

**MARSHALL UNIVERSITY**  
**TENURE TRACK FACULTY SEARCH PROCESS GUIDELINES**

*Outstanding faculty is the most important long-term investment for our University*

1. Any faculty line request should address operational and strategic needs of the department, alignment with the college vision and mission, and be justified by enrollment trends and growth projections. The department chair in consultation with the dean will write the request. The chance of getting a faculty line request approved depends on the strength of the case and the data to support it. As the university transitions to a more decentralized budget model, the dean will consider the college's approved total budget when making the hiring decision and get final approval from the provost.
2. The chair and the dean will also work together to create the job advertisement. All faculty position advertisements should have a uniform description of the college. No salary should be posted.
3. The business manager and dean (and/or associate dean(s)) will submit the faculty line request and the job advertisement to Academic Affairs and Human Resources. Once the position is approved, human resources will post the job in PeopleAdmin.
4. The search committee should ideally include 3-5 tenured/tenure-track faculty members, including one term faculty if necessary, and one non-department tenured faculty member. The department chair cannot be on the search committee. The search committee will be formed by the department chair and approved by the dean. Search committee members must avoid all conflicts of interest, attend all committee meetings and maintain appropriate confidentiality about search committee proceedings.
5. The dean, in consultation with the department chair, will appoint the search committee chair. The search committee chair must be a tenured faculty member from the department. The search committee chair handles scheduling and chairing meetings of the search committee, and communicating with candidates, the dean, associate dean(s), the department chair, and faculty. The search committee chair and members will have to undergo necessary training for human resource compliance and the PeopleAdmin Applicant Tracking System.
6. The dean (and/or associate dean(s)) and the department chair will meet with the search committee soon after the search is approved, and the committee is created. The dean (and/or associate dean(s)) will give the committee its formal charge and discuss the search process and qualifications for the position.

7. The search committee will review all applicants posted in PeopleAdmin and objectively evaluate applicants' suitability for the position, paying particular attention to candidates from underrepresented backgrounds. The search committee should separate the applications into three groups: (1) Unqualified applicant/incomplete applications (No); (2) Qualified Applicants (Maybe); and (3) Applicants that exceed qualifications (Yes). The search committee chair should move unqualified applicants (only) to the "Not Hired" status in PeopleAdmin.
8. After discussing candidates in the other two groupings, the search committee will propose candidates for initial interviews. The search committee chair must obtain approval via PeopleAdmin from the Office of Equity (Approve for Equity Review) before scheduling the initial interviews. The initial interviews must be conducted via Teams or Zoom. All candidates being interviewed must be asked the same set of questions.
9. The search committee will choose 2-3 candidates from those in the initial interview pool to invite to campus. Before inviting candidates to campus, the search committee must perform reference checks, request unofficial transcripts from the candidate, and get approvals from the department chair and dean (and/or associate deans).
10. The search committee chair prepares the schedule for the on-campus visit. The schedule must include a research presentation, a teaching presentation (ideally in a real class with students), a meeting with the search committee, interviews with the department chair, dean, and associate deans, and other faculty. The campus interview must also include at least one meal and a campus tour. Other meetings / interviews can be scheduled as needed. The whole college should be invited to the presentations and / or be allowed to meet with the candidate, if possible.
11. During, or shortly after the campus visit, the search committee will ask for feedback from all faculty and students who met with the candidate via an evaluation form (see attached example evaluation form).
12. The search committee meets after the campus visits, reviews the evaluations, and decides by vote whether each candidate is acceptable or not. The search committee must find at least 2 candidates acceptable for hire, or the dean and department chair will need to get involved to decide how to proceed. While reviewing the evaluations, the search committee will discuss the pros and cons of each candidate. The search committee chair will give a written report to the department chair with the pros and cons of each acceptable candidate (2-3). They must not rank the candidates.
13. The department chair will forward the report from the search committee, along with their own report of each candidate's pros and cons, to the dean. The department chair should not rank candidates. They should only provide the dean with an assessment of each candidate's pros and cons.

14. The dean will choose a candidate in consultation with the department chair. The dean will contact the candidate of choice and discuss terms of a possible offer. No other person should negotiate salary with the candidate. The terms must stay within the budgeted salary and terms of the original request. Some situations might require decisions about tenure clock reduction (see attached tenure clock reduction guidelines) or higher salary, which will need to be discussed with the provost for approval.
15. The dean must discuss all international candidates with the provost. The college and university will sponsor H-1B visa applications during the fall semester of the first year of employment. Green cards will not be sponsored until candidates successfully complete mid-tenure review.
16. If terms cannot be reached between the dean and the chosen candidate, the dean may choose a different candidate from the list sent by the search committee, in consultation with the department chair and associate dean(s).
17. If terms can be reached between the dean and the chosen candidate, the department chair fills out the proposed appointment form. The business manager in the dean's office fills in the proposed salary, confirms all data is correct, and completes the brief applicant information form (BAIF).
18. The business manager in the dean's office will then submit the proposed appointment form, BAIF, applicant undergraduate and graduate transcripts, and curriculum vitae to the provost's office for approval. Once approved, the provost's office will send these materials to human resources for approval.
19. Once the materials are approved by human resources, the business manager in the dean's office will write a formal offer letter, an addendum, and complete an employee records form that is printed on card stock. The addendum includes any added terms including startup costs, moving expenses, etc. For ABD candidates, the offer letter should state that the applicant must provide sufficient proof of completion of all degree requirements or transcripts showing the conferral of the degree by the end of July, or the contract is rescinded.
20. The offer letter and employee records form should be sent to Academic Affairs for Provost's signature. The provost's office returns the signed offer letter to the dean.
21. The business manager in the dean's office sends the candidate the original signed offer letter and addendum by mail, and a scanned copy by email. The candidate signs and returns the scanned copy by email as soon as possible. The dean's office sends this copy to Academic Affairs. Upon receipt of the original offer letter in the mail, the candidate signs and returns by mail. When the dean's office receives the signed original offer letter, the business manager makes a copy of it and sends to Academic Affairs.

## EVALUATION FORM FOR COLLEGE FACULTY CANDIDATES

**Please complete this evaluation form, sign and return to the Search Committee Chair.**

**Candidate name:** \_\_\_\_\_

**Your name:** \_\_\_\_\_

Based on your own observations and impressions, please rate the candidate in the categories listed below on the following scale (if you do not feel comfortable rating a category, please indicate with Unable to Judge).

<i>To what extent did the candidate exhibit?</i>	<b>Excellent</b>	<b>Good</b>	<b>Neutral</b>	<b>Fair</b>	<b>Poor</b>	<b>Unable to Judge</b>
1. Potential for (evidence of) scholarly impact						
2. Potential for (evidence of) research productivity and quality						
3. Potential (demonstrated ability) to teach and supervise students						
4. Potential for (evidence of) collaboration						
5. Ability to make a positive contribution to department's priorities and climate						
6. Potential (demonstrated ability) to be a conscientious department/college community member						
7. Professional demeanor						
8. Interpersonal skills with faculty and staff						
9. Attitude toward position and campus						

10. Additional comments

Recommend for hire: \_\_\_\_\_ Do not recommend for hire: \_\_\_\_\_

Signature: \_\_\_\_\_

## **Tenure Clock Reduction Guidelines**

1. Tenure clock change / reduction is rare and needs to be justified as deserving and necessary to the satisfaction of the search committee, department chair, department faculty, dean, and provost.
2. The potential faculty member needs to have teaching and research experience in a tenure track or tenured faculty role at a comparable institution with the same or equivalent designations (proper accreditations and/or Carnegie classification, etc.)
3. The potential faculty member needs to have significant research and teaching in areas that match the requirements of the position.
4. If the above are met, the potential faculty member is eligible for (n-1) years of tenure / promotion credit up to a maximum of 3 years (n being the number of tenure-track years of service at a comparable institution).
5. None of this is automatic and is treated on a case-by-case basis. The dean must discuss any such proposal with the provost in advance after consulting with the search committee, department chair, and department faculty.
6. Any scholarly work and publications in the years credited towards tenure can be used for promotion and tenure purposes.
7. Any reduction in tenure clock needs to be pre-negotiated at the time of joining. Subsequent changes in tenure clock is not generally considered or approved, unless someone comes up with a competing offer from another similar institution with tenure.