

Hiring Protocols for Faculty Positions (revised: August 2025)

Hiring Tenure-Track Faculty:

When your department receives approval from the Provost to hire a new faculty member, you should begin to craft the job description. All ads must ask for a dossier that includes (a) letter of application, (b) curriculum vitae and (c) transcripts, and the names of three recommenders, in order for first round review of candidates to take place. Increasingly, it is considered best practice to wait to ask for letters of recommendation until a candidate makes the first or second round of interview stage. You may also wish to ask for a teaching philosophy, examples of syllabi, or examples of scholarship, which may be sent for preliminary review, or as a candidate advances in the process. The job ad should explicitly state the College's commitment to diversity, equity, inclusivity. As appropriate, the department may also highlight discipline-specific commitments to enhance diversity, inclusion, access and/or belonging. Please see the [APSC website on faculty positions](#) for detailed instructions on requesting positions as well as what *must* be included in the language of the job advertisement.

Once the ad is drafted, a few key steps must be followed in sequence. Please send a copy of the draft ad to Senior Associate Provost Amy Steinbugler and Vice President and Chief Diversity Officer Tony Boston for their review. Once they have approved the ad, ask your ADC to post it on Dickinson's internal job application site QUEST (help with posting can be provided by HR Services). You may not advertise anywhere else *until after* the position is officially posted on the site. Once the position is posted on QUEST, Maria Ritchie in the Provost's office will post the description on HigherEdJobs.com.

In tandem with your job description, develop an inclusive recruitment plan that casts a wide net in order to capture a large and highly talented applicant pool. Consider outreach that extends beyond a single post on HigherEd Jobs. Best practices indicate the need for active recruitment that includes strategic outreach to discipline-specific national associations, national association for sub-disciplines and fields, graduate programs, affinity groups, minority serving institutions (e.g., HBCU's, HSI's, and AANAPISI's), women's colleges/universities, listservs, national conferences and effectively using your professional networks. Prior to launching the search, the committee will meet with Tony Boston, Vice President and Chief Diversity Officer to review your job description and recruitment plan as well as to discuss best practices for conducting equitable and inclusive searches.

You may advertise in venues specific to your discipline. Provost Renée Cramer has funds to support these ads, though these funds are not unlimited; please be judicious. Contact Maria Ritchie in the Provost's office for the appropriate account number.

At the appropriate time, assemble a search committee to begin reviewing applications. Search committees must include at least three faculty members, one of whom must be external to your department or program. The search chair should make every effort to recruit committee members of varied backgrounds, perspectives, and experiences. This may include representation across race, ethnicity and gender, faculty rank, and disciplinary sub-fields. While the search committee may be responsible for the initial screening of the applicant pool, it is important to involve all tenure-line members of your department, including junior faculty, in the hiring decision.

Once you identify finalists for on-campus interviews, submit these names to the Provost for review, along with a statement about the methods you undertook to ensure a diverse pool of candidates, and some indication of the diversity of candidates from whom you made the selection. The Provost must authorize all invitations before candidates are contacted for on-campus visits. You will be authorized to bring two candidates for on-campus visits in the course of a tenure-track search. Once you have selected dates for these visits, contact the Provost's office as soon as possible to arrange time for her to meet with each on-campus candidate.

While on campus, the candidate should meet with as many members of the department as possible, as well as a representative group of students. The department should schedule a public lecture or presentation to an audience that includes students. Departments can choose to ask a candidate to offer a mock class, and/or a research talk, in combination, or through two separate events. Candidates for faculty positions benefit from an opportunity to meet with a wide range of campus constituents, and to be introduced to Carlisle and the surrounding area as a vibrant place in which to live and work. The College will provide up to a maximum of approximately \$150 for the department faculty to host candidates for a meal during their visit; this is limited to three current faculty members plus the candidate (receipts should be sent to Maria Ritchie).

After your last candidate has left campus, the search committee collects feedback and begins to deliberate. Solicit the Provost's feedback *before* you have a department meeting to decide on whom you wish to hire. The Provost will provide notes that detail the conversation she had with each candidate, strengths of each, and things the department should be aware of related to the extension of an offer – including areas of weakness, or a need for development. You are not authorized to extend an offer to a candidate without first consulting with the Provost. Once you have settled on the candidate to whom you wish to make an offer, inform the Provost, Maria Ritchie, and Amy Steinbugler. Please let us know who your first-choice candidate is, and whether your second-choice candidate is acceptable, in the event the former declines our offer. Please give the Provost a sense of the strengths and weaknesses of both candidates, and share any information that will help us extend an offer that will be met with enthusiasm.

After hearing from the department, the Provost will ask the search chair to email the candidate, copying her and Maria, with the good news that an offer is forthcoming, and an invitation to a phone call with the Provost. Renée will call each candidate, indicate the salary and other benefits related to the position, and will invite the candidate to indicate start-up funding needs and other concerns. She will encourage the candidate to be in touch with you, and members of the department, as they think through the offer. She will normally offer two weeks to decide, but this is negotiable with both the candidate, and the department.

Maria will send out an offer letter by e-mail and follow up with a hard copy. The offer letter will contain the appropriate salary figure as well as a stipend to help cover moving expenses. If the candidate wishes to negotiate *any* part of the offer, please refer the candidate directly to the Provost. You are not authorized to negotiate for the College; only the Provost can do so. While the candidate may reply initially by e-mail or phone, a final appointment letter will not be sent until a signed hard copy of the acceptance is received by the Provost's Office.

If your first-choice candidate decides not to accept the College's offer, the Provost will make an offer to your second-choice candidate, as long as you deemed them acceptable. Use the process above to do so. If you reach a point at which you have no acceptances and no other candidate whom you regard as viable, please be in touch with the Provost to discuss your next step(s). Please know that we believe a failed search is better than a poor hire; if you have significant reservations about a candidate, please do not extend an offer.

As soon as the successful candidate has accepted the position in writing, Human Resources will direct the QUEST system to automatically notify all unsuccessful candidates that the search has concluded. As a professional courtesy, you should send a personal e-mail to the candidates who you brought to campus to thank them for their participation. Please be as considerate as possible in your dealings with all applicants during the search process.

Hiring Visiting Assistant Professors and Visiting Instructors:

The hiring process here mirrors the process for tenure-track hiring with only a few exceptions.

If your department wishes to request permission to hire a full-time visiting faculty member (Visiting Assistant Professor or Visiting Instructor), please use this [form](#). Please note that a visiting colleague who has earned a PhD, MFA, or other terminal degree would be employed as a Visiting Assistant Professor and teach five courses cross the academic year. A colleague who does not have a terminal degree (and will not complete that terminal degree during the time of employment), would be hired as a Visiting Instructor and would teach six courses across the academic year.

For many years, it had been standard procedure to hire VAPs and Visiting Instructors mainly to replace full-year sabbaticals or leaves of absence. With new emphasis in Academic Affairs on longer-term planning and intra-divisional coordination, cross-listed courses may be coordinated to complement department curricula while colleagues on are sabbatical. In some cases, departments may want to together request a VAP/VI who is nested within one department but would contribute cross-listed courses across disciplines. This kind of careful planning within and across departments frees up VAP/VI positions for departments who wish to offer courses that complement current department capacities or innovate within the discipline.

As with tenure-track searches, you may interview two candidates on campus during a VAP/VI search. Senior Associate Provost Amy Steinbugler will interview your full-time VAP candidates when they come to campus—please contact Maria Ritchie to schedule an interview.

Hiring Part-time Adjunct Faculty:

Department chairs must submit requests using this [form](#). This is the case even if you have regularly relied on an adjunct to offer courses in your department. Indicate the reason for requesting the position -- typically student demand, but other staffing needs may apply (replacing a course for a faculty member on reassigned time, for example). Requests will be reviewed in light of demand and resources available; the Provost has final approval. Note that

part-time adjuncts cannot teach more than two courses per semester and that the current stipend per course is \$4,600, though the Provost is considering an increase. Beginning in Spring 2026, requests for adjunct positions for both the fall and spring semesters of the upcoming academic year will be made in February.

The process for hiring part-time adjunct faculty is less formal than that for full-time faculty. Departments typically search for individuals to fill these positions via professional contacts, networks in the field, and/or communications with graduate programs at research universities in the region. There is no requirement for posting an ad on QUEST, however if an advertisement is used it should adhere to the same [APSC-approved language requirements](#) discussed above with the appropriate modifications in terms of number of courses that will be taught.

Adjunct applicants are typically evaluated by the chair and/or a search committee and one or two then visit campus for an interview (or they interview by phone/Zoom) where they meet with the chair and a select group of faculty. Note that travel funds are typically not available to support the interview visits of adjunct faculty candidates and that they do not meet with a representative of the Provost's Office. Once the top candidate is identified the chair needs to send their CV to FPC (via Amy Steinbugler) for approval prior to the extension of a formal contract offer by the Provost's Office.