

Policies and Procedures for Tenured and Tenure-Track Faculty Recruitment and Appointment

General Appointment Information

Some important highlights from University Faculty Personnel Policies and Procedures related to tenured and tenure-track appointments are summarized as follows:

- the standard academic-year course load for tenured and tenure-track faculty is seven courses (or the equivalent), generally with an annual one-course reduction for faculty who are engaged in active scholarly or creative work;
- the standard appointment is for the academic-year and begins September 1;
- a faculty member with an academic-year appointment is expected to teach at least one course each quarter (fall, winter, and spring) (course clustering procedures are discussed in the University Policy on Flexible Course Scheduling, section 3.6.3.1, *Faculty Handbook*);
- the annual salary is paid in 20 equal semi-monthly installments beginning September 1 and ending the following June 30, unless the contract states otherwise.;
- eligibility for benefits is determined in accordance with the terms of the appointment, section 3.8.2 of the *Faculty Handbook* and other applicable University policies and procedures;
- Offer letters are prepared by the dean's office and letters of appointment for tenured and tenure-track faculty are issued from the provost's office and signed by the President.

Duties and Functions (see *Faculty Handbook*, section 3.6.2 and 3.6.3 for details)

Guidelines for Tenure-Track Position Proposals

When beginning the process of requesting a new faculty position, the department chair should start by reviewing the University Policy on Recruitment and Appointment to Faculty, *Faculty Handbook* section 3.2 on Recruitment of Faculty and the Office of Affirmative Action Faculty Search Process document. Departmental proposals for tenure-track positions are typically due in February of each year. In addition to the criteria described in the University Policy on Recruitment and Appointment of Faculty, proposals should include:

- a draft position description suitable for advertising the position, with a specification of the required minimum professional qualifications;
- a statement indicating how this position would respond to the multi-year, long-term goals and needs of the department, will address persistent programmatic need, if any, as revealed by program review and improvement efforts- including a five year hiring plan;
- a general description of a recruitment plan the department might use to identify the best qualified candidates and ensure an inclusive search process (including the ad and a draft evaluation rubric), as well as the department's best thinking about the resource implications of the line, i.e., the need for space and equipment needed to support the candidate's success at SCU, as well as the teaching load to which the faculty member would be assigned;

In evaluating the proposals, the dean will carefully weigh several factors including but not limited to:

- faculty resources and enrollment (persistent programmatic need, percentage of courses taught by non-tenure-track faculty, average enrollment relative to capacity, numbers of course sections offered annually, total numbers of units offered annually);
- department needs (demographics and disciplinary coverage);
- University needs (Strategic Plan goals, potential contribution to diversity goals, Core contributions, potential for RLC involvement, potential for connections to Centers of Distinctions);
- College needs (contributions to College requirements and initiatives, interdisciplinary programs, potential contribution to diversity goals); and
- Program review and improvement outcomes.

Position Approval.

The dean recommends to the provost new and replacement faculty positions. The provost then approves the allocation of such positions and authorizes searches to fill the positions.

Recruitment and Appointment Process

Revised Recruitment Plan. After the dean notifies a department/program that a search has been approved, the department chair and/or search committee chair will consult with the Office of Diversity and Inclusion for search strategies and Subconscious Bias Awareness training and will submit a Revised Recruitment plan to the associate dean for review and approval. The department will then post it on Workday. The job ad will not be posted on the website until the dean’s office has approved the Revised Recruitment plan.

The Revised Recruitment Plan must include:

1 Evaluation rubric;

2) Job ad (at least two versions- an electronic job advertisement for the SCU website, and short electronic version for online job boards, and (optionally) a full-text, hard-copy format. (Please see separate guidelines for updated rules on job ads and posting.);

3) Recruitment strategy;

4) Search procedures.

1. Evaluation Rubric must include:

- a. All hiring criteria that will be used to screen and evaluation candidates throughout the process.
- b. Specific hiring criteria as described in the *Criteria for Selection* section of the University Policy on the Recruitment and Appointment to Faculty¹, College criteria outlined in College Policy on the Rank Ordering of Candidates for Tenure-Track Positions², department specific criteria (such as developing an undergraduate research program), and any other general criteria that assess skills related to essential functions of the position, such as oral presentation skills, interaction with students, breadth and depth of knowledge in discipline and sub-discipline, etc. You may add to the University rubric, but may not delete items.
- c. If a criterion is not listed on the approved rubric, it may not be used by the committee or department to review the candidates.

¹ Evaluation of candidates is a complex judgment that involves weighing several factors, including scholarship potential, teaching abilities, areas of expertise, current departmental strengths and weaknesses, ability to achieve collegial relations within the department and University, the availability of financial resources, and the needs and mission of the department, college, and University. The University's Affirmative Action Plan goals will also be considered a criterion in selecting candidates. Of primary importance is the candidate's potential to meet the criteria for promotion and tenure, which require "superior accomplishment" in (1) teaching, (2) scholarly or artistic work and other professional accomplishments, and (3) service to the University, the department, the College, and the profession. Service to the community that is performed in virtue of a faculty member's professional expertise or association with the University or its mission also falls into this category but is not required. A factor that merits special attention in the recruitment process is the University goal to "nurture a diverse community rooted in mutual understanding and respect."

- a) ²Scholarly potential
 - i) Accomplishments to date
 - ii) Work in progress
 - iii) Research plans for the future
 - iv) Connection to resources / individuals that will support the person's productivity and maturation as a scholar
 - v) Potential for success as a teaching scholar
- b) Teaching potential
 - i) Demonstrated potential to teach in the areas assigned to this position
 - ii) Demonstrated ability or interest in contributing to the Core and major
 - iii) Prior success in teaching at the lower-division and upper-division level as demonstrated by syllabi and teaching evaluations
 - iv) Interest and potential in mentoring undergraduates in research and/or internships
- c) Contribution to University, College, and department priorities
 - i) Understanding and support of the University's Jesuit mission
 - ii) Potential connection to one of the Centers of Distinction, RLCs etc.
 - iii) Ability or potential to contribute to one or more specific departmental objectives
 - iv) Ability or potential to contribute to one or more specific College strategic goals
 - v) Ability or potential to contribute to one or more specific University strategic goals
- d) Potential to enrich the University's community of scholars
 - i) Ability or desire to take part in course development or research across disciplinary boundaries
 - ii) Long-term potential to serve as a department chair or take on other important faculty leadership roles
 - iii) Experience or interest in working with diverse constituencies
- e) Collegiality²
 - i) Ability to achieve collegial relations within the department and University for the purpose of helping the department achieves one of the other criteria listed.
- f) Potential to meet the criteria for promotion and tenure
 - i) Potential for "superior accomplishment" in teaching; scholarly work and other professional accomplishments; and service to the department, the College, the University, and the profession. Community service performed in virtue of a faculty member's professional expertise or association with the University or its mission also falls into this category but is not required.

- d. Once the dean has approved the detailed recruitment plan, the evaluation rubric, and job description, **no additional hiring criteria may be added without permission from the dean.**

2. Job Ad must include:

- a. All criteria upon which that the candidate will be judged (i.e., everything in the evaluation rubric).
- b. Specific and clear qualifications for the position.
- c. A final deadline for applications or a date on which application review will begin.
- d. The responsibilities for tenured faculty with some description of the anticipated teaching areas as well as the need for scholarship and service.
- e. That Santa Clara is a Jesuit, Catholic university
- f. EEO/AA and Clery language (Note: If the ad is posted on the SCU website, it will automatically be included).
- g. An electronic job advertisement for the SCU website, and a full-text, hard-copy format (if that is part of the recruitment plan) (*Please see separate guidelines for updated rules on job ads and posting.*)
- h. A request for the following materials, all of which must be submitted via the Workday system:
 - (1) curriculum vitae,
 - (2) graduate transcripts (unofficial transcripts are acceptable at this stage)
 - (3) three letters of recommendation or contact information for three references, (confidential letters of recommendation must be emailed outside the system to the primary recruiter, who will upload them into Workday.)
 - (4) sample syllabi, if available
 - (5) teaching evaluations, if available
 - (6) personal statement(s) covering teaching philosophy, research plan, and experience working with people of diverse cultures and identities,
 - (7) at least one example of representative scholarship, e.g., published article or book chapter, dissertation chapter, video or audio recording of an artistic performance etc.(as long as one has the copyright privilege to use said recordings.) and
 - (8), a statement of how the candidate's research plans might foster intradepartmental and interdepartmental connections. This last requirement is to bring to the front of the search process a criterion that is used in the evaluation rubric - namely the potential and ability to contribute to one or more departmental, College, or University priorities, or connection to the Centers, RLCs, etc.³ (Evaluation Rubric Criteria.)
- i. The ad must be posted on the SCU website via Workday for at least 30 days. An exception to this requires approval from the dean, provost and general counsel. All other outside ads must refer to the SCU HR website ad.

3. Recruitment Strategy must include:

- a. Confirmation that department has gone through ODI training on hiring for diversity.
- b. Confirmation that all participants in the search process have been made familiar with Santa Clara University Policy 305 regarding confidentiality. <http://www.scu.edu/hr/manual/300/#305..>

³ Here is an example from the fictitious Department of Geology:

“Applicants should submit (1) a cover letter including a statement regarding applicant's experience or interest in working with people of diverse cultures and identities; (2) a curriculum vitae, copies of undergraduate and graduate transcripts; (3) a detailed research plan; (4) a statement of how the research plans might foster intradepartmental and interdepartmental connections (additional information relevant to this statement is available on the departmental website: <http://www.scu.edu/cas/geology/index.cfm>); (5) a statement of teaching philosophy; (6) one representative example of scholarship, e.g., in-press or published article; (7) sample syllabi and teaching evaluations for any lecture course(s) taught; and (8) three letters of recommendation to be sent separately from the application.

- c. When and where the position will be advertised - including recognized prominent national publications for the subject area (print and/or web versions), scholarly listservs, the Human Resources web page, the department web site, and the department office. NOTE: Please follow the **“Advertisement Rules for tenure-track searches” to ensure that all candidates, including foreign nationals, are eligible for visa assistance**
- d. All tenure-track hires must include online placement in as broad an academic audience as possible, e.g., *Chronicle of Higher Education*;
- e. Strategies for increasing the diversity of the applicant pool, including but not limited to targeting organizations that serve underrepresented groups, including the Registry (<http://www.theregistry.ttu.edu/>); Please include the list of conferences at which the department will recruit candidates before the application time closes, if applicable, and the names of the graduate programs that the department will contact to inquire about underrepresented candidates. The College, the director of diversity and inclusion, and the director of affirmative action strongly encourage departments to conduct searches early in the academic-year in order to obtain the greatest available pool of qualified and diverse applicants;
- f. Proposed dates for interviews and any conferences that will be used as recruiting venues.

4. Departmental Search Procedures must include:

- a. A description of the composition of the search committee and the procedure the committee will follow to narrow the applicant pool. The search committee will consist of at least three people, but may be larger at the discretion of the chair. Typically, tenured and tenure-track faculty serve on the search committee. Faculty from other departments may also be invited to serve on the search committee.
- b. Pursuant to *Faculty Handbook* section 3.2.2.1, non-tenure-track faculty do not participate in ranking candidates or making recommendations for hire. The role of non-tenure-track faculty and all other persons in the process is advisory to the tenure-track faculty and should be described as such in the Recruitment Plan.
- c. The provost or dean has the authority to cancel a search if there is a breach of confidentiality.
- d. The departmental procedure should include the following steps:
 1. All faculty participating in the process will be given copies of, and be asked to review, the College search procedures (this document), the University Policy on the Recruitment and Appointment to Faculty, and affirmative action materials on faculty search processes. The interviews must follow the same process for each candidate and must comply with fair employment practices. That document will be provided by the dean or can be found at <http://www.eeoc.gov/laws/practices/index.cfm> or <http://www.dfeh.ca.gov/res/docs/publications/dfeh-161.pdf> and Santa Clara University Staff Policy 305.
 2. All faculty should be reminded that email may never be used to circulate evaluative comments about candidates. Email may be used to discuss process issues only. **Password protected cloud-based systems, like Camino, Google Drive, and Dropbox, may be used.** All notes related to the recruitment that are used to make a hiring decision ultimately need to be posted in Workday including notes from phone interviews, in person interviews and reference checks.
 3. All faculty should be reminded that departmental discussions of candidates must focus only on the candidate’s job-related qualifications and those specific hiring criteria that were listed in the approved evaluation rubric that informed the job description.
 4. Shortly after the application deadline, the search committee, after having attended the workshop by the Office of Diversity and Inclusion, will begin reviewing the applications

with a view towards quickly eliminating applicants who do not meet the minimum qualifications. Then, the committee will select a "short list" of typically ten to fifteen candidates to be considered by the department for a phone or Skype interview.

5. Any internal candidates must be treated the same as external candidates and confidentiality should be carefully maintained by all participants in the search. The hiring department should take extra steps to ensure that confidentiality and fairness are maintained at all steps of the hiring process. The goal is to ensure that the internal candidate is neither advantaged nor disadvantaged by their current status in the department.
6. The College now requires that either a telephone/Skype interview or a preliminary interview at an annual conference be conducted before the department determines the on-campus interview list. Each interview should be conducted following the same procedure and using a common set of interview questions. Phone/Skype interviews must be conducted after the application deadline. See the following in the College of Arts and Sciences Protocol Book:
 - Telephone/Skype Interview Protocol for Tenure-Track Searches
 - College Guidelines on Conducting Interviews at a Conference
7. When applicants ask questions about the progress of the search with respect to their candidacy, please respond as follows.

To guarantee fairness with respect to all other applicants, no avoidable advantage or disadvantage must accrue to any one candidate. We may not, for example, either initiate discussion of, nor answer questions about, such matters as the progress of the search, the chances of the candidate relative to others in the applicant pool, the makeup of the applicant pool, our own point of view on the candidate's qualifications, or what we think the point of view of others will be. Any such conversations or advice, whether positive or negative, might be construed to prejudice the search process. In unusual circumstances, the chair or search committee chair shall contact the dean to seek an exception to this policy. This, of course, does not prevent the committee from alerting candidates that they have not been chosen for the Skype interview or the on-campus interview. The College simply requires that all candidates in the same categories be treated similarly and alerted at the same time.

8. Depending on the process approved in the recruitment plan, the search committee or tenure-track faculty convenes to choose the three candidates to be interviewed from among those who participated in the conference, phone or Skype interview. The search committee must discuss their recommendations with the entire department before making a recommendation to the dean. To begin the meeting, the selection criteria for the position, the candidate evaluation rubric, and fair employment practices will be reviewed.
9. When the department has identified their top candidates and would like to request approval to invite the candidates to campus, please contact the Executive Assistant to the Dean to schedule a phone call between the dean and the search committee chair or department chair. Prior to the scheduled phone conversation, the chair will submit a written recommendation to the dean referring to the criteria found in the College Policy on the Rank Ordering of Candidates for Tenure Track Positions, including a brief summary of the departmental hiring criteria. This document should be shared with the dean via Google Drive.
10. The department chair and/or search committee chair will have a conversation with the dean to discuss the recommendations. During this phone call, the chair should be prepared to

address questions from the dean regarding the overall pool: particularly, its size, its diversity, and the processes used by the department to vet the pool and reach its recommendation. The dean will also review information from the Office of Diversity and Inclusion about the diversity of the national search pool to compare to our own. The department may not contact candidates about interviews until after the dean has approved the interview list.

11. The dean will approve specific candidates to be invited to campus for interview by email.
12. Soon thereafter, the search committee will invite the candidates to campus for two-day interviews. For the on-campus interview, the department will contact the Dean's Executive Assistant to schedule one 45 minute in-person meeting for each candidate with the dean only. Interviews for all candidates will follow the same format. Interviews will include individual discussions with all departmental tenured and tenure-track faculty, the dean and possibly other individuals (including the Office of Diversity and Inclusion) who might provide information and background to the candidate to assist in developing an accurate picture of the character of the university and the resources available. Meetings will be arranged, if possible, with Human Resources to discuss benefits, and with the provost's faculty personnel specialist (Laurene Skinner) to discuss the university housing plan. It is highly recommended that candidates be asked if there are persons or units that they would like to include in the interview schedule. Also, responding to feedback from recent past interview candidates, the College encourages hiring departments to include ample time with students in the interview visits.
13. Department members participating in the search interviews and students participating in the search interviews must be familiar with the principles in the document "Employment Inquiries – What can employers ask applicants and employees?" from the California Department of Fair Employment and Housing (see College website for a PDF copy).
14. As part of the interview, the candidate will deliver a research seminar and will also conduct an actual or a simulated class lecture in a topic related to the probable teaching assignment. Class lectures will be structured so that they are as comparable as possible for the candidates. Students in attendance will be asked to fill out evaluation forms, which will be distributed to the faculty for their deliberations. If a department intends to record a candidate's presentation, a written consent form must be signed by each candidate prior to their arrival to campus. If any one candidate declines, then no presentation for any candidate shall be recorded. You need to get an email confirming the consent of all three candidates. Recordings need to be stored on a password-protected site and uploaded on People Admin. At least 48 hours prior to the candidate's meeting with the dean, the department will send a complete visit schedule to the dean's office.
15. As part of the interview, the dean will discuss salary, rank, relocation, and start-up needs with each candidate. ***The candidate should be prepared to discuss what sorts of resources he or she will need as startup.*** Failure to discuss start up at the time of the campus interview almost always results in a delay for the provost to approve the offer letter. The hiring department has ***no authority*** to offer any resources to a candidate, i.e., a particular office or lab, housing, course releases, or professional development funds.
16. At the earliest moment possible following the completion of the last interview, the tenure-stream faculty will again convene to rank the candidates. The discussion will be guided by the approved evaluation rubric, focusing on the qualifications of the candidate, the specific criteria for the position, while following fair employment practices.

17. When the department committee has identified the candidate they would like to recommend for hire, the search committee chair or department chair will contact the Executive Assistant to the dean to schedule a phone call with the dean. The written ranked list and explanation of ranking should be uploaded to People Admin prior to the scheduled phone meeting with the dean. At the point of this recommendation, the search chair should have communicated with references provided on the application. The College requires a member of the search committee or the department chair to have a verbal conversation with at least one reference (in addition to the three reference letters required by the University) before submitting the written recommendation to the dean. Some departments have chosen to do reference checks for all three campus interview candidates before inviting them to campus, both as a matter of convenience and to learn more about the candidates. For all finalists, the dean will manage the process of contacting non-listed references, at the dean's discretion. *The department must guard against making or appearing to make an informal oral offer prior to provost approval. All narrative reports and notes from meetings should be scanned and uploaded to the Workday system.*
18. If the dean approves a candidate, an offer letter will be drafted and the dean will request approval from the provost to extend the offer. The dean will ask the department when it wants to have the decision from the candidate. The dean will make the official offer. All negotiations, including financial considerations, with the candidate will be conducted entirely by the dean. The dean will typically send the offer letter as a PDF attachment in an email with a request to discuss the offer with the candidate over the phone. After the dean has discussed the offer with the candidate, the dean will contact the department chair. The department members may then contact the candidate to encourage them to accept the offer.
19. Every offer letter contains the statement that “this offer is contingent on your ability to provide documentation that supports your legal right to work in the United States at Santa Clara University.” For tenure-track appointments, the University may provide assistance in securing such documentation. If a candidate requires such assistance, e.g., a visa extension, he or she should discuss the matter with the dean at the time of the offer, if not earlier. The dean will consult with the provost and Human Resources on the best course of action. The visa or other process may take many months and needs to be started immediately upon acceptance of an offer to ensure that the appointment can be completed and the faculty member can legally be employed in September. For more information on legal expenses, please see the university document, “Sponsorship of Foreign Nationals:”
<http://www.scu.edu/provost/policy/handbook/upload/Sponsorship-of-Foreign-Nationals-11-14-2011.pdf>
20. After the candidate accepts the offer, the department will ensure all documents are uploaded into Workday and then forward the Faculty Hiring Proposal to the dean's office, including
 - a) the recruitment plan (Step 4)
 - b) the narrative statement describing the search (Step 23)
 - c) The rank ordering of the finalists and the recommendation from the department to the dean for the final candidate.
 - d) any other relevant documents.
21. The dean's office will upload the signed offer letter and the candidate's official graduate transcripts and forward that to the Provost's office.
22. If none of the approved candidates accepts an offer, the tenure-stream faculty will be asked to recommend further candidates or recommend terminating the search. This recommendation will be considered at a department meeting. If the search is to continue, candidates for interview will be selected by the department and the process will continue as described before.

23. Tenure-track appointments should be completed no later than May 1.

Other Appointment Details

Relocation Reimbursement. Relocation awards are taxable and will be issued only if put into an offer letter. They will be paid via Payroll as supplemental pay. Details are described in the University Relocation Guidelines. **Relocation awards cannot be changed after the offer letter is signed. We recommend that the candidates get estimates before agreeing to the relocation award. Relocation awards are typically included in first September paycheck.**

Professional Development Grants. Newly hired assistant, associate, and full professors will receive \$6,000 in professional development funds. These funds are typically used by faculty to purchase office computer equipment, software, books, and other expenses that support research and teaching. For untenured faculty, the funds are available only during the probationary years. No professional development funds carry over for use after receiving tenure. For newly hired faculty with tenure, the funds must be spent within five years.

Start-Up Funds for Equipment and Supplies. New faculty can negotiate with the dean for start-up funds at the time of their offer of employment. Details are described in the College Policy and Procedures on Professional Development Grants, and Start-Up Funds. New computers are to be paid for from startup funds or professional development grants. Unlike professional development funds, **start-up funds must be used in the first two years of the faculty member's appointment.** No start-up funds carry over for use after the second year. Exceptions to this are not normally granted. After two years faculty are expected to secure external and internal resources. Their ability to obtain these internal and external resources is an expectation in many departments in the tenure and promotion process.

Evaluation. Tenured and tenure-track faculty must be evaluated in writing on a regular basis (section 3.3 *Faculty Handbook*). The department may recommend that the person remain on an annual evaluation cycle. The dean has the final decision on that recommendation. For more details, see section on College Policies and Procedures for Faculty Evaluation.

Supplemental Assignments. Tenured and tenure-track faculty may have supplemental assignments to their academic-year appointment, e.g., summer-session courses, course releases for College programs, or overloads, and such assignments are described in a separate supplemental assignment letter. For more details, see section on College Policies and Procedures for Supplemental Assignments.

Advertisement Rules for tenure-track searches (to ensure foreign nationals may be hired)

Effective 2013-14

For all tenured and tenure-track faculty searches, at least one advertisement stating the title, duties, and responsibilities of the position must be placed in a national professional journal or in the *Chronicle of Higher Education* and must run for at least 30 calendar days before an offer is made to ensure that qualified applicants have an opportunity to respond to the advertisement.

All ads must be on the SCU online system, Workday, as well as a national professional journal in either online or hard copy print versions for at least 30-days. Exceptions to the 30-day requirement may be obtained with dean, provost and general counsel approval. It will mean, however, that the successful candidate is ineligible for visa assistance.

1. The advertisement may be run in an electronic or web-based national professional journal or the *Chronicle of Higher Education*.

- The electronic or web-based journal's job listings must be viewable to the public without payment of subscription and/or membership charges.
- The electronic or web-based journal job listing may be abbreviated and refer to the complete job ad on the SCU HR website. However, the web-based posting must include at least the job title, basic duties (teaching, scholarship & service), and required qualifications⁴ e.g., “Ph.D. and teaching experience. For more information, see...”
- The advertisement for the job opportunity must be posted for at least 30 calendar days on the journal's website.
- The department must secure documentation of the placement of an advertisement in an electronic or web-based national professional journal and add to Workday system:
 - ***By printing out a copy*** of the journal ad on the first **and** last days the ad was run.
 - If the ad refers to the SCU HR website URL, then additionally, the department must also provide **a copy** of the SCU HR ad on the first **and** last days the ad was run.

2. **Alternatively, (but not required)**, the advertisement may be placed in a hard-copy national professional journal or in the *Chronicle of Higher Education*. If a print advertisement is run:

- The ad must include run for at least 30 calendar days.
- The ad must include the full text of the job description and requirements, not just the URL to the SCU HR website. The URL may be included in addition to, but not as a replacement for, the full job listing.

⁴ Outside counsel recommends that departments do not list qualifications that are “preferred” or “desirable.” By including such language in the ad, if your preferred candidate is a foreign national, the Department of Labor may not be able to issue the documentation needed for the H1-B without further clarification, or ultimately, at all. *The easiest solution* is to only list qualifications that are required. If a department believes it must include qualifications that are “preferred” or “desirable,” it is possible your candidate will not be able to secure an H1-B visa should one be needed.

- Department must save *original* copies of the entire journal or the entire edition of the *Chronicle* to document that the advertisement for the job opportunity was placed. The document must be scanned and uploaded to Workday.
- If run in a newspaper, at least one original tear-sheet of the advertisement showing the name of the periodical and the date(s) of publication must be maintained.

College of Arts and Sciences Protocol for Targeted Hires/Searches (Draft January 2020)

The Santa Clara 2020 Integrated Strategic Plan (“2020 Plan”) explicitly expresses the University’s commitment to recruit and retain exceptional faculty members. The goal of this document is to describe the procedures for evaluating and, if merited, undertaking a targeted search for a faculty member in support of the goals of the 2020 plan.

The College reaffirms its commitment to the following strategic priorities:

- To recruit and retain faculty and staff with outstanding professional qualifications and a commitment to advance the University’s and the College’s vision, mission, and values, with an emphasis on those who can “transform students' lives through a personalized Jesuit education that integrates rigorous study with high-impact experiential learning.” (2020 Plan, Goal 1)
- To increase racial, ethnic, and gender diversity among faculty, staff, and students through recruitment and retention efforts. (2020 Plan, Goal 5.)
- To recruit and retain members of the Society of Jesus.
- To increase partnerships with Silicon Valley by allowing departments, on occasion, to hire experts from outside academia to teach in a limited capacity as Professor of Practice or Dean’s Executive Professor.

Criteria for Justifying Targeted Search

The standard faculty recruitment procedure in the College requires an open search posted on the University’s Human Resources portal. In those searches, the dean approves a recruitment strategy, the job ad copy, and the advancement of candidates through the stages of the search process.

In rare situations, a department may ask the dean for an exception to the normal recruitment and search processes for the purpose of pursuing faculty who will advance the College in one or more of the strategic priorities listed above.

In order for an exception to the standard search procedures to be considered, the following criteria must be met:

- 1) The candidate has the qualifications required for the position under consideration. (For example, for a tenure-track position, the candidate has promise in teaching and scholarship and is tenurable; for a Lecturer position, the candidate has evidence of superior performance in teaching, service and professional activity. For an adjunct or special appointment, the candidate has qualifications in the particular area of teaching that would contribute to the curriculum of the department for a fixed period of appointment.)
- 2) The department and College can document curricular need using the persistent programmatic need formula, as augmented by upcoming retirements or resignations, or growth/restructuring in the department’s offerings.

- 3) The tenured faculty of the department support the recruitment of the particular candidate, support using the targeted search process in lieu of the normal recruitment process, and have discussed the implications for future hires. While a vote is not required, if one is taken, the proposal should get at least a majority vote.
- 4) The hire would advance the strategic and distinctive mission, goals, and priorities of the department, College, and University, including the goals of diversifying the faculty and/or recruiting and retaining current extraordinary faculty.
- 5) *Either* an open search is unlikely to yield a reasonable pool of similarly qualified candidates *or* recruitment must be expedited to meet time demands created by a competitive job market for similarly-situated candidates, or, in the case of a spousal or domestic partner hire, to meet the demands of recruiting and/or retaining the current faculty member.

Process

Request to Provost for Targeted Search

When a candidate has been identified as potentially meeting the five criteria listed above, the dean will provide the Provost with the following information:

- The curricular need that the proposed hire would fill.
- A description of the views and recommendation of the tenured faculty of the department, including a consideration of the implications for future hires.
- The candidate's CV.
- A statement describing the candidate's superior achievement and promise in teaching, scholarship, and service, including exceptional and notable accomplishments, if applicable.
- A statement describing how the hire would advance the department, College or University's strategic mission and goals, including retention or diversity goals.
- An explanation of why an open search is unlikely to yield a reasonable pool of similarly qualified candidates, or why an accelerated recruitment process is necessary.

If the Provost approves the request, the dean will contact the chair with next steps.

If the Targeted Search is approved

1. Contact the Candidate: Normally, the chair will contact the candidate and invite the candidate to apply for the position. In some cases, it may be appropriate for the dean, provost, or President to initiate the discussion with the chair or the candidate.
2. Create the Job Ad: The department will create a job ad in Workday, which will be sent only to the targeted candidate. The candidate will submit the usual documents required for the rank in question as set forth in the College's protocols. (For example, a candidate for a Dean's Executive Professor may need to provide only a short biographical statement because the candidate's expertise is well-known, while tenure-track and Lecturer candidates should provide the full complement of items listed in the College's search protocols.) Upon request of the department, the dean may grant the department an exception to the list of items required in the job ad.

3. Department Reviews Candidate Application/On-Campus Interview: After the candidate submits the application, the department conducts its standard interview process for the rank in question. (For example, for a quarterly adjunct position, the chair may conduct a phone interview and make the recommendation to the dean for hire. For a tenure track hire, that process will include a formal on-campus interview with the department or search committee, including a research talk, a teaching demonstration, and a meeting with the dean. At that meeting, the candidate will also provide the dean with a description of any start-up needs including equipment or laboratory requirements.) Upon request of the department, the dean may grant an exception to the usual interview process.
4. Departmental Recommendation: After the interview is complete, the faculty of the department (or search committee, as appropriate) considers the candidate as they would any candidate in a regular search at that rank. The chair provides a summary of the recruitment and decision-making process, and forwards the department's recommendation to the dean.
5. Offer: If the department recommends the candidate's hire, and the dean and provost approve, the dean extends an offer using standard procedures.

Procedure on Rank Ordering of Candidates for Tenure Track Positions

(Established January 9, 2002)

Tenure-track candidates invited for on campus interviews will be evaluated using these five standards in addition to the criteria established in the rubrics approved by the dean's office (also see University Policy on the Recruitment and Appointment to Faculty):

- 1) **Scholarly potential, short-term and long-term trajectory** i.e., quality of scholarly preparation, accomplishments to date, work in progress, connection to resources and individuals that will support the person's productivity and maturation as a scholar, or the like.
- 2) **Range and potential quality of teaching in both the core and the major** i.e., prior successes teaching at the lower-division level and /or upper-division level, specific courses the person is likely to be assigned in support of the departmental major and the SCU Core, evidence of enthusiasm and potential for initiative in course development, or the like.
- 3) **Connection to one or more departmental and college strategic objectives** i.e., specific connection with a strategic goal /objective / initiative of the department or College such as, connection with the Environmental Studies Institute, or expectations around participation with Residential Learning Communities, or an important connection to a specific interdisciplinary minor, or the like.
- 4) **Advancement of University mission and campus priorities** i.e., a specific connection with one of the three SCU Centers of Distinction, understanding of and support for SCU's Strategic Plan or educational mission.
- 5) **Advancement of Enrichment of SCU Community of teacher-scholars / team work / leadership potential** i.e., distinctive capacities to enhance SCU as a community of learners and teaching-scholars, evidence and potential for successful collaborative work for the common good, potential to serve as a department chair or in other important faculty leadership roles in due time.

By whatever process has the most intellectual integrity and makes the most sense, given the cultures of departments, rank order each candidate on each standard. For example, if the finalists are Rose, Susan, and Tyler, then the information the chair should provide to the dean might look like the following:

1. Scholarly potential: Susan, Rose, Tyler
2. Teaching: Tyler, Susan, Rose
3. Dept / College strategic objectives: Tyler, Susan, Rose
4. University mission / campus priorities: Rose, Susan, Tyler
5. Community of scholars / team work / leadership potential: Susan, Rose, Tyler

The dean will secure written permission from the provost before any offer is made. The candidates should be informed that it may be a few days from the end of the final interview before they are contacted.

Regarding studio arts, physical sciences, candidates who do international research, or candidates who require the use of science labs, special equipment, or studios: Please provide to the dean for each finalist, your **written proposal regarding all expected construction / utilities / equipment / materials / technical support needs / research travel, whatever as may be required for the scholarly research of the final candidates**. These questions require resolution prior to the dean's recommendation to the provost.

College Guidelines for Senior Lecturer Appointments

(Revised October 2006 and 2008)

General Appointment Information

Some important highlights from the University Faculty Personnel Policies and Procedures are summarized as follows:

- Qualifications for a Senior Lecturer appointment are described in sections 3.1.2.1.3 and section 3.4A.2.1 of the *Faculty Handbook*

“In addition to meeting the qualifications for appointment as a Lecturer, a Senior Lecturer shall at a minimum have nine years of fulltime service as a Lecturer at the University, or equivalent academic experience.” (3.1.2.1.3)

“Promotion to Senior Lecturer is not automatically granted for length of service; it is recognition of an exemplary record of achievement. In addition to meeting the requirements set in 3.1.2.1.3, candidates shall be expected to demonstrate a record of extraordinary teaching and to meet or exceed the standards for reappointment of Lecturers as described in 3.4A.1.1.” (3.4A.2.1)
- The standard academic-year course load for newly appointed Senior Lecturers is seven courses;
- A Senior Lecturer holds a full-time continuing appointment primarily for teaching in an area of persistent programmatic need.
- All continuing faculty are full-time (3.1.2.1.)
- The standard appointment is for the academic-year and begins September 1;
- The faculty member with an academic-year appointment is expected to teach at least one course each quarter (fall, winter, and spring) (course clustering procedures are discussed in the University Policy on Flexible Course Scheduling, section 3.6.3.1 of the *Faculty Handbook*);
- The annual salary is paid in 24 equal semi-monthly installments beginning September 1 and ending the following August 31;
- Each appointment is for the stated term only and does not fulfill any conditions for tenure at the University (3.1.2.1);
- Eligibility for benefits is determined in accordance with the terms of the appointment, section 3.8.2 of the *Faculty Handbook* and other applicable University policies and procedures;
- Senior lecturers are subject to the limitations on consulting and other paid professional activities specified in section 3.7.4.3 of the *Faculty Handbook*.
- Senior Lecturers are eligible for sabbatical and personal leaves as specified in section 3.7.3 in the *Faculty Handbook*.
- Faculty in Senior Lecturer positions are subject to the limitations on consulting and other paid professional activities specified in section 3.7.4.3 of the *Faculty Handbook*.

- Offer letters are prepared by the dean's office and letters of appointment for Senior Lecturers are issued from the provost's office and signed by the provost

Duties, Functions, and Expectations (see section 3.6.2 and 3.6.3 of the *Faculty Handbook* for further details)

- 1) Teaching (70%): Teach courses as assigned.
- 2) Professional activity (15%)
- 3) Service (15%)

Senior Lecturer Appointment Process

The process for appointment to Senior Lecturer is now set forth in the Faculty Handbook section 3.4A.2. For candidates who wish to apply for promotion to Senior Lecturer, please check the timeline listed on the provost's website (www.scu.edu/provost)

Request for Reconsideration of Denial of Promotion

Under 3.4A.2.4, a Lecturer who has been denied promotion to Senior Lecturer by the provost may request reconsideration of that decision in writing. Please refer to that section for details.

Other Appointment Details

Evaluation. Senior Lecturers must be evaluated in writing on a regular basis (3.3 *Faculty Handbook*). In the College, if the successful Senior Lecturer has already undergone three successive annual evaluations prior to promotion to Senior Lecturer, then upon promotion, the Senior Lecturer will immediately be placed on a three (3)-year cycle. The dean's office will take the average of the previous three annual evaluation scores to set the first cycle evaluation score for purposes of merit increases. If the recently promoted Senior Lecturer has not had three successive annual evaluations, then the Senior Lecturer will receive annual evaluations for the first three years and thereafter will be on a three-year cycle. For more details, see section on College Policies and Procedures for Faculty Evaluation.

Supplemental Assignments. Senior Lecturers may have supplemental assignments to their academic-year appointment, e.g., summer-session courses, course releases for College programs, or overloads, and such assignments are described in a separate supplemental assignment letter. For more details, see section on College Policies and Procedures for Supplemental Assignments.

Non-Reappointment: The *Faculty Handbook* provides that the University may elect not to reappoint a Senior Lecturer, provided notice of the decision not to reappoint is given not later than August 31 of the calendar year in which the final one year appointment begins. Grounds for non-reappointment include unsatisfactory performance, lack of persistent programmatic need, or lack of available funds. (Section 3.5.3.2)

Procedure for Seeking Permission to Teach at other Institutions: Faculty members in Senior Lecturer positions are subject to the approval requirements for teaching elsewhere specified in section 3.7.4.4 of the *Faculty Handbook*. (pertinent information in italics) "Full-time appointments at Santa Clara University involve a commitment that is fulltime in the most inclusive sense (3.6.2)." Therefore, faculty with such appointments must have written approval prior to accepting appointments at other institutions. Tenured and tenure-track faculty and Senior Lecturers must have the written approval of the dean and provost; Lecturers must have written approval of the dean; and faculty with fixed-term appointments must have written approval of the chair. Part-time faculty do not need to request approval for teaching at other institutions.

Process to Secure Written Approval to Teach Elsewhere (Established 5/09/12)

To secure the written approval of the dean of the College of Arts and Sciences, a Senior Lecturer must

provide the following documentation to the dean prior to accepting appointments at other institutions.

1. A written request from the Senior Lecturer to the dean requesting permission to teach at another college or university.
2. A written document from the Chair of the SCU department in support of the outside teaching assignment with an assessment of its impact on teaching and service at SCU.
3. Evidence from the other institution that teaching at SCU is permitted under the second institution, i.e., documentation from the chair or dean of the second institution.
4. Written assurance from the Senior Lecturer that the Senior Lecturer's primary commitment is to Santa Clara University, and that teaching and service obligations will be met.
5. A proven and consistent record of service to the department as evidenced by departmental evaluations and/or as evaluated by the department chair.
6. A description of the scope of the outside teaching assignment, which includes course descriptions.

Upon receipt of this documentation, the dean shall communicate a response to the faculty within 10 business days.

Guidelines for Lecturer Recruitment and Appointment

(Established 2006; revised October 2008, 2011, 2015)

General Information

The *Faculty Handbook* established the rank of Lecturer as “a renewable-term position primarily for teaching in an area of persistent programmatic need.”

Within the College of Arts and Sciences, the guidelines for Lecturer appointments are as follows:

- The ordinary educational requirement is the doctorate or other appropriate terminal degree. In certain disciplines, especially in the arts and some professional fields, practical experience and credentials other than academic degrees may be taken as equivalent preparation with the permission of the dean and provost.
- The full-time-equivalent teaching load for faculty with renewable-term appointments is seven courses of conventional unit value per year on the quarter system. (*Faculty Handbook*, 3.1.2.1). Any load less than seven is considered less than 100% full-time equivalency. For example, a six-course load is 86% full-time equivalency (6 courses / 7 courses = 0.86 FTE);
- Faculty in Lecturer appointments are appointed primarily to teach in an area of persistent programmatic need pursuant to the *Faculty Handbook*. Such need shall be identified by the department and approved by the dean and provost.
- Faculty in Lecturer appointments are appointed for a full academic-year and must teach at least one course each quarter (fall, winter, spring). The provost and dean may grant an exception for course clustering.
- Renewable-term positions are normally full-time (with a course load of seven) and are never less than half-time (3.5 courses).
- The standard appointment is for the academic-year and begins on September 1;
- The annual salary is paid in 24 equal semi-monthly installments beginning September 1 and ending the following August 31;
- The initial term for a Lecturer position is three years, a second term of three years, and subsequent terms of six years.
- Reappointment to another term is always contingent on superior, not merely competent, performance, persistent programmatic need, and availability of funds.
- Faculty on renewable-term appointments are not tenured and do not accumulate credit towards tenure.
- Eligibility for benefits is determined in accordance with the terms of the appointment, section 3.8.2 of the *Faculty Handbook* and other applicable University policies and procedures;
- Lecturers seeking reappointment to another renewable term must demonstrate superior, not merely competent, performance in teaching, in service and in professional activity that is appropriate to the academic discipline or professional field and that contributes to their primary responsibility for teaching. *Faculty Handbook*, section 3.4A.1.1.

- The established timelines for notification of non-reappointment (*Faculty Handbook*, 3.5.3.3) must be followed.
- After consultation with the provost, the dean will make the final reappointment decision.
- Offer letters are prepared by the dean's office and letters of appointment for all lecturers are issued from the provost's office and signed by the provost;
- Faculty in lecturer positions are subject to the limitations on consulting and other paid professional activities specified in section 3.7.4.3 of the *Faculty Handbook*.

Duties, Functions, and Expectations

Lecturers with renewable term appointments are expected to be engaged members of the Santa Clara community. Lecturers are also expected to engage in service at the departmental level or higher and in professional activity that is appropriate to the discipline and that contributes to their primary responsibility for teaching. Lecturers shall possess superior abilities as teachers.

Within the College, the teaching duties and functions of all Lecturers are assigned as those described in the *Faculty Handbook* in section 3.4A.1.1 specifically, all Lecturers are required to perform the specific functions related to teaching, professional activity and service including but not limited to:

- 1) Teaching (70%) Teach courses as assigned. See Section 3.4A.1.1 for details.
- 2) Professional activity (15%) See Section 3.4A.1.1 for details. Note: "Lecturers shall not be held to the same standards of scholarship as tenure-track faculty."
- 3) Service (15%)

Initial Search and Hiring Processes

The process for hiring Lecturers is as follows:

Position Approval. The dean, weighing persistent programmatic needs and the availability of financial resources, will consult with the department on how to best address persistent programmatic need. If a lecturer position has been identified, the dean shall request the provost for a line or for permission to begin a search to fill a vacant line. The analysis for persistent programmatic need is described in more detail on the website of the provost's office.

Qualifications. Candidates for Lecturer positions must have a terminal degree. Only the dean and provost may make an exception for equivalent academic and professional experience in the area of persistent programmatic need. If a recruitment plan will invite candidates with less than a terminal degree, the recruitment plan must make a case to the dean and provost as to why a degree other than the terminal degree is acceptable. The dean will consult with the provost before approving an ad that indicates acceptance of less than a terminal degree.

Search Procedures. All procedures for Lecturer hiring must include the following:

- 1) A rigorous, national search must be conducted. An inclusive recruitment plan must be developed and approved by the associate dean before an ad may be posted. Failure to follow the approved plan may lead to cancellation of the search.
- 2) The recruitment plan shall include three parts:

- a) Advertisement for the position.
 - i) Ad must be approved by an associate or assistant dean and posted in the Workday system.
 - ii) The advertisement must include all criteria the department will use to judge the candidates, including the area of persistent programmatic need identified by the dean's office. Also the ad must include a specific application deadline, description of the areas of evaluation, minimum academic and experiential qualifications. Each advertisement must also reference SCU as a Jesuit, Catholic university.

- b) Recruiting plan
 - i) The recruitment plan shall include the process that will be used to narrow the applicant pool and must be uploaded to the Workday system. A large department may use a search committee to narrow the applicant pool, with the prior approval of the dean. This request should be part of the recruiting plan. Otherwise, all tenured faculty, tenure-track faculty and Senior Lecturers are eligible to participate and vote in a search for a Lecturer. Lecturers who have been reappointed to at least a second term are also eligible to participate and vote in the search for a lecturer.
 - ii) The recruitment plan shall include a list of venues in which the advertisement will be posted as well as a list of groups or organizations that will be contacted as part of the outreach.
 - iii) The College expects the department to pay special attention to identifying venues that will attract the most diverse pool as possible and requires that the ad be posted on "The Registry", formerly known as the National Minority Registration registry and jobelephant.com. Contact the dean's office for the password for that organization.
 - iv) In addition to placement of an advertisement in a national, professional venue for the subject area, the position announcement must be posted on the Human Resources website and the department website for at least thirty business days.

- c) Hiring criteria rubric:
 - i) The criteria rubric should contain all criteria listed in the advertisement, and should focus on the area of teaching as described in the *Faculty Handbook*.

- 3) When internal candidates apply for an open position, the hiring department needs to ensure that confidentiality and fairness are maintained at all steps of the hiring process. The goal is to ensure that the internal candidate is neither advantaged nor disadvantaged by their current status in the department. We may not, for example, either initiate discussion of, nor answer questions about such matters as the progress of the search, the chances of the candidate relative to others in the applicant pool, the makeup of the applicant pool, our own point of view on the candidate's qualifications, or what we think the point of view of others will be. Any such conversations or advice, whether positive or negative, might be construed to prejudice the search process.

- 4) The campus interview list must be reviewed and approved by an associate or assistant dean before the candidates are invited to campus. The list, with justification and CVs, must be provided to the associate or assistant dean for consideration and approval. The goal is that at least three well-qualified candidates are recommended for on-campus interviews.

- 5) On-Campus interviews should include a sample lecture or presentation to students. Feedback from students and faculty other than those tenure-stream or Senior Lecturers is advisory only.

- 6) An associate or assistant dean will interview all finalists. The associate or assistant dean will provide basic information about the College and University, an overview of benefits, housing availability, a review of the current salary scale, and discussion of moving reimbursement needs.

- 7) After the department has ranked the candidates and identified the finalist, the department chair or search committee chair must communicate the ranking to the associate or assistant dean and upload it

to Workday. The associate dean consults with the dean, prepares the salary step calculation and draft offer letter. The dean consults with the provost to seek permission to make the offer at the salary recommended.

- 8) **After the approval of the provost is received**, the associate dean may contact the candidate to make a verbal offer. The department is never authorized to communicate an offer to a Lecturer without the written authorization of the associate dean or dean.

Hiring Procedures

- 9) The dean's office will prepare and send the offer letter to the candidate.
- 10) By this point, the department should be sure that it has uploaded the following documents to Workday.
 - i) Recruitment Plan
 - ii) Departmental recommendation describing the specific role of the candidate in the department, assessing the potential of the candidate in terms of teaching and service
 - iii) Recommendation of the final candidate
- 11) The dean's office will ensure that the signed offer letter and the salary step calculation are uploaded into Workday.
- 12) The provost's office issues the letter of appointment and completes the hiring process.
- 13) Lecturer appointments should be completed no later than June 1.

Reappointment Procedures

In the third year of the initial term, the annual evaluation must be completed. In the spring of the third year, after the dean has confirmed persistent programmatic need, and the provost has confirmed the budget for the line, the department will conduct a review that will result in a letter that includes a recommendation to renew or not renew for another three-year or six-year term based on performance. See the provost's website for those guidelines.

Other Appointment Details

Relocation. Relocation awards are taxable and will be issued only if put into an offer letter. They will be paid via Payroll as supplemental pay in accordance with University Relocation Guidelines.

Professional Development Grants. Lecturers are eligible to apply for professional development grants from the dean's office. Grants of up to \$500 are typically available and one grant is allowed per year of employment (see College Policy and Procedures on Moving Expense Reimbursement, Professional Development Grants and Start-Up funds). These funds are available after the faculty has exhausted their departmental funds, which should, at the very least, match this amount.

Supplemental Assignments. Lecturers may have supplemental assignments to their academic-year appointment, e.g., summer-session courses, course releases for College programs, or overloads, and such assignments are described in a separate supplemental assignment letter.

Orientation. Once the academic-year begins, departments should implement an orientation process appropriate to the terms of the appointment. In particular, issues related to departmental grading standards and academic policies should be reviewed. Chairs and program directors should also have conversations about the appropriate venues for service and the level of service expected from the Lecturer.

Non-Reappointment: The *Faculty Handbook* provides that the University may elect to not reappoint a Lecturer on a renewable term even when the term includes one or more additional years beyond the effective date of non-reappointment, provided written notice of the decision not to reappoint is given at least three months before the end of the terminal academic-year i.e., May 31). Such decisions may be made based on performance, availability of funds, or programmatic need. Section 3.5.3.3(1).

Procedure for Seeking Permission to Teach at Other Institutions. Faculty members in Lecturer positions are subject to the approval requirements for teaching elsewhere specified in section 3.7.4.4 of the *Faculty Handbook*. 3.7.4.4 Teaching Appointments at Other Institutions (pertinent information in italics) “Full-time appointments at Santa Clara University involve a commitment that is fulltime in the most inclusive sense (3.6.2).” Therefore, faculty with such appointments must have written approval prior to accepting appointments at other institutions. Tenured and tenure-track faculty and Senior Lecturers must have the written approval of the dean and provost; Lecturers must have written approval of the dean; Faculty with fixed-term appointments must have written approval of the chair. Part-time faculty do not need to request approval for teaching at other institutions.

Process to Secure Written Approval to Teach Elsewhere (Established 5/9/12)

To secure the written approval of the dean of the College of Arts and Sciences, a Lecturer must provide the following documentation to the dean prior to accepting appointments at other institutions.

1. A written request from the Lecturer to the dean requesting permission to teach at another college or university.
2. A written document from the Chair of the SCU department in support of the outside teaching assignment with an assessment of its impact on teaching and service at SCU.
3. Evidence from the other institution that teaching at SCU is permitted under the second institution, i.e., documentation from the chair or dean of the second institution.
4. Written assurance from the Lecturer that the Lecturer’s primary commitment is to Santa Clara University, and that teaching and service obligations will be met.
5. A proven and consistent record of service to the department as evidenced by departmental evaluations and/or as evaluated by the department chair.
6. A description of the scope of the outside teaching assignment, which includes course descriptions.

Upon receipt of this documentation, the dean shall communicate a response to the faculty within 10 business days.

Guidelines for Fixed-Term Faculty (Adjunct Faculty) Recruitment and Appointment

General Information

The *Faculty Handbook* created a category of faculty with fixed-terms that includes adjunct faculty, research faculty and faculty with appointments in residence (Section 3.1.2.2)

Adjunct faculty hold a non-tenurable fixed-term teaching appointment for one or more of the following purposes: to replace faculty on leave of absence or administrative assignment; to address persistent programmatic need on a part-time basis; to address short-term programmatic need on a full-time basis; to provide expertise in a specialty area; or to explore a new instructional area. (Section 3.1.2.2.1)

Within the College of Arts and Sciences, the guidelines for fixed-term faculty appointments are as follows:

- Fixed term adjunct faculty should have a terminal degree. An exception to this (to accept equivalent academic and professional experience in lieu of the terminal degree) may be granted by the dean and should be discussed before the ad is posted.
- Unless otherwise approved by the dean and provost, the normal rank for fixed-term faculty will be adjunct lecturer.
- The full-time equivalent teaching load for faculty with fixed-term appointments (see 3.1.2.2) is nine courses of conventional unit value per year on the quarter system. (section 3.6.3.1)
- Fixed-term lecturer appointments may have course loads of nine (100%), eight (89%), seven (78%), or six (67%) courses. All teaching assignments will be documented in the academic-year course plan.
- Faculty with academic-year fixed-term appointments must teach at least one course each quarter (fall winter, and spring). Any exception must be approved by the dean and the provost.
- The standard appointment is for the academic-year and begins on September 1 and ends on June 30; The annual salary is paid in 20 equal semi-monthly installments beginning September 1 and ending the following June 30 (10-month contract.) In order to hire a 12-month fixed term appointment, the dean must approve such a position before it is posted.
- Each appointment is for a fixed-term of one year; should the need for a longer appointment arise, upon the request from the dean, the provost may approve an appointment of up to three years. (Section 3.1.2.2)
- Each appointment is for the stated term only and does not fulfill any conditions for tenure at the University;
- Adjunct faculty must be evaluated at least once every three years per the *Faculty Handbook*.
- Eligibility for benefits is determined in accordance with the terms of the appointment, section 3.8.2 of the *Faculty Handbook* and other applicable University policies and procedures;
- The established timelines for notification of non-reappointment (*Faculty Handbook*, 3.5.3.3(2)) must be followed [Specifically, the *Faculty Handbook* states “the University may elect at any time not to reappoint non-tenure-track faculty as follows: Non-tenure-track faculty appointments of one year or

less are made with no expectation of reappointment. Thus no notice of non-reappointment is necessary.”

- For an AYAL who is eligible for reappointment, notification for non-reappointment will be made in writing by the dean by March 29.
- If a fixed-term faculty has a term of more than one year, Section 3.5.3.3 (1) provides that “the University may elect at any time not to reappoint a non-tenure-track faculty member as follows: (1) The university may elect not to reappoint a non-tenure-track faculty member who holds an appointment with a term of more than one year, even when that term includes one or more additional year beyond the effective date of non-reappointment, provided written notice of the decision not to reappoint is given at least three months before the end of the terminal academic-year. Such decisions may be made based on performance, availability of funds, or programmatic need.”
- Offer letters are prepared by the dean’s office and letters of appointment for all fixed-term faculty are issued from the provost’s office and signed by the provost.

Duties, Functions, and Expectations

Faculty with a fixed-term academic-year adjunct appointments are expected to be engaged members of the Santa Clara community. Within the College, the teaching duties and functions of all fixed-term Adjunct Lecturers are assigned as those described in the *Faculty Handbook* for all full-time faculty (section 3.6.3.1). Specifically, all fixed-term Adjunct Lecturers are required to perform the specific functions related to teaching including but not limited to:

1. Teaching (95%)
 - a. Teach courses as assigned. The full-time teaching load for fixed-term Adjunct Lecturers is nine courses. Teaching a course typically includes developing syllabi, assignments, and readings, that align with the course description and course learning outcomes; developing appropriate teaching preparations for each class meeting; selecting course materials and ordering books; conducting and appearing on-time for all scheduled class meetings; submitting course grades by quarterly deadlines; and administering all required course evaluations (numerical and narratives); Use appropriate measures of student performance, provide timely feedback to students, and assign grades that are an accurate and fair evaluation of student work;
 - b. Post and maintain regular office hours at times reasonably convenient for students;
 - c. Demonstrate a command of the discipline and skill in presenting it effectively;
 - d. Administer numerical and narrative course evaluations to each class as assigned by the chair.
 - e. Serve as an advisor to assigned students providing informed advice;
 - f. Develop courses for which they are responsible and contribute to general curriculum development.
2. Service (5%)
 - a. Service is generally described in the Faculty Handbook under section 3.6.3.3 Specific Functions Related to Service as “fostering and advancing the mission and goals of the department, the University, or the profession through contributions other than teaching and scholarship or creative work such as service on committees, participation in professional organizations and activities, and community service performed in virtue of their professional expertise or association with the University.” Service may more specifically include attending department meetings, serving on committees, advising student organizations and honor societies, taking part in student recruitment/orientation efforts, and contributing to the accreditation or program assessment. To respect the time and commitment of AYAL faculty members, service expectations must be commensurate with the full-time equivalency of the appointment. Service is typically evaluated as 5% of the appointment. Additional service must be included through an assignment letter as part of the faculty member’s appointment. (University Guidelines issued December 2018)

Please note that University guidelines issued December 2018 state that: Advising is generally described in the Faculty Handbook under 3.6.3.1 Specific Functions Related to Teaching as “serving as an advisor to assigned students and providing informed advice.” *Advising is a teaching responsibility and not a service activity.* An adjunct academic year faculty member may be assigned a reasonable number of undergraduate and graduate advisees commensurate with the full-time equivalency of the appointment.

Search and Hiring Processes for Academic Year Adjunct Lecturers

Position Approval. Each winter, the dean, weighing programmatic needs and the availability of financial resources, in consultation with the department chair, will authorize fixed-term adjunct lecturer positions specifying a course load of six to nine courses and term (typically one year) associated with the position in the Academic Year Plan (AYP). Multiyear position requests must be submitted by the dean to the Provost before an ad may be posted.

Qualifications. Candidates for fixed-term lecturer positions must have a terminal degree unless the dean approves an exception.

Reappointment Procedures.

See Provost guidelines: <https://www.scu.edu/media/offices/provost/policy-procedure/University-Procedures-for-Reappointment-of-Academic-Year-Adjunct-Lecturer-11.22.18.pdf>

Search Procedures.

- 1) Searches for academic-year Adjunct Lecturers may be regional in focus and are posted on Workday.
- 2) The advertisement for the position must be approved by an associate or assistant dean and, at a minimum, must be posted on the Human Resources website for at least ***ten business days***. The advertisement may also be posted on the department webpage or appropriate professional websites, journals, or newsletters as described in departmental hiring procedures. The advertisement must include a specific application deadline, and reference SCU as a Jesuit, Catholic university.
- 3) Video or on-campus interviews must be conducted for all AYAL positions and should not be recorded. Provided that sufficient qualified candidates are available, at least three candidates must be interviewed. Comparable interviews must be conducted for all candidates. During the interview, the search committee will provide details regarding the position and expectations. In addition, standardized University appointment and campus resource information will be provided to the candidate.
- 4) After the department chair or search committee has identified the finalist, the department chair or search committee must upload the required search information into the applicant tracking system.
- 5) The dean's office determines the salary for the faculty member. The dean's office prepares and manages the offer letters.
- 6) The department must pay attention to the diversity goals of the University and College.
- 7) When internal candidates apply for an open position, the hiring department needs to ensure that confidentiality and fairness are maintained at all steps of the hiring process. The goal is to ensure

that the internal candidate is neither advantaged nor disadvantaged by their current status in the department. We may not, for example, either initiate discussion of, nor answer questions about, such matters as the progress of the search, the chances of the candidate relative to others in the applicant pool, the makeup of the applicant pool, our own point of view on the candidate's qualifications, or what we think the point of view of others will be. Any such conversations or advice, whether positive or negative, might be construed to prejudice the search process and can be grounds for the dean to cancel the search.

- 8) After the department has identified the finalist, the department chair must check references and then upload in Workday the written recommendation and ranking. .

Other Appointment Details

Relocation. Relocation awards are taxable and will be issued only if put into an offer letter via University policy. They will be paid via Payroll as supplemental pay.

Professional Development Grants. Academic-year Adjunct Lecturers are eligible to apply for professional development grants from the dean's office. Grants of up to \$250 are typically available and one grant is allowed per year of employment (see College Policy and Procedures on Moving Expense Reimbursement, Professional Development Grants and Start-Up funds). This dean's grant will only be available after the AYAL has exhausted their department allocation, which should, at a minimum be \$250.

Supplemental Assignments. Academic-year Adjunct Lecturers may have supplemental assignments to their academic-year appointment, e.g., summer-session courses, course releases for College programs, or overloads, and such assignments are paid at the quarterly rate and are described in a separate supplemental assignment letter.

Orientation. Once the academic-year begins, departments should implement an orientation process appropriate to the terms of the appointment. In particular, issues related to departmental grading standards and academic policies should be reviewed.

Evaluation. Adjunct Lecturers who have held consecutive fixed-term academic year appointments are to be evaluated at least once every three years, although they may be evaluated more frequently at the discretion of the department. In the College, Adjunct Lecturers are evaluated with a weighting scheme of 95% teaching and 5% service. Tenure-stream faculty, Senior Lecturers, and Lecturers may participate on evaluation committees for Adjunct Lecturers. An evaluation letter is due no later than February 11.

Reappointment to Subsequent Positions. Some faculty are eligible for reappointment per University Guidelines issued December 2018. See those University Guidelines for details.

Policies and Procedures for Quarterly Adjunct Lecturer Recruitment and Appointment

(Revised October 2006 and October 2011 [& Fall 2019 & Feb 2021](#))

General Information

Some important highlights from the University Faculty Personnel Policies and Procedures are summarized as follows:

- These positions are normally non-exempt employees who will be paid a per-course rate if State law requirements are met. ~~complete timesheets in order to be paid.~~
- All ads are posted in the Workday system;
- each appointment is for one quarter at a time the normal rank shall be adjunct lecturer;
- total course load shall not exceed two courses per quarter;
- the estimated number of hours for a normal 4 to 5 unit course is 175 hours (1.0 teaching credit.)
- total course load for the academic-year **may not exceed four courses or more than 2 in a quarter;**
- letters of appointment are issued by the dean's office and signed by the dean;
- each appointment is for the stated term only and does not fulfill any conditions for tenure at the University;
- quarterly Adjunct Lecturers are paid in installments over the quarter of employment per the dates provided by Human Resources;

Duties, Functions, and Expectations

Within the College, the teaching duties and functions of all fixed-term Adjunct Lecturers are assigned as those described in the *Faculty Handbook* for all full-time faculty (section 3.6.3.1). All quarterly Adjunct Lecturers are required to perform the specific functions related to teaching including but not limited to:

- 1) Teach courses as assigned and administer exams as per the Santa Clara University *Schedule of Classes*. Teaching a course typically includes developing syllabi, assignments and readings that align with the course description and learning outcomes, - developing appropriate teaching preparations for each class meeting; selecting course materials and ordering books; conducting and appearing on-time for all scheduled class meetings; submitting course grades to the Office of the Registrar by quarterly deadlines; and administering all required numerical and narrative course evaluations.
- 2) Use appropriate measures of student performance, provide timely feedback to students, and assign grades that are an accurate and fair evaluation of student work;
- 3) Post and maintain regular office hours at times reasonably convenient for students as determined by the chair of the department;
- 4) Demonstrate a command of the discipline and skill in presenting it effectively;
- 5) Develop courses for which they are responsible.
- 6) Administer numerical and narrative course evaluations to each class as assigned by the chair.

Search and Hiring Processes (University guidelines issued December 2018)

All departments (and programs) must advertise all positions in Workday. Any search and hiring procedures must be followed for all quarter/semester adjunct lecturer positions and must include the following:

- 1) Searches for Quarter/Semester Adjunct Lecturers may be regional in focus.
- 2.) The advertisement for the position must be approved by an associate or assistant dean and, at a minimum, must be posted for at least ten business days. The advertisement may also be posted on the department webpage or appropriate professional websites, journals, or newsletters. The advertisement must include a specific application deadline and reference SCU as a Jesuit, Catholic university.
- 3) A pool of QAL/SAL candidates may be established, which is refreshed annually. The pool may be focused by specialty, department, or school. The advertisement for the pooled positions must be approved by an associate or assistant dean. The advertisement may also be posted on the department webpage or appropriate professional websites, journals, or newsletters. The advertisement must include specific hiring deadlines for each quarter and reference SCU as a Jesuit, Catholic university.
- 4) Phone, video, or on-campus interviews must be conducted for all QAL/SAL positions and should not be recorded. Comparable interviews must be conducted for all candidates. During the interview, the department chair or search committee will provide details regarding the position and expectations. In addition, standardized University appointment and campus resource information will be provided to the candidate.
- 5) After the department chair or search committee has identified the finalist, the department chair or search committee must upload the required search information into the applicant tracking system. At least 6 weeks before the start of the term, the chair must submit the quarterly adjunct lecturer payroll spreadsheet to the dean's office.
- 6.) ~~The current salary is \$40/hour.~~ The dean's office prepares and manages offer letters.

Other Appointment Details

Evaluation. Departments should establish their own process for evaluation of quarterly adjunct lecturer faculty with approval of the dean.

Orientation. Once the academic-year begins, departments should implement an orientation process appropriate to the terms of the appointment. In particular, issues related to departmental grading standards should be reviewed.

Subsequent Positions. *Reappointment of quarterly adjunct lecturers is possible via the University Procedures for Reappointment of Quarterly Adjunct Lecturer*

University Procedures for Reappointment of Academic Year Adjunct Lecturers
<https://www.scu.edu/media/offices/provost/policy-procedure/University-Procedures-for-Reappointment-of-Academic-Year-Adjunct-Lecturer-11.22.18.pdf>

University Procedures for Reappointment of Quarterly Adjunct Lecturer
<https://www.scu.edu/media/offices/provost/policy-procedure/Quarterly-and-Semester-Adjunct-Lecturer-Reappointment-Process-11.22.18.pdf>

Policies and Procedures related to Private Instruction Appointments

(Revised October 2006, October 2011, and September 2014)

Private instructors will be hired as on-call pooled staff employees.

The musical performance manager will work directly with Human Resources to hire Private Instructors for a multi-year term. Each instructor will be assigned a specific number of students and hours per student. Private instructors will input worked hours into timesheets via eCampus.

Supplemental Assignments. For tenure-track and tenured faculty, Senior Lecturers, Lecturers, and fixed-term Adjunct Lecturers, private instruction is considered a supplemental faculty assignment and shall be processed as such.

Evaluations. The musical performance manager shall work with an assistant dean to manage this process.

University Policy on Sponsorship of Foreign Nationals

(October 2013)

See the University Policy at <http://www.scu.edu/provost/policy/handbook/upload/SCU-Sponsorship-of-Foreign-Nationals-December-2013.pdf>

**Policies and Procedures related to Special Faculty
Appointments for International Scholars**
(Revised October 20015)

From time to time, we have the opportunity to enrich our curriculum with courses taught by distinguished scholars from other countries. The protocol for such appointments is as follows:

1. As part of the Academic-year Planning process or at least six months before the start of the teaching assignment, the chair or director drafts a justification for the appointment and identifies the courses to be taught by the candidate. The chair or director discusses the justification and assignment with the senior associate dean or senior assistant dean.
2. Once the justification is approved by the dean, the assistant dean and chair contacts the Global Engagement Office, which will facilitate the process of obtaining a visa as needed.
3. Please review the documentation found on the Global Engagement Office's website for the steps needed to complete the process.
<http://www.scu.edu/globalengagement/internationalvisitingsscholars.cfm>

College of Arts and Sciences
Telephone/Video Conference Interview Protocol for Tenure-Track Searches
(Established October 11, 2007; Revised September 2018)

Preparatory procedures

- Schedule phone interviews with candidates ahead of time.
- Obtain a written consent to be recorded – an email consenting to the recording is acceptable.
- Consider sending the main questions ahead of time in an email to the candidates.
- While each candidate should be asked the same questions, follow-up questions or requests for clarification are appropriate.
- Allow a one-hour time slot but try to keep the call to 45 minutes.
- Maintain consistency throughout the process. Ideally, the entire search committee should be present to make all calls. At the very least, the same two members of the committee should be present for all calls.
- Provide a printed rubric to each committee member to note the quality of responses to each of the questions, with space for notes about candidate comments beyond the set of questions, e.g., the candidate's questions to the committee.
- Call candidate, greet, and introduce all faculty members present.

Sample Questions (These questions should not be answerable by a review of the CV)

Scholarship

1. Tell us about your research program.
2. How do you see that program fitting in here at SCU? How do you see undergraduates fitting into this program?
3. What kinds of research space or equipment do you need?
4. For fieldwork, how will you make use of sites in this area?
5. How do you envision funding your work?
6. Including/increasing students from diverse backgrounds in research - thoughts or ideas on that?

Teaching

1. Tell us about how you would design your primary upper-division course in the major.
2. What other upper-division courses would you like to teach or feel comfortable teaching?
3. Refer to our discipline's introductory series. How do you see yourself fitting into that series?
4. Refer to the University Core. What course(s) might you teach or design for non-majors? How would you include laboratory experience / community based learning/other pedagogies of engagement?

Other

1. Why did you apply to SCU?
2. Do you have any questions for us?

Thank them, and let them know that they can contact the search chair with any further questions. Collect scored rubrics from committee members; add these data to other data points for a holistic judgment of the candidates.

PROCESS TO RECORD SKYPE CALL:

As departments narrow the applicant pool from a short list (often 8-10) of semi-finalists to the three finalists to be invited for on-campus interviews, often the only new information to inform those decisions comes from

the phone or Skype interviews. A limitation is that it typically is not possible to have everyone involved in the decisions to be present to hear all of the interviews.

One option is to use a Skype or Zoom recorder to create an audio or video file that can be shared among those faculty involved in selecting the finalists. While video recording opens the door to unconscious bias, it has become industry standard. We ask all participants to be intentional to avoid assumptions based on observations of gender, race, ethnicity, religion, or physical abilities.

The following steps must be followed to ensure we are not violating the many laws involving hiring, privacy and the recording of information.

1. You must obtain the written consent of each candidate and committee member to be recorded prior to the date of the call. . If anyone says no, then you cannot record them. . The other candidates who consent may still be recorded.
2. Start the Skype recorder, and then confirm on the recording that the person understands that you are making a video or audio recording to share with the other faculty members involved in the decision. If anyone decides to back out at this point, stop the recording.
3. After completing all of the Skype interviews, share the audio or video files only with faculty who are involved in the selection of the three finalists via a **password protected site** No one makes personal copies of the files.

Once the three finalists are identified, you must save all recordings and copies for 7 years.

College Guidelines on Conducting Interviews at Conferences (Established July 2008)

At the request of the chairs, we have developed two alternative ways to interact with potential candidates or candidates at national conferences. These guidelines are drafted under the assumption that a department will interact with candidates or potential candidates at the national conference either before or after the application deadline – *but not both*.

Conferences that take place before the Application Deadline

Departments may conduct interviews at national conferences before the application deadline has passed. In order to ensure the most fair and consistent recruitment process possible, departments must decide in advance how such interactions will be approached. That decision must be clear in the recruitment plan approved by the dean's office.

In all cases, interactions with potential candidates can be informational as described below:

- Department representatives present information about the position, the department, the University etc.
- Department representatives can answer any questions raised.
- There should be no spontaneous interviews. A meeting that begins as an informational session should not become an interview.

If approved in the recruitment plan and, preferably, announced in the job ad, these interactions may also take the form of interviews as long as the following conditions are met:

- At least one member of the search committee must be present.
- Department representatives should use the same list of questions that will be used with candidates during phone interviews conducted after the application deadline has passed. These questions must address the hiring criteria established in the job ad. The same questions must be asked of all candidates.
- Notes must be taken during the interviews, and these notes should be kept through the end of the search. Information from the interviews should be recorded into the rubric being used to evaluate all applicants.

Conferences that take place after Application Deadline

A department may also invite a short-list of roughly ten pre-screened candidates, who best meet the basic hiring criteria established in the recruitment plan and job ad, to interview at a conference that takes place after the application deadline has passed. These interviews may take the place of phone interviews in determining the applicants who will be invited to campus. They must meet the conditions listed below:

- At least one member of the search committee must be present.
- Questions must address the hiring criteria established in the job ad. The same questions must be asked of all candidates.
- Notes must be taken during the interviews, and these notes should be kept through the end of the search and uploaded into Workday. Information from the interviews should be recorded into the rubric being used to evaluate all applicants.

Summary of Policies and Procedures for Faculty Leaves

(Revised October 2006 and October 2012)

For the most up to date information, be sure to consult the provost's website:

<http://www.scu.edu/provost/facultydevelopment/support/leaves/index.cfm>

Sabbatical Leaves – Section 3.7.1.1 of the *Faculty Handbook*. *Tenured faculty* and *Senior Lecturers* are eligible to take a sabbatical of one term, two terms, or a full academic-year once they have accrued six years of full-time service. Rates of pay are described in section 3.7.1.3 of the *Faculty Handbook*. Guidelines for Sabbatical Leaves are found on the provost's website (<http://www.scu.edu/provost>)

Junior Faculty Development Leaves – *Tenure-track faculty* are eligible for a one-term junior faculty development leave at full salary following a positive mid-probationary review. Guidelines for Junior Faculty Leaves are on the provost's website.

Personal Leaves of Absence – See Section 3.7.3 of the *Faculty Handbook and the University Faculty Personnel Policy and Procedures Manual*. Any member of the faculty may be granted leaves of absence for up to one year's duration for emergencies or other personal reasons. Leaves of absence must have the positive endorsement of the department chair, dean and the approval of the provost. A leave of absence may be extended beyond one year only for extraordinary reasons. In terms of process, the faculty member should request the leave in writing to the chair, dean, and provost as early in the academic year planning process i.e., March, as possible (an email to all is sufficient). The request should include a brief description of the reasons for the leave.

Medical Disability and Family and Medical Leave of Absence (including pregnancy and parental leave) – Faculty may be eligible for medical and disability and family and medical leaves of absence in accordance with the applicable state and federal regulations, section 3.8.2.1 of the *Faculty Handbook*, section 600 of the *Staff Policy Manual (especially, section 614 and 622)* and the University Faculty Medical and Family Leaves of Absence policy found at <http://www.scu.edu/provost/policy/handbook/upload/1-Faculty-Medical-and-Family-Leaves-of-Absence-12-1-2011.pdf>. Another resource is http://www.scu.edu/provost/facultydevelopment/work-life/w-l-research/upload/Faculty_Work_Life_Resource_Guide.pdf. The faculty member must contact Human Resources as soon as possible to complete appropriate paperwork and discuss leave processes. Eligibility for any medical leave or FMLA family leave is determined by the Human Resources department.

Length of Leave – If the length of the approved leave does not coincide with a full academic term, the faculty member shall either apply for modified duties, take the rest of the term as an unpaid leave of absence, or use family or medical leave if eligible.

Modified Duties - Faculty are not authorized to unilaterally determine what their modified duties shall be for the period of partial leave. Faculty Handbook, Section 3.6.3.4 states “When a faculty member is granted a partial leave of any kind, he or she is expected to work during the portion of the term not covered by the leave. If a modification of the faculty member's duties is required due to the nature and timing of the leave, then *the faculty member shall work with the chair and the dean* to draft a memorandum of understanding that outlines the modified duties. This memorandum of understanding shall be signed by the faculty member, chair, dean and provost. During the period of modified duties, the faculty member will be afforded flexibility in meeting responsibilities including telecommunications options as appropriate to the circumstances of the faculty member and the needs of the University.”

After the Human Resources Office has approved a partial leave of absence, it shall notify the faculty member, chair, dean, and provost. The dean's office will then consult with the faculty member, chair and any other impacted parties to draft the memorandum mentioned above and ensure the process is completed.

If the dates provided by the physician indicate a leave of two or more weeks into a given quarter, the College may eliminate any teaching assignment and include advising, research and service for the period of time before or after the dates provided by the doctor. The assignment and specific job expectations would be outlined in the modified duties letter.

Probationary Faculty, Leaves, and the Tenure Clock. If a *probationary faculty member* is requesting a leave, at the time of the request for the leave he or she typically must also request that the “**tenure clock be stopped**” if he or she wishes the probationary period to be extended. The chair, dean, and provost must approve any changes in the tenure clock. Please see *Faculty Handbook* 3.4.1.1 for recent changes to the policy, including conditions under which extension requests are granted automatically. *Even for automatic extensions, the faculty member must submit a Tenure Clock Extension- to the provost as soon as possible after the qualifying event, but no later than September 15 of the penultimate year of the probationary period.*

Bereavement Leaves – Pursuant to the University Faculty Personnel Policy and Procedures Manual, any *member of the faculty* may take **up to five days** of paid bereavement leave in the case of the death of a spouse or person who stands in substantially the same relationship, son, daughter, child's other parent, father, mother, brother, sister, father-in-law, mother-in-law, grandchild, grandparents, or anyone with whom the employee has an *in loco parentis* relationship. If additional time off is needed, the provost may approve additional time off without pay subject to the approval of the dean. In terms of process, the faculty member should work with the chair to determine the best course of action. The chair may consult the senior associate dean, senior assistant dean, or dean as needed.

Policies and Procedures for Supplemental Assignments

(Revised October 2006 and October 2008)

General Information

Some important highlights from the University Faculty Personnel Policies and Procedures are summarized as follows:

- Faculty who already have an academic-year appointment (tenured or tenure-track faculty, Senior Lecturers, lecturers, fixed-term adjunct faculty or academic staff, or special faculty appointments) may accept a supplemental assignment such as:
 - A College or University assignment with a course release and/or stipend
 - Teaching overload assignment including private instruction
 - An external grant assignment that does not extend past the term of employment
 - A summer-session assignment
- Faculty will receive a supplemental assignment letter from the administering unit
- If a faculty member is receiving a course release for an administrative or research assignment, any overload assignment must be approved by the dean and the office issuing the course release.
- If there is a stipend or other payment for a supplemental assignment, the supplemental assignment letter will indicate that supplemental payments are subject to income tax withholding based on the Internal Revenue and Franchise Tax Board supplemental (flat) tax rates which may be different rates than are applicable to base annual salary. In addition, supplemental payments are not eligible for a contribution to the 401(a)-retirement plan.
- The stipend will coincide with the period of the assignment. For example, assignments that coincide with the academic-year are paid over 20 pay periods, from September 1 to June 30.
- If there is an *increase* in course load such as an overload or summer session assignment, only a supplemental assignment letter will be issued and the letter of appointment will not be modified.
- *The supplemental pay for an overload course will not be paid until the faculty has exceeded the contractual teaching load. For example, if a Senior Lecturer will exceed the seven course teaching load in spring quarter, the supplemental pay will be initiated and paid during spring quarter when that 8th course is taught.*

Course Release Approval

All course releases must be approved by provost, in consultation with the dean and the chair. The faculty member should contact his or her chair via email as soon as possible to start the approval process. The chair then emails the dean with his or her comments and recommendation.

College Supplemental Payment Process

Most College or University assignments will be processed by the administrative unit responsible for payment.

Departments will only need to provide a supplemental assignment spreadsheet to dean's office for teaching overload and summer session assignments. After receiving the spreadsheet, the dean's office will confirm the overload by checking the department's most recent full year plan in the AYP and, if appropriate, prepare a supplemental assignment letter and initiate payment process.

Dean's Inclusive Excellence Postdoctoral/Post-MFA Fellowship Program

Advancing inclusive excellence or excellence through inclusion is a campus-wide goal reflected in Santa Clara's Jesuit values and traditions. As stated in the Fundamental Values of the University's Strategic Plan, "We cherish our diverse and inclusive community of students, faculty, staff, administrators, and alumni, a community that is enriched by people of different backgrounds, respectful of the dignity of all its members, enlivened by open communication, and caring and just toward others."

The purpose of the College of Arts and Sciences Dean's Inclusive Excellence (IE) Postdoctoral/Post-MFA Fellowship program is to support the early development of teaching scholars who are from historically underrepresented groups. We hope that our program serves to increase the diversity of faculty members in the academy and at Santa Clara University. We also hope to develop connections between our program and the local corporate sector in order to promote our work with diversity and inclusion. Assessment of the success of this program will include the evaluation of the changes in the campus landscape with respect to faculty diversity. The College of Arts and Sciences will partner with the Office of Diversity and Inclusion (ODI) in order to determine the appropriate quantitative metrics.

Our program utilizes two models in order to provide mentored teaching and scholarship opportunities for Fellows in all disciplines represented in the College. We anticipate funding two or three new IE post-docs/post-MFAs (hereafter termed Fellow) annually (preferably at least one from each model).

Model 1 (50:50 match to external funding):

Faculty members wishing to include a Fellow in their grant proposals must request approval by their Dean who will consult with the Associate Provost for Diversity and Inclusion (submit proposal abstract, draft budget, and a two-paragraph description of the Fellow mentoring plan).

Fellow Salary: \$60,000 plus \$16,600 for benefits (includes two full-time summers)

Fellow Relocation allowance: \$2,000

Fellow Annual professional development funds: \$5,000 (two conferences + supplies)(for a total of \$10,000)

Faculty Mentor professional development funds (attend conferences with mentee): \$2,500

Fellow Responsibilities:

- A. Teaching - one course/year (Y1); two courses/year (Y2)
- B. Scholarship - include undergraduate students as appropriate
- C. Service – contribute to Inclusive Excellence Initiative

Faculty Mentor Responsibilities: mentor Fellow in teaching, scholarship and service

- Fellows will be mentored by faculty members with proven track records of excellence in teaching, scholarship, and service.
- Fellows will attend two conferences with their mentor (one professional conference in area specialization and one AJCU Fellows conference)

Fellows and faculty mentors are expected to participate in campus conversations regarding inclusion and diversity.

Model 2 (100% funded by the Dean's office):

Fellow Salary: \$60,000 plus \$16,600 for benefits (includes two full-time summers)

Fellow Relocation allowance: \$2,000

Fellow Annual professional development funds: \$5,000 (two conferences + supplies)(for a total of \$10,000)
Faculty Mentor professional development funds (attend conferences with mentee): \$2,500

Fellow Responsibilities:

- A. Teaching – three course/year (Y1); four courses/year (Y2)
- B. Scholarship - include undergraduate students in research as appropriate
- C. Service – contribute to Inclusive Excellence Initiative

Faculty Mentor Responsibilities: mentor Fellow in teaching, scholarship/creative work and service

- Fellows will be mentored by faculty with proven track-records of excellence in teaching, scholarship, and service
- Fellows will attend two conferences with their mentor (one professional conference in area specialization and one AJCU Fellows conference)

Fellows and faculty mentors are expected to participate in campus conversations regarding inclusion and diversity.

Model 1 Proposals

- Early drafts of PI proposals may be submitted to the Dean’s office as proposals to be considered for IE Fellow support.
- Proposals must include the content listed below (may be part of the proposal or an appendix as appropriate)
- Proposals for Model 1 are due to the Dean’s office at least three months before the funding agency’s deadline for proposal submission.

Model 2 Department/Program Proposals

- Every department/program in the College is eligible to submit a maximum of one proposal each year (joint proposals between multiple departments/programs will be accepted and not count as the sole proposal for each department/program).
- Proposals may list an individual faculty member as mentor (for teaching and scholarship) or a mentoring team (two or more mentors). Submissions will include details about how the mentor stipend should be split among the mentors.
- A committee composed of an interdisciplinary committee * and the Dean (or designee) will review proposals and select a maximum of six proposals to move forward to the search and hiring process.
- Proposals for Model 2 are due on **May 1**.

Model 1 and 2 Proposal Content

- Mentoring plan that must include how a Fellow will be integrated into the department and campus (maximum two pages).
- Teaching plan
- Scholarship plan (must be connected to department scholarship standards)
- Summary of departmental conversation about the proposal

Proposal Evaluation

- Potential for success – including the potential impact on the department/discipline/College/University, etc.
- Quality of the material submitted (**evaluated using rubrics – include equity/opportunity as part of the rubric**).
- Decisions will be made regarding the top 6 proposals by **June 1**.

Model 1 Search and Hiring Process

- A small search committee should assess the teaching potential for candidates – that plan should be included with the request submitted to the Dean.

Model 2 Search and Hiring Process

- Since the definition of historically underrepresented is discipline specific and may change over time, the definition will be clarified by ODI prior to the development of the advertising plan.
- An advertising plan will be developed to maximize visibility of the ad to prospective candidates (Dean's office working with individuals/departments/programs and with ODI).
- Ads will be posted by December 1; applications are due by January 15.
- Fellow materials will be collected in the Dean's office – after the deadline has been reached, materials will be reviewed in two stages – first by the appropriate program/department who will forward their recommendations (list top three candidates in order). Departments/programs are welcome to hold phone/Skype interviews to determine their top 3. Departments should submit their list of top three and completed rubrics for each of the top three to the Dean's office by February 1.
- Second stage of review will be for the interdisciplinary committee* to review the top three from each department/program and prioritize the top five candidates (may be from different programs/departments). Candidates will be evaluated using the rubric below. The committee will make their decision by February 15.
- The top five candidates will be brought to campus for interviews. The interview schedule will include meetings with the intended host department/program and the interdisciplinary committee. Interviews will be completed by March 15. The committee will forward their recommendation to the Dean by March 19.
- Dean will negotiate offers; # of offers made will depend on available funding.

*Interdisciplinary committee will include one faculty member from each department/program with a proposal submission + three additional at-large people (ODI representative, and two faculty members from departments/programs who have not submitted a proposal) - goal of that group is get to top six in order of preference with short justification and CV.