



Northeastern University

Office of the Provost

TENURED AND TENURE-TRACK FACULTY RECRUITMENT: OUTLINE OF THE PROCESS AND RECOMMENDED RESOURCES

1. Authorization

The Provost authorizes the deans of the colleges to conduct searches for tenured or tenure-track faculty members. Interdisciplinary searches authorized across colleges, or across units within a single college, will be conducted by deans and/or unit heads in collaboration.

2. Search committee formation and charge

The search committee is constituted according to unit procedures with the approval of the responsible dean(s). Search committees for interdisciplinary positions should include members from all involved units.

Units must make every effort to constitute diverse search committees that can bring breadth of perspective as well as depth of knowledge to the recruitment and evaluation of faculty candidates. In some instances, including faculty from outside the hiring unit(s) may enhance the effectiveness of a search committee.

The search committee is charged by the dean(s) and the unit head(s). The dean is responsible for informing the search committee of the fundamental parameters—rank, field, responsibilities—of the approved position and of the committee's responsibilities under the University's [Equal Opportunity Policy](#) and affirmative action requirements. The dean will review with the search committee the present composition of the college and/or unit along with information about the availability of women and underrepresented minorities in the area of the search. The dean may charge the search committee to attend workshops on best practices in faculty recruiting offered by the [ADVANCE STRIDE](#) team. The dean and the unit head will jointly discuss with the search committee the expected timetable of the search, the unit and college resources available to support the search, active recruitment plans for the search, and other procedural requirements and resources for conducting an effective search.

3. Position posting and recruitment plan

Faculty positions are posted electronically through Northeastern's PeopleAdmin system. PeopleAdmin collects via one electronic form budgetary information about the position; the job description for posting; a list of the search committee members; and the recruitment plan for the position. The system's integrated JobElephant service offers search committees a one-click means of posting the position electronically to Inside Higher Ed and the Higher Education Recruitment Consortium (HERC).

A strong recruitment plan will include information on individuals as well as groups (for example, professional caucuses, email lists) who will be invited to apply or to refer outstanding candidates. It will include the committee's plans and resources available for identifying and inviting a diverse pool of candidates to apply in the search. It will itemize the committee's plans for learning about and implementing best practices in recruiting for diversity and excellence.

The requisition, including the recruitment plan, is electronically forwarded for review by the dean and the Vice Provost for Academic Affairs (VPAA) for final authorization to post the position and launch the search.

4. Screening of candidates

The PeopleAdmin system allows candidates to submit their materials and provide confidential demographic information online; allows referees to submit letters online; allows search committees to review materials and share evaluations online; allows committee chairs to manage the pool and change the status of individual candidates online; gives deans and the Office of Institutional Diversity and Inclusion information about the depth and diversity of candidate pools; and preserves an electronic record of the search committee's actions. HRM Key Contacts in the colleges can assist search committees in using the full capacities of PeopleAdmin.

Search committees and unit heads should be aware of current [search documentation requirements for candidates for permanent residency](#) in the United States. PeopleAdmin reflects these requirements and the system's records of the search may be drawn upon in permanent residency applications.

5. Interview approval

Search committees must follow college procedures in obtaining approval from the dean's office to interview candidates, whether by phone, offsite or on campus. At the stage of inviting

candidates to interview on campus, the dean's office will review the unit's recommended finalists in the PeopleAdmin system; the dean's approval is then automatically forwarded by PeopleAdmin to the VPAA for final sign-off on the campus interviewees.

The dean will consult with the VPAA about the present tenure status and tenurability of finalists who may be proposed for tenure on entry consideration. Since recommendations of candidates for tenured positions will likely require additional letters to be developed before an offer is extended (see "approval of offer terms," below), inquiries early in the recruiting process may prevent delays at the offer stage.

6. Provost's meeting with candidates for tenure on entry

The Provost or his designee must meet with those finalists in faculty searches who are being considered for a position with tenure on entry. Deans arrange appointments by forwarding the candidate's *curriculum vitae* with c.v. cover sheet to the Executive Assistant to the VPAA. Because finalists must have the endorsement of the dean, search committee chairs may not forward candidates directly to the Provost's Office. In view of the time commitment for both the candidates and the Provost's Office, search committees should request meetings only with serious finalists for a tenured position. In most searches, this will be the top one to three candidates. In some circumstances, such as a department chair search or an interdisciplinary cluster search, it may be useful to send more candidates forward; search committee chairs may consult with their dean(s) about sending forward a longer list of candidates.

Other members of the Provost's Office may make themselves available on request, through the VPAA, to meet with candidates for tenure-track faculty positions in situations where the Provost's office may be able to advance the colleges' recruiting efforts.

7. Recommendation to hire and approval of offer terms

When the finalist has been identified, the terms of the offer are developed in consultation between the unit head and the dean and, as necessary, the VPAA. The finalist's credentials are verified and the proposed hiring commitments and the draft offer letter are entered into PeopleAdmin for review by the dean and the VPAA before the dean finalizes and sends the offer letter to the candidate.

Recommendations to hire a candidate with tenure on entry should be supported by five to six arm's-length external letters at a level appropriate for tenure consideration. If approval is sought to make an offer with the expectation of tenure on entry before the necessary external letters

have been received and reviewed by the Provost, the dean should consult with the VPAA on the language to be used in the offer letter.

8. Offer of employment

Following approval of the offer terms by the VPAA, the candidate completes Northeastern's final employment application, including information about degrees and previous employment. After the unit has confirmed the candidate's credentials (verifying degrees, employment, and references), the dean extends the offer letter.

If the terms of the offer must be revised following negotiations with the candidate, the dean should consult with the VPAA.

9. Bringing the search to closure

The search is complete when the candidate returns the signed offer of employment. The dean's office notifies the VPAA promptly of the candidate's acceptance and forwards a copy of the signed letter of offer to the VPAA. The dossier for faculty candidates entering with the expectation of tenure is developed according to the guidelines in the [Model Tenure Dossier](#).

Unsuccessful candidates should be notified by the search committee chair or unit head that the search has been concluded and thanked for their interest.

Recommended resources for successful faculty recruiting

[ADVANCE Office of Faculty Development Faculty Recruitment Resources](#)