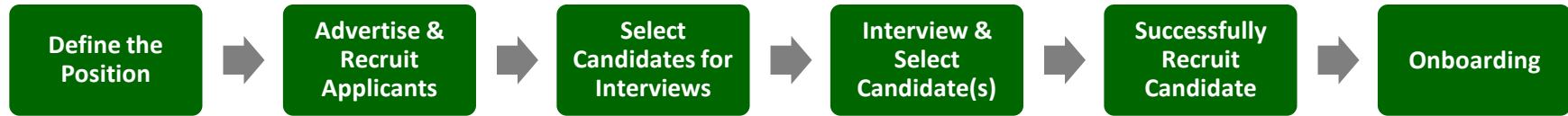


Dartmouth Faculty Hiring Process



1 DEFINE THE POSITION	
Concerns	
<ol style="list-style-type: none"> 1. Replicating homogeneity by searching in research areas with limited applicant pools 2. “Building to strength” may continue homogeneity 3. Search committee lacks intellectual, gender, and racial diversity 4. Lack of baseline data for comparison of applicant pools 	
Action	Tasks
<ul style="list-style-type: none"> • Identify Available Lines 	<ol style="list-style-type: none"> 1. Develop multi-year recruitment plan 2. Review baseline demographic data for search area from peer institutions (e.g., NSF, Ivy+, AAU) to ensure that it reflects the department’s needs and the reality of the job market
2 ADVERTISE & RECRUIT APPLICANTS	
Concerns	
<ol style="list-style-type: none"> 1. Using existing (homogeneous) networks 2. Using only mainstream job bulletins to advertise 3. Advertising the personal rather than professional appeal of Dartmouth 	
Action	Tasks
<ul style="list-style-type: none"> • Review and Approve Job Ad • Approve Search Committee 	<ol style="list-style-type: none"> 1. Create Job Ad to be reviewed by respective school leaders and Office of Institutional Diversity and Equity (OIDE) 2. Use new ad template with academic excellence statement (see end of document)

<ul style="list-style-type: none"> Recommend Advertisement Avenues 	<ol style="list-style-type: none"> Avoid selling lifestyle Identify and appoint search committee members Search committee is approved by OIDE Identify places to advertise including affinity groups, specialized outlets, associations of URM scholars and women OIDE and respective school leaders approve recommended advertisement places Ad is posted and advertised Directly contact potential candidates and mentors (Mellon, Ford, other lists.)
3 SELECT CANDIDATES FOR INTERVIEWS	
<p style="text-align: center;">Concerns</p> <ol style="list-style-type: none"> Evaluations based on intuition rather than standardized criteria Only one person reads a file Looking for connections to one's own work and network Order of reading applications affects ratings (primacy and recency effects) 	
Action	Tasks
<ul style="list-style-type: none"> Monitor Pool Review and Approve Candidates 	<ol style="list-style-type: none"> Define criteria for evaluation before reading files Every application should be read by at least two committee members Purposefully look beyond own work and network Read files in random order only after target date for applications, not before Submit list of candidates considered for interviews (the "long list") to OIDE for approval (may be skipped if number of applicants is fewer than 10) Define criteria for evaluation for on-campus interviews (the "short list") Submit candidates identified for on-campus interviews to OIDE and respective school leaders for approval
4 INTERVIEW & SELECT CANDIDATE(S) FOR OFFER(S)	
<p style="text-align: center;">Concerns</p> <ol style="list-style-type: none"> Candidates treated differently Focus on the personal (e.g., sense of humor, gravitas, fit with Dartmouth) rather than the professional 	

<ol style="list-style-type: none"> 3. “Missteps” by faculty members. See list of things “Not to Do” 4. Different levels of scrutiny for different candidates 5. One or a few department influencers solicit feedback informally with no systematic reporting 6. Implicit pressure on others to follow the leader 	
Action	Tasks
<ul style="list-style-type: none"> • Interview • Select Candidate 	<ol style="list-style-type: none"> 1. Identify faculty and staff for candidates to meet 2. Read and distribute OIDE’s list of things to do/not to do to everyone meeting with a candidate 3. Standardize questions and schedules for all candidates to extent possible 4. Focus on professional qualifications, avoid evaluation of personality traits 5. Utilize the same level of scrutiny for all candidates (e.g., replicating work, contacting colleagues and coauthors, evaluating teaching) 6. Use rating and evaluation sheets that allow anonymity 7. Solicit evaluations of each candidate prior to the next one visiting to avoid common rater errors (e.g., Contrast Effect – The tendency for a rater to evaluate a person relative to other individuals rather than job requirements.) 8. Construct ballots to allow rankings, ratings, and multiple expressions of preference 9. Vote via secret ballot in meetings 10. Submit recommendation for candidate to hire to OIDE and respective school leaders with description of process, rationale for selecting the candidate, rationale for not selecting other candidates, and quantitative and qualitative data collected from those who met with all the candidates
5 SUCCESSFULLY RECRUIT CANDIDATE	
Concerns	
<ol style="list-style-type: none"> 1. Dropping out of contact, leaving all contact to the deans 2. Missing opportunities for partners 3. Selling lifestyle 	
Action	Tasks
	<ol style="list-style-type: none"> 1. Stay in contact with candidate(s) 2. Provide resources for partner job searches

<ul style="list-style-type: none"> Cultivate relationship with candidate 	<ol style="list-style-type: none"> Sell the academic qualities of Dartmouth (e.g., small classes, quarter system, interdisciplinarity, Ph.D. program or lack thereof)
6 ONBOARDING	
Action	Tasks
<ul style="list-style-type: none"> Create welcoming environment 	<ol style="list-style-type: none"> Share faculty development programs: <ol style="list-style-type: none"> Course Design Institute New Faculty Orientation Dartmouth Center for the Advancement of Learning National Center for Faculty Development and Diversity Develop mentoring plan involving multiple faculty members, frequent feedback Provide opportunities for junior faculty to connect to the world outside of Dartmouth (conferences, invited speakers) Locate office and lab space to integrate with department Recognize different modes of publishing and teaching Departments can reach out to IDE and HR for resources to support employee’s transition to Dartmouth and the Upper Valley

Academic Excellence language for job advertisements

The following paragraph should be included after the position description and before application submission instructions

Dartmouth is committed to academic excellence and encourages the open exchange of ideas within a culture of mutual respect. People with different backgrounds, life experiences, and perspectives make the Dartmouth community diverse, which enhances academic excellence. Applicants should address in their cover letter how their research, teaching, service, and/or life experiences prepare them to advance Dartmouth’s commitment to diversity in service of academic excellence.

The Dartmouth EEO statement should also appear at the end of each ad and is automatically generated by Interfolio.

Dartmouth College is an equal opportunity/affirmative action employer with a strong commitment to diversity and inclusion. We prohibit discrimination on the basis of sex, race, color, religion, age, disability, status as a veteran, national or ethnic origin, sexual orientation, gender identity, gender expression, or any other category protected by applicable law, in the administration of its educational policies, admission policies, scholarship and loan programs, employment, or other school administered programs. Applications by members of all underrepresented groups are encouraged.

If you are an applicant with a disability and need accommodations to assist in the job application or interview process, please email ADA@dartmouth.edu. In the subject line, please state "Application Accommodations" and include the job number or title. Someone from the ADA Compliance Office will be in touch within 2 business days.

For additional employment opportunities at Dartmouth College, please visit the [Dartmouth Interfolio Job Board](#), the [Office of the Provost](#), and the [Office of Human Resources](#).

Offers of employment are contingent upon consent to a pre-employment background check with results acceptable under Dartmouth policy. Please visit the [Office of Human Resources](#) for details.

All Dartmouth College employees must comply with the College's health and safety guidelines and protocols, including but not limited to those related to COVID-19, such as any testing, masking, or distancing requirements that may be in place at any given time or place