Hiring Protocols for Faculty Positions (revised: September 2026)

Hiring Tenure-Track Faculty:

When your department receives approval from the Provost to hire a new faculty member, begin to assemble a search committee. 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, disciplines, and experiences. 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 the search committee is assembled, 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 the 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.

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.

Your job ad should include specific language and phrasing. “The Department is seeking outstanding candidates with the potential for exceptional teaching and research. Candidates must have the ability to create learning environments that are inclusive and welcoming to all students." The ad should indicate that Dickinson is a welcoming and vibrant intellectual community, and state, “The College does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, gender identity or expression, sexual orientation, or any other protected class. We encourage applications from all qualified persons.”

Please see the APSC website on faculty positions for detailed instructions about what language must be included in the language of the job advertisement.

Once the ad is drafted, please send a copy of the draft ad to Senior Associate Provost Amy Steinbugler for review. Once the ad is approved, ask your ADC to post it on Workday. You may find instructional documents and videos for hiring in Workday to be quite helpful, especially material on recruiting. You may not advertise anywhere else *until after* the position is officially posted on the site. Once the position is posted on Workday, the Provost’s Executive Assistant, Maria Ritchie, will post the description on HigherEdJobs.com.

In tandem with your job description, develop an expansive recruitment plan that casts a wide net in order to capture a large, highly talented applicant pool. Consider outreach that extends beyond a single post on HigherEd Jobs. Please engage in active recruitment that includes strategic outreach to discipline-specific national and regional associations, associations for sub-disciplines and fields, graduate programs, affinity groups, listservs, and national conferences, as well as effectively using your professional networks to seek a wide pool of high-quality candidates.

Provost Cramer has funds to support discipline-specific ads, though these funds are limited; please be judicious. Contact Maria Ritchie in the Provost's office for the appropriate account number.

Hiring chairs/committees will meet with a representative of the Provost's office as well as members of our college leadership team prior to beginning Zoom or on-campus interviews, to review best practices in candidate evaluation and selection.

Once you identify finalists for on-campus interviews, submit these names to the Provost for review, CCing Maria Ritchie. The Provost must authorize all invitations before candidates are contacted for on-campus visits. You will be permitted 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 a 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. The Provost 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 that contains 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. The candidate may reply to the offer by e-mail or phone.

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 deem 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 Workday 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 across 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.

While searches for tenure-track faculty positions require a member of the search committee from outside the department, search committees for visiting positions may be comprised solely of department members, as long as the committee has a minimum of three people. Further, search committees need not meet with the Provost or Senior Associate Provost ahead of the search process, unless so desired.

In crafting the ad for your visiting position, please don't commit the College to more than one year, even if you expect the person to stay for two years (replacing someone directing a program overseas, for example). Use phrasing like "one year with the possibility of renewal."

It has been common practice for departments to request VAPs and Visiting Instructors to replace full-year sabbaticals or leaves of absence but is not tenable for the College to replace every colleague on leave. With longer-term planning and intra-divisional coordination, department chairs can work together to anticipate upcoming curricular gaps. With careful and proactive advising, students can be supported in navigating department curricula affected by predictable research leaves. 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.

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. Requests for adjunct positions for both the fall and spring semesters of the upcoming academic year are made in February.

The process for hiring part-time adjunct faculty is less formal than that for full-time faculty. Some departments have working relationship with local instructors who periodically teach a course for the College. These appointments do not require the department to place an ad through Workday. When recruiting new instructors, chairs 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.