society of Asian Scientists and Engineers (SASE)
- o Women In Engineering Proactive Network (WEPAN)
    - o WEPAN members receive a discount to post on website (Kris Wobbe and OMA are members, as well as other institutional members across campus). To learn about your specific discount (33% - 100%), please contact admin@wepan.org. Mostly women faculty and administrators at engineering schools across the country are on this list-serve.

LinkedIn is the largest professional network in the world and the only place to reach and engage potential candidates at multiple points along their professional paths. WPI's career page on LinkedIn promotes our employer brand and builds interest in open job opportunities among active job searchers as well as allow for cultivation of passive candidates.

In addition to the career page, WPI also has available job posting slots on LinkedIn. Please send a request to recruiting@wpi.edu to advertise the open position on LinkedIn.

Current job opportunities can be promoted by sharing with your LinkedIn network or via other social media platforms.

How to Share: In LinkedIn, click on the job posting you want to share and then click the share button. The share button is the icon that resembles a curved arrow. This will display a drop-down menu with some share options such as Twitter, Facebook, Google+, and LinkedIn. You can also type a brief message

about the post. If you are using your LinkedIn ⓘmobile app, it's in the upper-right corner next to the search bar at the top of the screen. This will display a pop-up window with apps to share the job posting.

- *On Android, it's the button with an icon that resembles three dots connected with a line.*
- *On iPhone and iPad, it's the button that resembles a square with an arrow pointing up.*

If desired and if within budget, departments may request one print ad placed in a professional journal of choice. As a rule, a 1/6th size ad (fairly common size for most journal publications) will be approved. Other requested advertising will be on-line placements.

Print ad headings will follow a uniform design:
> 1st line - WPI Seal
> 2nd line – Name of Department
> 3rd line – Position type (ex: Tenure Track Assistant Professor)

> A brief description of WPI may be included. The enrollment numbers quoted below are as of the Fall 2018 census.

> **Examples**
> *WPI, founded in 1865, is one of the nation's oldest technological universities. WPI is a highly selective private university with an undergraduate student body of over 4500 and 2080 full-time and part-time graduate students enrolled in more than 50 Bachelor's, Master's, and Ph.D. programs. Its innovative project-enriched curriculum engages students and faculty in real-world problem solving, often at one of WPI's global project centers. WPI is located one hour west of Boston.*

> *Or*

> *WPI, founded in 1865 and located one hour west of Boston, is a highly selective private university with an undergraduate student body of over 4500 and 2080 full-time and part-time graduate students enrolled in more than 50 Bachelor's, Master's, and Ph.D. programs. Its curriculum engages students and faculty in real-world problem solving, often at one of WPI's global project centers.*

***About WPI* Statement** *(located on sidebar on each job posting)*

About Us

WPI

About WPI

WPI is a vibrant, active, and diverse community of extraordinary
students, world-renowned faculty, and state of the art research
facilities. At WPI, we have competitive and comprehensive
benefits, including health insurance, long-term care, retirement,
tuition assistance, flexible spending accounts, work-life balance
and much more.

***Diversity & Inclusion at WPI* Statement** *(located on sidebar on each job posting)*

Diversity & Inclusion at WPI

WPI is committed to creating an inclusive workplace where
everyone feels valued and respected; a place where every
student, faculty and staff member can be themselves, so that
they can study, live, and work comfortably, to reach their full
potential, and make meaningful contributions in order to meet
departmental and institutional goals. WPI thrives on innovative
practice and welcomes diverse perspectives, insight, and people
from diverse lived experiences, to enhance the community
environment and propel the institution to the next level in a
competitive, global marketplace.

EEO/Affirmative Action Statement

*WPI is an Equal Opportunity Employer. All qualified candidates will receive consideration for
employment without regard to race, color, age, religion, sex, sexual orientation, gender identity,
national origin, veteran status, or disability. We are seeking individuals with diverse backgrounds
and experiences who will contribute to a culture of creativity and collaboration, inclusion,
problem solving and change making.*

Further information will be provided to search committees if a 'cluster hire approach' is
to be taken by several departments.

All ads should be submitted electronically to the appropriate Dean for approval. The Dean
will submit the final Ad to the Provost's Office for ad placement.

Examples of Tenure Track, Department Head and Cluster Hire ads are available in the appendix.

Checkpoint – Outside Ad approved by Dean; submitted to Provost's Office for quote/place

**Checkpoint: Approved in Workday; posted on WPI Career website prior to outside ad
placement**

Committee Assignments

While the charge to a search committee may vary depending on the type of position being filled, activities assigned to a committee may include:

- Plan a search that is sensitive to affirmative action issues and the need for a diverse pool of candidates
- Develop a timeline for a target completion date
- Develop a clear position description that includes minimum qualifications and experience desired; determine ad placement
- Network/Outreach
- Establish a system for record management
- Draft letters; recruitment, applicant correspondence
- Inform all applicants and nominees that unless confidentiality is requested in writing, information regarding their applications may be shared during the review process;
- Inform applicants and nominees that finalists cannot be guaranteed confidentiality;
- Identify criteria for screening candidates
- Conduct interviews
- Verify references
- Identify final candidates for campus interviews
- Establish a process for managing rumors in consultation with HR
- Discuss confidentiality issues with committee members and faculty members in the department

Recruitment Strategies and Best Practices

Diversity - Professionals of color and women are significantly underrepresented in faculty roles and academic leadership positions on our campus. Addressing underrepresentation requires intentional and proactive departmental and institutional efforts led by Deans and department heads, chairs, search committee members, and diversity advocates on each search.

Special care must be taken to develop a diverse pool of candidates, including those from underrepresented groups. Search committees are encouraged to write to graduate schools or departments with large numbers of underrepresented groups who could be strong possible candidates for the position. Search chairs are expected to urge all colleagues in their departments and programs to contact associates at other institutions or on our own faculty to assist in developing a strong and diverse pool of candidates.

Generate Interest and Attract Qualified, Diverse Candidates by:
- Broadly defining qualifications.
- Carefully constructing the language used to describe the position and qualifications.
- Expanding evaluation criteria to include aspects of diversity.
- Using inclusive messaging that reflects the institution's commitment to diversity and inclusion.

Add language to job descriptions signaling a special interest in candidates who contribute to the department's diversity priorities.

Example:
> "The search committee is especially interested in candidates who, through their research, teaching, and/or service, will contribute to the diversity and excellence of the WPI academic community."

For additional assistance or consultation on developing diversity language on job description, please contact the Talent and Inclusion division.

Document how the committee will actively recruit women and members of underrepresented groups and focus on the contribution that diverse faculty can bring. Factors that attract underrepresented minorities and women to academic positions are demographics of an institution's faculty, staff, and student body; demographics of the external community, presence and success of other faculty of color and women in the department and university, etc. The Diversity Advocate will play a key role in supporting the search committee to create a diverse applicant pool and ensuring best practices on diversity recruitment and hiring.

To assure that diversity issues are addressed in each faculty search, designated Diversity Advocate will be assigned to the committee. For information on the role of the Diversity Advocate, please see Exhibit G.

Review past searches. If women or members of underrepresented groups have been hired in recent searches, consider asking the search committees, the Department Head, and the faculty hired how they were successfully recruited.

Networking Ideas/Outreach- Conventional advertising methods are valuable but can never be as effective as personal contact. Search committee members and department faculty should take every possible opportunity to meet with potential candidates at professional meetings/associations and conferences and with leaders in universities and industry.

Be active on social media platforms such as LinkedIn, Facebook and Twitter or other niche networks to promote your position and WPI's culture as well as to make connections.

Please refer to the [Faculty Toolkit](#) for additional information and resources.

STOP Checkpoint: Diversity recruiting initiatives are clearly defined by Search Committee ✔

CHAPTER THREE: APPLICATION RECEIPT AND EVALUATION

Confidentiality and Discretion

The names and credentials of all applicants (internal and external) are to be received and reviewed in confidence and shared only with Talent & Inclusion staff, hiring department members and/or members of a search committee. While there may be open and confidential discussion between these individuals, outside discussion of applicants may create liability issues. It is imperative to respect a candidate's privacy. Discretion extends to resisting the temptation to contact people who may be acquainted with the candidate as a means of informal reference checking.

Acknowledgement of Application Receipt

Workday will confirm receipt of each application received and will collect all required EEO/AA information for the entire applicant pool.

Screening and Evaluating Applicants

Screening and advancing candidates will be based on job-related criteria without regard to subjective judgments or impressions. Discussion during the process is critical to ensure that no single person can eliminate a candidate based on a non-job related bias.

Initial screening of applicants should typically be based solely on the minimum required qualifications as stated in the job announcement. Members of the steering committee will be able to monitor all applicants through the **RECRUITING DASHBOARD** worklet on the home page. Simply find and click your posting on the *My Recruiting Jobs Report* screen. Then, click the Candidates link to see the pool. Finally, click any individual candidate to see their application and credentials.

Notification or Applicants not Meeting First Round Criteria

Once you have determined who meets the minimum required qualifications, those applicants may be further evaluated. The applicants who do not meet the minimum required qualifications should, at this time, be notified that they are no longer under consideration.   When screening out an applicant because they do not meet minimum qualifications, select the appropriate decline reason on the candidate's profile in Workday and move them to INACTIVE. The candidate will immediately receive a decline email notification.

The committee may wish to examine a candidate's entire career when applying its criteria. A candidate who has earned a degree and entered the academic profession after taking time out to raise a family may have employment gaps and/or fewer publications than someone of the same age whose career has not been interrupted. His/her publication record in terms of the time period over which it was produced may contribute to them being a stronger candidate.

While publications may be a significant indicator of future success for a faculty position, it is not the only indicator of the value of a candidate to a department. A search committee should carefully examine all of an individual's accomplishments, his/her potential for growth, the diversity of perspective that he/she will bring, and any unique contribution the candidate would make to the department.

Stereotyped ideas based on the candidate's race, color, religion, national origin, age, sexual orientation, disability, or gender must be eliminated from the evaluation process. Applicants with disabilities must

be evaluated in terms of the actual job requirements, with no thought given to accommodations. The committee should seek council from HR if there are disability-related questions

The search committee may want to either develop a rating form based on evaluative criteria or keep notes that the search committee generates. A rating form may consist of a series of job-related questions or issues that the committee believes are crucial to the position. Written comments reflecting the judgment of each member of the committee should be made for each candidate. Not only will this allow the search committee to determine which candidates are to be interviewed, it will also save time if it becomes necessary to return to the applicant pool at a later date.

It should also be added that no nominee for a position is a candidate until he or she has applied via Workday. Only bona fide candidates should be evaluated by the search committee.

Preference in tenure-track recruiting should be given to candidates who have or will complete their advanced degree prior to the beginning of their appointment. Completing a dissertation prior to the beginning of the appointment is better for both the individual and WPI; new faculty are faced with many challenges when their appointments begin, finishing their degree should not be one of them.

Internal applicants should be reviewed using the same criteria as external applicants.

Recordkeeping
Careful recordkeeping of the reason(s) for rejection for each candidate must be kept by the Committee by updating the applicant statuses in Workday. These records will be used to maintain documentation reflecting that the Committee engaged in a competitive hiring process. The Committee is responsible for retaining documentation and records of its screening and selection process for three years at the conclusion of the search, in the event Talent & Inclusion may be asked to produce such records to state and federal agencies.

STOP Checkpoint: Fair and consistent review of applications has been conducted

STOP Checkpoint: Applicants not meeting first round criteria are notified and politely thanked and statuses updated via Workday

CHAPTER FOUR: INTERVIEW PROCESS

Core questions should be developed to ensure consistency. If in doubt of appropriateness of a question when the search committee is developing a core list, the HR office should be contacted.

Interview Questions: Illegal/Legal (Questions may be asked during an interview but not all may be asked to be provided on a written application form)

Understanding Illegal vs. Legal Interview Questions INQUIRY AREA	ILLEGAL QUESTIONS	LEGAL QUESTIONS
National Origin/ Citizenship	Are you a US citizen? Where were you/your parents born? What is your "native tongue"?	Are you authorized to work in the United States? What language(s) do you read/speak/write fluently? This question is okay only if this ability is relevant to the performance of the job
Age	How old are you? When did you graduate? What's your birth date?	Are you over the age of 18?
Marital/ Family Status	What's your marital status? With whom do you live? Do you plan to have a family? When? How many kids do you have? What are your child-care arrangements?	Would you be willing to relocate if necessary? Would you be able and willing to travel as needed for the job? Would you be able and willing to work overtime as necessary? (These questions are okay assuming they are asked of all applicants for the job.)
Affiliations	What clubs or social organizations do you belong to?	List any professional or trade groups or other organizations that you belong to that you consider relevant to your ability to perform this job.
Personal	How tall are you? How much do you weigh? (Questions about height and weight are not acceptable *unless* minimum standards are essential for safe performance of the job.)	Are you able to lift a 50-pound weight and carry it 100 yards, as this is part of the job?

Disabilities	Do you have any disabilities? Please complete the following medical history. Have you had any recent or past illnesses or operations? If yes, list them and give dates when these occurred. What was the date of your last physical exam? How's your family's health? When did you lose your eyesight? How?	Are you able to perform all the essential functions of the job? (This question is okay if the interviewer has thoroughly described the job.) Can you demonstrate how you would perform the following job-related functions? As part of the hiring process, after a job offer has been made, you will be required to undergo a medical exam. (Exam results must be kept strictly confidential, except medical/safety personnel may be informed if emergency medical treatment is required, and supervisors may be informed about necessary job accommodations, based on exam results.)
Arrest Record	Have you ever been arrested?	Have you ever been convicted of _____? (The crime named should be reasonably related to the performance of the job in question.)
Military	Have you ever been a member of the armed services of the United States or in a state militia? If so, did your military experience have any relationship to the position for which you have applied?	Inquiry into an applicant's general military experience or type of discharge.
Organizations	Inquiry into applicant's membership in nonprofessional organizations (e.g. clubs, lodges, etc.)	Are you a member of any professional societies or organizations, etc.? (Exclude organizations, the name or character of which indicates the race, creed, color, or national origin of its members.)
References	N/A	Names of appropriate employment references.

Interview Strategies

Conference Interviews

- The purpose of a conference interview should be to determine credentials, discuss teaching and research experience as well as to share the 'WPI story' and department initiatives.
- Questions asked of candidates at a conference should also be asked of candidates who were not screened at a conference.
- Candidates screened at conferences must submit an application and documentation following the same applicant instructions provided to all candidates. Meeting with potential applicants

must be informal if the individual has not officially applied for the open position. Second round interviews are permitted at conferences if the individual has applied for an open position.

Telephone, Skype or Zoom Interviews
- Telephone, Skype, or Zoom interviews can be an effective and low-cost method of screening your medium list applicants.
- It is important that the search committee develop a structured interview format in advance. The committee should identify the questions that will be asked of all candidates.
- A written summary of each interview should be prepared for record-keeping purposes and for use during the final evaluation process.
- It is extremely important that all telephone or Skype interviews, just like in-person interviews, follow a consistent format and the results of each interview are documented.

Search committees will develop a short list of the best-qualified applicants to be invited to campus and will provide written recommendations for the Dean's approval, through the Department Head, listing strengths and weaknesses, vitas and credentials files. The candidates may or may not be ranked. The Department Head will in turn forward to the Dean. Once recommendations have been approved, a campus interview may be scheduled.

Checkpoint: Top candidates identified by the committee; Dean approves campus visit

CHAPTER FIVE: CAMPUS VISITS

When the pool of candidates has been narrowed to a small group of candidates in whom the search committee is seriously interested, some may be invited to visit the campus. This is the opportunity to tell each candidate about the history of WPI and the university's commitment to academic excellence and diversity. The quality of the campus visit will play a large role in whether your top candidate decides to make WPI his or her home. Remember, interview itineraries should be similar/comparable in scope and duration for each candidate who is invited to interview for the same position. The candidate should meet with President Laurie Leshin in the interview process.

Schedule

Before the candidate arrives, a detailed and thorough agenda should be established. This will include the individuals and groups the candidate will meet, facilities to be visited, and faculty or staff who will escort the candidate from place to place. One person should be designated as the primary host or hostess for the visit. Also, ask the candidate if he/she would like to see particular facilities or meet specific people. Provide opportunities for all candidates to interact with diverse faculty and students.

- Most campus visit candidate interviews are conducted over a 1 ½ or 2-day period.
- Provide all participants involved with the interview process a copy of the illegal/legal interview questions as well as a copy of the candidate's C.V.
- Each candidate must offer a formal seminar, colloquium or lecture; departments must announce the public presentations to the WPI community.
- When hosting a candidate, the following should be kept in mind:
    - The agenda should be sent to the candidate or shared with him/her prior to the visit or shortly upon arrival if revisions have been made. All members of the search committee as well as everyone scheduled to meet with the candidate should also receive a copy.
    - The committee may wish to consider sending fact sheets and other information about WPI and the academic department prior to the campus visit.
    - Be mindful of the candidate's travel schedule to WPI, avoiding early morning starts as needed
    - Provide beverages throughout the visit and design the schedule to include personal breaks
    - Inquire if special accommodations would be helpful (mobility/dietary)
    - Consider using name tags during small group meetings to help a candidate have more personalized interactions

- Each candidate should be asked the same set of interview questions in a consistent manner. Participation of all search committee members and interviewers is encouraged at each interview to enable a fair comparison and vote for all candidates interviewed.

- All visiting candidates should be offered the opportunity to meet with faculty members NOT on the search committee, students and with women or members of underrepresented groups. Candidates for senior faculty positions should meet with the Provost if they are the top candidate for the position.

- The interview process should provide the candidate with an overview of the job requirements as well as criteria for promotion and tenure at WPI.

- Information packets provided during a campus interview might include a department brochure, the latest issues of our brochures including Research, Great Problems Seminars Project Presentations, MQP Project Presentation Day, Graduate Research Achievement Days, the student newspaper "Tech News", free local publications highlighting the City of Worcester such as Worcester Magazine and perhaps a recent copy of the Worcester Telegram. This supplemental information provides the candidate (and partner/ spouse/ children who participate in the decision making process) a perspective of WPI, Worcester and the surrounding areas that may not be apparent from two very busy days of interviews.

- When a candidate is brought to campus, search committees may wish to choose venues that highlight the diversity of WPI, the city of Worcester, the Worcester Consortium of Colleges and opportunities for minorities and women to thrive here.

- Any questions from the candidate regarding benefits should be referred to the Division of Talent & Inclusion.

Dual-Career Considerations

It is possible that candidates will inquire about spouse/partner employment opportunities. In the event a candidate expresses interest in a dual-career faculty opportunity at WPI, contact the Department Head and he/she may work with the Dean to consider what options may be available. If the candidate expresses interest for his/her spouse for a University staff position, or employment outside the University, contact Human Resources for assistance. See link to HERC.

Planning 2nd Campus Visit for Department Head Candidates

Department Head candidates are most often invited back for a second campus visit. Their agenda for this return to campus should include meetings with other Department Heads; leaders in Admissions, the Registrar's Office, Office of Sponsored Programs and Research Office; the Chief Financial Officer, and must include a meeting with the President.

Reimbursable Expenses

- The annual budget for recruiting candidates will be established by the Provost's office in advance of the searches. Typically a maximum of the 3 visits per position will be reimbursed by the Provost's Office, and 3 candidates may not always be needed. Consider using the "rolling" approach where the strongest candidate is invited first, and a decision is made on that person before moving to the next.

- Lunches and dinners should be "nice" but not extravagant. Reimbursement for lunches is limited to $60 total regardless of the number of attendees. For dinners, reimbursement will be made for a maximum of 3 persons including the candidate unless the candidate's spouse is present, in which case the reimbursement limit is 4 persons. The limit per person for dinner is $50 including the tip. An exception to this policy will be made if a Dean wishes to attend; the number of reimbursable meals will be increased accordingly.

STOP Checkpoint: Campus Visits have concluded for top finalist(s)

CHAPTER SIX: REFERENCE CHECKING

Reference checking is a fundamental part of the hiring process. Reference checking can be time-consuming because references are often difficult to obtain; however, every search committee is expected to secure references on a prospective faculty candidate, even if that person was/is a current employee. Just as colleagues are important in the recruiting process they, too, are highly valuable in providing references.

The goal of verifying references is to confirm your selection of the final candidate before making an employment offer. Past performance is the best predictor of future performance.

Personal references provided by co-workers, friends, relatives and neighbors will, in all likelihood, be positive and may not adequately address the applicant's work performance. *Obtain work-related references from the candidate's immediate supervisor whenever possible.*

Candidates may be asked to sign a reference authorization if a former employer requests a signed authorization. Employers may feel more comfortable releasing information if consent to gather information can be verified.

Begin your reference process by requesting reference contact information from the applicant.
To verify references, try to speak directly to the applicant's immediate supervisor when seeking employment references. If you believe the employer is hesitant to provide information over the telephone, offer to have them call you back so that the person providing the reference can verify who you say you are.

Many employers will only provide dates of employment, job title, and salary information. If this is company policy, date and document this information and proceed to referencing other employers listed. If you are unable to obtain reference information from a previous employer, document and date the outcome of your attempts to obtain this information. *(e.g., Unable to obtain reference information due to company policy, No records exist on the employee, Unable to be reached, etc.)* Employers are not obligated to provide answers to all information requested. You should at least be able to confirm dates of employment and position held.

If a negative pattern or significant performance issue becomes apparent through your discovery process, this may be an indication of future performance problems if this candidate is hired. Keep your antennae high! Ask the present or former employer if there is documented evidence of poor performance *(performance evaluations, disciplinary letters, etc.)* to help you understand the reliability of the information being offered.

It is illegal for an employer to purposefully give false information for the sake of harming a former employee's reputation or preventing him/her from obtaining employment. Questions about personal information that is not job related should neither be asked nor provided by a prospective, present or former employer.

Education/Degree Verification

The Provost's Office will verify education/degree completion on every finalist. As subscribers to the National Clearing House, we will provide this service and cover all associated charges.

STOP **Checkpoint: Education/Degree Verification; Reference Check Complete On Finalist**

CHAPTER SEVEN: RECOMMENDATION OF CANDIDATE/EXTENDING OFFER OF APPOINTMENT

Tenure-Track Faculty

The committee should review all feedback and make a proposed final list of acceptable and unacceptable candidates with strengths and weaknesses for each candidate. When the most qualified individual has been identified by the Committee, the Committee should notify the Department Head with their selection.

The Department Head will work in concert with the Dean to negotiate terms as appropriate and formalize the offer using the guidelines provided in the initial charge. To assist in determining all of the details of the offer, Department Heads use the *T/TT Hiring Information Capture Template*, an **INTERNAL** document used for capturing budget, logistical and diversity information (Appendix I). The *Information Capture Template* will help the Department Head and Dean consider all aspects of the offer. These include:

- Position, start date, course load expectations
- Salary
- Summer salary
- Equipment
- Professional Development and travel
- Grant transfers
- Personnel (RA, Post Doc, Lab Tech, etc.)
- Relocation costs
- Office location
- Lab location
- Capital Renovations (for example, electric, water, gas, HVAC for labs, furniture)
- Information Technology (hardware, software, databases, storage)
- Library (databases, journals, digital or hard copy collections)
- Information on grants/equipment/personnel from other institutions
- Diversity information

Keep in mind that not all of the information captured will be shared with the candidate, but will assist the Provost's Office with evaluating the total financial commitment. This document will also serve as a touch point for the other offices on campus (IT, Library, Facilities) to begin to prepare for the candidate's arrival, should an offer be accepted. Finally, this document will provide the Provost with information on the diversity of the candidate pool and related selection criteria for the finalist.

The Provost's Office and HR can provide assistance with compensation benchmarking as needed. Contacts for consultation on the other aspects of the offer are noted on the Information Capture Template.

Once this information has been captured, the Dean will send it to the Provost for review along with the candidate's application and C.V. **By the time the Info Capture form and CV are sent to the Provost, the package should be the best representation of the offer that WPI is prepared to make, and the one that has the best probability of being accepted by the candidate. In other words, by the time it is submitted it should be close to final, and the basis for a formal offer.** From this review, a draft

appointment letter and Exhibit A (Appendix II) form will be created and sent to the Dean, who will in turn send it to the department head, to be used as a basis for the verbal offer to the candidate.

If the verbal offer is accepted, the department head will inform the dean and the Provost's Office to send the formal Appointment Letter to the candidate.

If the verbal offer is not accepted and results in a renegotiation, any new points should be sent to the Dean and Provost's Office, encapsulated in a new *Info Capture* for review and the drafting of a new Appointment letter, which will be sent back to the Dean and department head for a second verbal offer. If the verbal offer is accepted, the department head will inform the Dean and the Provost's Office to send the new version of the formal Appointment Letter to the candidate.

The selected candidate must be moved to the offer status in Workday and an online Info Capture Questionnaire will need to be submitted with the offer details. The offer will go through an approval process in Workday and the Provost's office will send the offer letter to the candidate.

Academic Department Head
The Provost submits to the President the names of the candidates, his/ her recommendation, the preferences and comments of the departmental faculty, and the preferences and comments of the Search Committee. The Committee on Appointments and Promotions is given copies of all documents submitted to the President concerning the selection. The President will approve or share concerns with the Search Committee and the Committee on Appointments and Promotions. If it is determined there is not a viable candidate, the Search Committee may be asked to continue the selection process.

All Department Head offers of appointment will be signed by the President.

In special circumstances, an offer of appointment for a senior rank may include tenure consideration. All such instances must be discussed with the Dean and Provost to determine the terms of such an offer.

All faculty appointments are subject to the guidance set forth in the Faculty Handbook.

Checkpoint: Written offer extended to top candidate

CHAPTER EIGHT – ACCEPTANCE OF WRITTEN OFFER

The Provost's Office will notify the Dean/Search Committee/Department Head upon receipt of a signed offer of acceptance letter.

Once candidate signs offer letter in Workday, the Talent & Inclusion office will initiate a background check though the University's external vendor, HireRight.

Initial WPI Welcome

The Provost's Office will send welcome correspondence to the new faculty member outlining New Faculty Orientation details (if known) or a save-the-date and a link to the Faculty To-Do-List , providing helpful information on WPI. The candidate will receive instructions from IT Services to establish their new WPI email account within seven days prior to the candidate's start date.

Department support staff should stay in contact with the faculty member until their arrival, offering assistance with any forms, details, expenses, etc. that the faculty member may have before arrival.

STOP Checkpoint: Hiring Department and Provost's Office remain in contact with incoming faculty member ✅

CHAPTER NINE – THE SEARCH ENDS

Closing the Search

If the position has been successfully filled, the job posting will automatically be unposted and closed in Workday.

Moving the candidates to INACTIVE status will close the search and generate a message stating that the search is complete. **If department would like to send their own letters to candidates that were considered or interviewed on campus, but were not selected, the options of** *Interviewed – Do Not Send Letter* **or** *Not Interviewed – Do Not Send Letter* **may be selected.**

 If the same position reopens in the future, prior applicants must reapply if they are interested. Previous applications should not be carried over from one search to another.

When declining candidates, the specific reasons for candidates may vary depending on the current step of the workflow process. Disposition candidates appropriately as soon as you know that they are no longer being considered. This will prompt Workday to send an email notification notifying candidates of their status. Once a job requisition is filled, all other remaining candidates who are not dispositioned in the Review or Screen stage will automatically receive a decline status notification. Please contact Talent & Inclusion for more information or questions.

Checkpoint: Correspondence has been sent to all remaining candidates via Workday notifying them the search is closed

Evaluating the Search Process

All Committees must evaluate the process after completing a search for full-time tenured/tenure-track faculty. WPI strives to create and maintain a culture of transparency. Evaluating the search presents an opportunity for the Search Committee to provide valuable suggestions and/or recommendations for future faculty searches.

If the department hires a woman and/or minority candidate, consider the factors that may have enabled it to do so and keep a record of best practices and successful search techniques for future reference. If the applicant pool was not as large, as qualified, or as diverse as desired, consider the following:

-Could the job description have been developed in a way that would have attracted a broader pool of candidates?
-Could the department have recruited more actively?
-What can the department do to make itself more attractive to women and minority candidates?
-Were there criteria for this position that were consistently not met by women or minority candidates?
-If women and/or minority candidates declined offers, what reasons were given?

Checkpoint: The Search Committee conducts a process review

CHAPTER TEN: LEGAL ISSUES

Non-Discrimination Policy

It is the policy of WPI that each qualified individual, regardless of (1) race, (2) gender, (3) age, (4) color, (5) national origin, (6) religion, (7) handicap, (8) marital status, (9) sexual orientation, and (10) veteran status, shall have equal opportunity in the education, employment or services of WPI. Furthermore, WPI prohibits all forms of retaliation for filing complaints of discrimination.

Individuals who believe they have been subjected to discrimination should immediately bring the matter to the attention of the Title IX Coordinator at 1-508-831-5470 or any one of our following Deputy Title IX Coordinators on campus, who will make an independent inquiry into any allegations. All allegations of discrimination will be immediately investigated.

Emily Perlow, Interim Title IX Coordinator
titleix@wpi.edu, 508-831-6514

Kristan Coffey, Deputy Title IX Coordinator
kecoffey@wpi.edu, 508-831-4680

Anne Ogilvie, Deputy Title IX Coordinator
atogilvie@wpi.edu, 508-831-5547

Art Heinricher, Deputy Title IX Coordinator
heinrich@wpi.edu, 508-831-5397

Jessica Karner, Interim Deputy Title IX Coordinator
jskarner@wpi.edu, 508-831-5381

You will also find critical resources related to reporting, support and guidance on WPI's Title IX Website, including How to make a report and guidelines to Anonymously Report Your Concern about a Title IX Violation.

Process for Faculty/Administration Appointments
H. Guidelines for Searches to Fill Academic Administrative Positions*
(Approved by the Faculty, May 2007.)

i. Academic Administrative Positions:
An academic administrative position is defined as a faculty appointment in which the primary responsibilities of the position are to lead faculty and to work with and on behalf of them to oversee substantial elements of WPI's degree-granting undergraduate or graduate programs, and/or to provide leadership, vision, and guidance in working with and on behalf of faculty to enhance their scholarship. Academic administrative positions are held by faculty who work with other faculty across several departments, programs, or other similar academic units. Examples of academic administrative positions include the Provost, Associate or Assistant Provosts, and the Deans and Associate Deans of Undergraduate Studies, Graduate Studies, the Interdisciplinary and Global Studies Division, and the First Year Experience.1 Non-academic administrative positions include, but are not limited to those in admissions, enrollment management, student life, research administration, corporate and professional education, development, and marketing.
1 Deans, Associate Deans, or Assistant Deans of a school or college, if such positions were created, would be an academic administrative position that crossed all faculty and programs within that school.

ii. Formation of the Search Committee:
When an academic administrative position is to be filled from either inside or outside of WPI, a search committee of nine members is formed consisting of three elected faculty, one faculty member appointed by the Committee on Governance, one faculty member appointed by the Provost, two members appointed by the President, and two students appointed jointly by the President and by COG. The President, the Provost, and COG will collaborate on all appointments to ensure balance of the committee's membership and to select the Chair of the search committee. If the search is for the Provost, the President will make three appointments.
If the responsibilities of the position cross all departments, then all faculty participate in the process to choose the three elected members of the search committee. In this case, there is no restriction on the departmental affiliations of the faculty members who may be appointed. If, on the other hand, the responsibilities of the position do not cross all departments and programs, then the elected members of the committee will be chosen by those faculty and from among those departments that fall under the responsibilities of the position. In this case, at least one of the appointed faculty members must be from outside the academic departments that fall under the responsibilities of the position.

iii. Conducting the Search:
The work of the search committee begins when the Provost (or the President, when the search is for Provost) provides it with a complete description of the responsibilities of the position. There is an understanding between the Provost, the President, the search committee, the candidates, and the WPI community that the job description will not change substantially throughout the search and for a reasonable period of time after an appointment is made to fill the position. At the outset of the search, the committee will meet with representatives from Human Resources for advice on relevant legal

matters, and, throughout the search, will consult with those representatives whenever it is necessary to do so.

The job description will be used in soliciting nominations for the position. The search committee will evaluate the applicants and select appropriate candidates to be interviewed for the position.

It is the responsibility of the search committee to conduct the search in such a manner that all members of the faculty, administration, and staff who would interact in a substantive way with the appointee be given the opportunity to review the candidate's resume, meet with the candidate, ask questions of the candidate, and provide both written and oral feedback to the committee. The search committee may invite members of the staff to meet with the committee and/or serve as resources for the search. Because input from students is so highly valued, it is also the responsibility of the search committee to solicit input from appropriate representatives of the student body, arrange meetings between students and each candidate, and obtain written and oral input from the students about the candidates with whom they have met.

iv. Evaluating the Candidates:

The search committee will provide a detailed evaluation of each candidate to the Provost, with its preferences made clear and with a digest of the feedback from the community included. The Provost will then share the information with the President, and jointly the President and Provost will select one of the candidates to fill the open position. If the search is for a Dean, then the President and Provost will select a candidate to be recommended to the Board of Trustees for approval. If the search is for the Provost, then the committee's evaluations will be given directly to the President, who will make the selection for approval by the Board of Trustees. If none of the candidates is acceptable to them, the President and/or the Provost will discuss their reasons with the search committee, and will either request that the search committee continue the search process, or that the search begin anew with the formation of a new search committee and a new solicitation for the position.

[* Indicates that the section was approved by a vote of the Faculty]

Section II
As defined in the Faculty Handbook

C. Department Heads*

(Developed and prepared by the Committee on Appointments and Promotions, September 1985. Approved by the Provost, December 17, 1985. Amended by the Committee on Appointments and Promotions and approved by the Provost, March 1991.)

Heads of Departments report to the Provost and are responsible for the operation of the respective academic departments, for the development of the faculty, and for the quality of the programs and facilities of those units. Department Heads are appointed by the President upon the recommendation of the Provost and subject to approval by the Board of Trustees.

I. Appointment And Performance Evaluation Of Department Heads
A. Appointment.

The position of Department Head is an administrative position, and the initial appointment is for a five year period. Only one reappointment will be made, for a total of 10 years of service, unless special circumstances exist. The Provost will form a Department Head Search Committee according to the following procedure, after consulting with the faculty in the department concerned.

When a new Department Head is to be selected from either inside or outside of WPI, a Search Committee is formed consisting of two faculty members elected by the department, one member of the Committee on Appointments and Promotions, a faculty member appointed by the President, and the Provost or his representative who serves as Chairman of the Search Committee. The Search Committee first establishes its procedures for operation.

The Search Committee will solicit nominations for the position, evaluate the nominees, and select at least two candidates for the position. The Search Committee makes arrangements for each of the candidates to meet with the departmental faculty. The Search Committee will determine the preferences of the members of the department.

The Provost submits to the President the names of the candidates, his recommendation, the preferences and comments of the departmental faculty, and the preferences and comments of the Search Committee. The Committee on Appointments and Promotions is given copies of all documents submitted to the President concerning the selection. The President generally will appoint one of the candidates as Department Head. However, if none of the candidates is acceptable to the President, the reasons will be discussed with the Search Committee and the Committee on Appointments and Promotions, and the Search Committee will continue the selection process.

[* Indicates that the section was approved by a vote of the Faculty]

Exhibit A - Tenure-Track Ads

WPI
Worcester Polytechnic Institute
Department of Physics
Tenure-Track Assistant Professor

Applications are invited for a tenure-track position at the assistant professor level in experimental biophysics. Candidates with an interest in optical imaging and spectroscopic microscopy as applied but not limited to single-molecule biophysics, cellular biophysics, and/or biomaterials are particularly encouraged to apply. The successful candidate will be expected to establish a vigorous, externally-funded research program as well as take part in the mentoring and teaching of graduate and undergraduate students in WPI's distinctive curriculum. Preference will be given to applicants who can interact among one or more areas of Soft-Condensed Matter. See www.wpi.edu/goto/lifesci and www.wpi.edu/Academics/Depts/Physics/ for current interests and activities at WPI.

Interested candidates should submit an application (in pdf format) consisting of (i) a cover letter addressing the alignment of the candidate's research with the department's interests, (ii) a curriculum vitae, (iii) a description of research plans, (iv) a statement of teaching philosophy, and (v) a list of five references (with full contact information). Send to Prof. Germano Iannacchione, Head, Department of Physics at ph-search@wpi.edu. Review of applications will be conducted on a rolling basis and continue until the position is filled.

U.S. News and World Report consistently ranks WPI among the top national universities and recently placed WPI in its top 30 for faculty resources. Further information about WPI and the department can be accessed at http://www.wpi.edu

To enrich education through diversity, WPI is an affirmative action, equal opportunity employer.
– A member of the Colleges of Worcester Consortium. –

WPI
Worcester Polytechnic Institute
Department of Chemistry and Biochemistry
Tenure-Track Assistant Professor Position

Worcester Polytechnic Institute invites applications for a tenure-track Assistant Professor position in the Department of Chemistry and Biochemistry. The successful applicant will reside in the new \$65M Life Science and Bioengineering Center (http://apptrkr.com/161636), a state of the art research facility conducive to collaborative and interdisciplinary research and teaching. This hire is a component of a strategic plan to expand the department and the life sciences at WPI.

We are seeking a scientist with expertise in synthesis with an applications focus that complements research in our Life Science areas. An ability to teach inorganic chemistry is required. The successful candidate will have a Ph.D. and post-doctoral experience and is expected to contribute to our excellent undergraduate curriculum and develop a vigorous, externally-funded research team of both undergraduate and graduate students. Salary is competitive and includes an excellent fringe benefits package. WPI is consistently listed in US News and World report among the top national universities and recently placed WPI in the top 30 for faculty resources. Further information about WPI and the Chemistry and Biochemistry Department can be found at http://apptrkr.com/161337.

Applications will be reviewed on a rolling basis until the position is filled. Interested candidates should send pdf-formatted applications including a curriculum vitae, a statement of teaching and research interests, and the names of three references to Dr. Kristin Wobbe at faculty-searchCBC@wpi.edu. Inquiries can be addressed to Head, Department of Chemistry and Biochemistry, Worcester Polytechnic Institute, 100 Institute Road, Worcester, MA 01609.

To enrich education through diversity, WPI is an affirmative action, equal opportunity employer.
– A member of the Colleges of Worcester Consortium. –

WPI
Worcester Polytechnic Institute
Assistant Professor in Regenerative Medicine
Biomedical Engineering Department

Worcester Polytechnic Institute (WPI) invites applications for a faculty position at the level of Assistant Professor in the Biomedical Engineering (BME) Department, specializing in Regenerative Medicine. The Department (http://apptrkr.com/163213) delivers a growing undergraduate BME program with approximately 230 students. Over 50 graduate students enrolled in the Biomedical Engineering graduate program are pursuing MS, ME and PhD degrees. The department is conducting externally-funded research programs in the following areas: cellular and tissue engineering, biomechanics, biomaterials, bioinstrumentation, biosignal processing, physiological systems modeling or biomedical imaging.

WPI is enhancing its current strengths and capabilities in regenerative biosciences and engineering and anticipates making multiple faculty hires across several disciplines to support this growth (http://apptrkr.com/163244). The successful candidate is expected to develop an externally-funded multidisciplinary research program, develop strong partnerships with regional medical device/biotechnology companies, and contribute to and help lead the BME Department's central role in this effort.

The BME Department is housed in the recently completed WPI Life Sciences and Bioengineering Center at Gateway Park (http://apptrkr.com/163245), a state-of-the art, mixed-use research facility dedicated to biomedical and life sciences research. The WPI BME Department also has extensive research relationships with the University of Massachusetts Medical School (~2 miles from the WPI campus) and the Cummings School of Veterinary Medicine at Tufts University (~ 8 miles from WPI). Candidates should have a Ph.D in BME or closely related field, experience in regenerative medicine, and a commitment to excellence in both research and teaching.

U.S. News and World Report consistently ranks WPI among the top national universities and recently placed WPI in its top 30 for faculty resources.

Interested candidates should submit pdf formatted applications including a curriculum vitae, a statement of accomplishments and future priorities in research and teaching, and the names and contact information for a least five evaluators who have agreed to provide letters of reference to bme-facultysearch@wpi.edu. Applications will be evaluated until the position is filled. We promote excellence through diversity and encourage all qualified individuals to apply.

To enrich education through diversity, WPI is an affirmative action, equal opportunity employer.
– A member of the Colleges of Worcester Consortium –

Exhibit B - Department Head Ads

Exhibit C - Cluster Ad

Exhibit D:

WPI Diversity Advocate Program for all Faculty Searches

The intention of the Diversity Advocate Program is to advance WPI's commitment to diversity and inclusion by attracting a greater pool of faculty candidates from underrepresented populations in faculty searches. Diversity Advocates do not replace the responsibilities of academic leadership and search chairs who share the responsibility for upholding equal opportunity and affirmative action laws, as well as our institutional commitment to diversity.

As part of this effort, we ask that Deans and Chairs of the search committees identify a member of each faculty search committee to serve in an official capacity as the committee's Diversity Advocate. Although all members of faculty search committees are expected to support WPI's efforts to recruit and retain a diverse workforce, the Diversity Advocate is charged with ensuring that our commitment to diversity is put into practice, ensuring that members of underrepresented groups have been recruited as candidates and given full and careful consideration. Diversity Advocates should be tenured faculty members.

Why Faculty Diversity Matters:

Professionals of color and women are significantly underrepresented in faculty roles and academic leadership positions on our campus. Addressing underrepresentation requires intentional and proactive departmental and institutional efforts led by Deans and department heads, chairs, search committee members, and diversity advocates on each search.

Creating a diverse community of faculty elevates the intellectual vibrancy on our campus, resulting in new scholarship, enhanced curricular opportunities, and increased learning and innovation. Increasing opportunities for faculty of color and women brings different perspectives that can improve pedagogy and increase student achievement and sense of belonging, and better prepare our students for an increasingly diverse global workplace.

Role of the Diversity Advocate

The primary role of the Diversity Advocate is to help the search committee proactively expand the pool of qualified and diverse candidates, to increase awareness about implicit bias and other issues that can affect our ability to recruit diverse candidates (as defined by the Dean, with counsel from the Provost), and to assure that all candidates are reviewed fairly and equally through the search process. To accomplish these goals, we ask that the Diversity Advocate give special attention to, and hold the committee accountable for, the following areas:

- Composition of the search committee
- Expectations for developing a broad applicant pool
- Creating position profiles without biased language
- Creating an inclusive advertising and sourcing strategy
- Developing an assessment rubric that uses inclusive parameters
- Updating the committee on the composition of the applicant pool and the potential need to engage in more robust sourcing for underrepresented applicants
- Increasing awareness and education on implicit bias
- Assure that diverse candidates are appropriately considered in narrowing a search pool to a short list of finalists,

- Engage candidates with a positive interview experience and campus visit
- Ensure that candidate evaluation and recommendation to hire are made without bias and reflect WPI's commitment to inclusion.

We will provide training for Diversity Advocates to assure the effectiveness of their specialized role on the search committee. Diversity Advocates are encouraged to consult with the Search Committee Chair, their Dean, the Provost, or the Chief Diversity Officer for counsel at any point during the search process.

- **Create an active search.** The Diversity Advocate will assure that awareness of the search reaches a broad and diverse pool of potential candidates. Some active efforts could include the following mechanisms to increase the awareness of the search:

  - Use personal telephone and/or written contacts with colleagues or other individuals or groups who can assist in identifying candidates
  - Publicize the search with professional organizations in the discipline that serve diverse populations (such as NOBCChE and SACNAS)
  - Publicize the search with department heads/chairs at institutions whose graduates represent diverse populations
  - Support visits by members of recruiting committees to locations where minority and/or women candidates may be contacted
  - Use formal (such as LinkedIn) and informal networking to reach out to professional contacts and help identify women and minority candidates
  - Place announcements on websites, listservs, journals, and publications aimed specifically at underrepresented minorities and women

- **Creating the Short List.** The Diversity Advocate should encourage the Committee to utilize best practices in recruiting and evaluating diverse applicant pools. Further, as the Committee begins to evaluate applicants, the Diversity Advocate should be aware of how implicit biases can impact evaluations and judgments of job candidates. In particular, the Diversity Advocate should:

  - Become familiar with some of the research provided below on the unconscious biases in assessments that can affect decision making in the search process

    - Reviewing Applicants: Research on Bias and Assumptions [.pdf] (brochure by Eve Fine and Jo Handelsman, from University of Wisconsin-Madison Women in Science & Engineering Leadership Institute, 2012)

    - Rising Above Cognitive Errors [.pdf] (monograph by JoAnn Moody, provided by CCAS)

    - Video by Brian Welle, posted by Google Ventures (1 hr, YouTube video presentation, including Q&A, on implicit bias and solutions being developed at Google, Google Ventures, 2014)

  - Assure that all verbal and written communications with applicants are free of bias, prejudice, and stereotyping
  - Be aware of potential bias, prejudice, or stereotyping of applicants in the screening process

- Helps the Committee establish an interview protocol that treats all applicants consistently regardless of gender, racial, or ethnic group
- Build in checkpoints at which the Committee actively considers whether they are satisfied with the pool of candidates generated

- **Campus Visits.** During the on-campus visits of finalist candidates, the Diversity Advocate should:

  - Ensure that candidates selected for campus visits are informed that the Institute is committed to providing reasonable accommodations for visiting candidates with disabilities, and work with HR staff and the Office of Disability Services to provide reasonable accommodations for visiting candidates with disabilities.
  - Schedule interviews and events with consistency across different finalists, and make certain that the interview schedule reinforces WPI as an institution that embraces principles of diversity.

- **Pre-Offer Report and Final Selection**. As the search reaches the point at which an offer is to be made, the Diversity Advocate will submit a brief template report to the Dean and Provost's Office before an offer is extended. The report will provide specifics about specific diversity efforts undertaken and about the candidate pool; in particular, the report will contain:

  - A description of the position and a reference to the approved search plan, including the active recruitment steps taken to recruit underrepresented minorities and women as applicants for the search

  - A description of the selection process, including:

    1. The total number of applicants

    2. The number of identifiable applicants who were from underrepresented minority groups, and where they ranked in the assessment of the applicants

    3. The number of identifiable women applicants, and where they ranked in the assessment of the applicants

  - A statement of the principal reasons for selecting the proposed candidate, along with that candidate's application package
  - For any finalists for the search who are women and/or underrepresented minorities who were not recommended to receive an offer: (a) Identify them by name and provide their application packages, and (b) Provide a specific reason that they are not being recommended to receive an offer.

Diversity Advocates are encouraged to consult with Talent & Inclusion Partner and with their Dean for counsel at any point during the search process. We look forward to a successful program and welcome your feedback.

Appendix I: T/TT Information Capture Form

T/TT INFORMATION CAPTURE TEMPLATE FY2020	
CANDIDATE INFORMATION	
0. POSTING NUMBER (From People Admin)	
1. CANDIDATE NAME:	
2. DEPARTMENT:	
a. Position	
3. RANK:	
4. VISA INFORMATION	
a. Is the candidate legally eligible to work in the US?	
b. Does the candidate, now or in the future	
need sponsorship to legally work in the US?	
5. YEARS OF CREDIT TOWARD TENURE:	
a. COURSELOAD (# TAUGHT YEAR 1, 2, STEADY STATE)	
6. START DATE	
7. RELOCATING? FROM WHERE?	
8. OFFICE LOCATION:	
9. LAB LOCATION:	
10. RENOVATIONS REQUIRED FOR EITHER?	
Cost of renovation	
11. EQUIPMENT TO BE PURCHASED?	
Include installation cost on next page	
12. BRINGING EQUIPMENT WITH THEM?	
Include buyout and moving cost on next page	
13. NUMBER OF RAs	
14. TOTAL NUMBER OF RA YEARS	
15. OTHER PERSONNEL	
(Post Docs, Lab Techs, other)	
16. GRANTS FROM OTHER UNIVERSITIES?	
Tuition rate for RAs?	
Indirect Cost Rate in place?	
17. PERSONNEL FROM OTHER UNIVERSITIES?	
How funded?	
18. COMPUTER HARDWARE BEYOND STANDARD?	
19. COMPUTER SOFTWARE/STORAGE/ARCHIVING?	
20. LIBRARY SUBSCRIPTIONS/DATABASES?	
21. WHAT OTHER BENEFITS ARE AVAILABLE TO THE CANDIDATE (CORE EQUIPMENT, ACCESS TO DEPT TA POOL, ETC.)	

T/TT INFORMATION CAPTURE TEMPLATE FY2020

FINANCIAL COMPARISON TO PLACEHOLDER:

Name of candidate:

Date:

Department:

	SALARY	BENEFITS	Comp Total	STARTUP
BUDGET PLACEHOLDER		0	0	
Proposed Offer:		0	0	0
Variance	**0**	**0**	**0**	**0**

STARTUP

Equipment etc	**FY2021**	**FY2022**	**FY2023**	**Total**	
Equipment					**0**
Travel					**0**
Professional Development					**0**
Consumables/Supplies					**0**
IT Hardware					**0**
IT Software					**0**
Total	**0**	**0**	**0**	**0**	

Summer Salary	**FY2021**	**FY2022**	**FY2023**	**Total**	
Summer Salary (2.5% increase each year):					**0**
Summer Benefits (26%)					**0**
Total	**0**	**0**	**0**	**0**	

Relocation	**FY2021**	**FY2022**	**FY2023**	**Total**	
Relocation					**0**

	FY2021	**FY2022**	**FY2023**	**Total**	
UG Students:					**0**

TA/RA PERSONNEL

XX RA per year for XX years	**FY2021**	**FY2022**	**FY2023**	**Total**	
Tuition (18 credits)					0
Stipend (12 month)					0
Insurance					0
Total	**0**	**0**	**0**	**0**	

Other Personnel	**FY2021**	**FY2022**	**FY2023**	**Total**	
Postdoc Salary and Benefits					0
Lab Tech Salary and Benefits					0
Other Personnel Salary and Benefits					0
Total	**0**	**0**	**0**	**0**	

	FY2021	**FY2022**	**FY2023**	**Total**	
Renovation of Office					**0**
Renovation of lab					**0**
Total	**0**	**0**	**0**	**0**	

Other: Please specify	**FY2021**	**FY2022**	**FY2023**	**Total**	
					0

Startup Grand Total					**0**

FINAL SELECTION OF CANDIDATE REPORT FY2020

Under separate cover, please provide information on the following:

1. MULTIPLE SOURCES WERE USED TO EXPAND THE APPLICANT POOL:

a. Personal telephone and/or written contacts with colleagues who can assist in locating candidates.

b. Department heads/chairs at other institutions whose graduates represent diverse populations.

c. Ask faculty and graduate students to help identify women and minority candidates.

d. Professional organizations in the discipline that serve diverse populations.

e. Using LinkedIn to reach out to professional contacts.

f. Place announcements in websites, listserves, journals and publications aimed specifically at underrepresented minorities and women.

2. INTERVIEWS

a. Phone interviews were awarded to _____ applicants.

b. On campus intervies were awarded to _____ applicants.

c. Interviewers were identified across broad spectrums.

3. FINAL SELECTION OF CANDIDATE REPORT

a. Total number of applicants_____

b. Total number of minority applicants if information is available_____

c. Total number of female applicants_____

d. Include top 3 resumes/CVs

e State principal reason the selection of the proposed candidate over other candidates.

4. DIVERSITY ADVOCATE MADE CHECKS ALONG THE RECRUITMENT PROCESS TO ENSURE POOL WAS DIVERSE AT ALL DECISION MAKING STAGES:

a. Diversity Advocate Name:_____ Date:_____

5. SEARCH COMMITTEE CHAIR CONFIRMS ALL STEPS ABOVE WERE UTILIZED AND THE BEST QUALIFIED CANDIDATE FOR THE DEPARTMENT AND UNIVERSITY WAS SELECTED.

a. Search Committee Chair Name:_____ Date:

Example of EXHIBIT A - Faculty Position Framework
NAME
Department of DEPARTMENT NAME
DATE

Salary: SALARY, # OF month appointment

Academic Rank: RANK

Contingency:

Tenure Consideration
During Academic Year: XXXX/XXXX

Start Date: August 15, 2011

Start-up Package: [1]
1. Equipment/Lab Space
   - $TOTAL
   - SPECIFICS
2. Back-up Summer Salary [2]
   - # MONTHS
   - Payable in FY XX
3. Computer
   - Standard configuration

Relocation Expenses: [3]   Up to a maximum amount of $3,000

Expectations

Scholarship/
Research:
To pursue excellence in all academic and professional activities, to make continuous peer-recognized contributions to knowledge in one's field, to seek and sustain extramural (philanthropic?) funding to support one's scholarship/research program, general expectation of funding that realizes $\geq$$XXk/year indirect cost recovery (may not be applicable to HUA).

Teaching: To teach a minimum of X courses per year by arrangement with the
Department Head.

Undergraduates: To participate in student advising and student project activities (MQP,

IQP)

Department Mission: To be a consistently active, contributing and collegial faculty member
                       As evidenced by support of and participation in the educational,
                       research, service and outreach functions of the Department and the
                       University.

(1) Your start-up package is to assist you in activating your research and scholarship quickly. Any equipment
    that is purchased using these start-up funds is the property of WPI, and unexpended funds will roll over
    each year until the end of your fifth year.

(2) WPI's offer of summer salary is to provide you with support while establishing your research program
    and submission of proposals. Should you be successful in obtaining extramural funding, total combined
    summer compensation from extramural funding and WPI cannot exceed three months in a given
    summer. WPI summer support is available during the first two years of your appointment only and is, of
    course, dependent upon your continued employment at WPI.

(3) Relocation reimbursement is to be provided only for actual expenses associated with moving of
    household goods, not for expenses such as lodging to search for housing, etc. All employees who
    receive moving expenses must sign this agreement as a condition of employment. The employee for
    whom relocation expenses or travel expenses associated with moving have been paid agrees to
    reimburse WPI for such expenses if he/she leaves the employment of WPI within the first 12 months of
    continuous service. This stipulation is contingent upon the employee's leaving for reasons within
    his/her control (to be determined by WPI.) Also, please address any questions regarding relocation to
    Kristopher Sullivan. (ksullivan@WPI.edu, 508-831-4862.