Faculty Hiring Guidelines Addendum
Pandemic Faculty Hiring Process
November 2, 2020

Due to the pandemic and the continued uncertainty of COVID-19 during academic year 2020-21, the following addendum to the guidelines for faculty hiring serves to highlight necessary adjustments to processes. Guidance within the existing faculty hiring guidelines remains valid, however, the guidelines identified in this addendum are in place until further notice. Any questions regarding faculty hiring should be addressed to the dean.

General Guiding Principles for the Search Process during AY 2020-21:

- The search process addendum applies to approved open positions that are tenure stream, non-tenure stream, lecturer, instructor, and that require a search.

- One member of each search committee is required to have been trained as an inclusion advocate. Over 70 faculty members have completed this training, and the deans have access to the list of trained individuals. More information about the role of the inclusion advocate is below.

- After the search committee develops and approves the position description, it will be reviewed and approved by the search committee chair and the inclusion advocate. The search committee chair will then forward the position description to the dean, who provides final approval.

- As search committees, departments, and programs are developing position descriptions, they should take care to craft descriptions that will be of interest to a diverse range of applicants and that require commitment to and competence in contributing to an inclusive and equitable environment on campus. In particular:
  - All position descriptions must include an expectation of “contributing to building an inclusive learning environment for an increasingly diverse student population” (or an equivalent approved by the dean). This language is more than a required statement to be included. There is an expectation that search committees will solicit information related to the candidate’s commitment to inclusion and equity as a part of their application materials, include assessment of this commitment in interview protocols, and consider this information in the evaluation of candidates and in final recommendations to deans regarding hiring decisions.
  - All job postings must include the institutional language regarding a commitment to diversity and inclusion, non-discrimination, and being an equal opportunity employer: “Butler University is an equal opportunity employer. We celebrate diversity and are committed to creating an inclusive and equitable environment for all employees. We welcome applications from all individuals, regardless of age, gender, gender identity, sex, race, religion, color, disability, protected veteran status, sexual orientation, national origin, or any other legally protected category.”
  - All position descriptions must include the required language “subject to final budgetary approval.”
To comply with federal law and provide equal opportunity to qualified people with disabilities, a survey will be sent to all candidates by Human Resources. Once the preferred date to begin review of applications passes, the search committee chair or delegate will send a list of all candidates’ names and email addresses to Human Resources at buhriwd@butler.edu.

- Unless otherwise specifically approved by the Provost, offers for open positions and contract extensions may not be extended until after February 1, 2021. The President, Provost, and VP for Finance and Administration will review our institutional financial outlook in late January and determine whether/when offers/contract extensions may be made. Deans will be alerted by the Provost if/when they are authorized to make offers after that point.

- All searches should be created and executed in virtual format, both first round interviews and finalist interviews.

- Special attention should focus on the creation of an equitable interview experience for all candidates. Consistency must be established for all interviews, including the overall length of the interviews, including the first and second rounds, the finalists’ meeting schedules, length of meetings and informal conversations, and length of the finalists’ teaching/research presentations. Invitations to attend the presentation(s), and to attend informal conversation(s) with finalists must also be consistent. For candidates who reside in a time zone other than Eastern Standard Time, special consideration for the schedule of the interview is necessary. In this case, the search committee should determine necessary flexibility to make the interview successful. For example, not all finalists need to have their formal presentation at the same time of day, but they should all have a formal presentation.

- Instruction for candidates: Given the virtual nature of the initial and final round interviews, the search committee chair should take care to support candidates through a virtual process, and they should do so in a consistent way (e.g., follow a consistent script for talking points with each candidate). For example, search committee chairs should encourage candidates to test their technology in advance, consider their setting for virtual interviews (e.g., especially lighting and background), and to present themselves as they would in an in person interview. Keep in mind that not all operating systems allow for a virtual background—please do not require one. For finalist interviews, the search committee chair should ensure candidates understand what to expect. This includes sufficient detail regarding the nature of the presentation(s) to be given during the interview, the names and roles of individuals with whom the candidates will meet, and expectations regarding informal components of the process. Search committee chairs should clarify whether and what kinds of presentations (e.g., PowerPoint) finalists may use during their presentation(s) and whether they will be asked to share their screen or to direct someone on campus when to change the slides. In summary, the search committee chair should work with each finalist in making best choices for modality and interaction with attending members to maximize the likelihood that all finalists are able to give their best showing during the final interview.

First Round Interviews
Initial interviews may be conducted via telephone or via Zoom, but be sure to be consistent across first round candidates to foster equity. Committee members should agree to consistent questions to be asked during initial interviews.
Finalist Interviews
Each search committee will recommend up to three finalists to the dean. All finalist interviews will be fully virtual. It is recommended that finalist interviews occur over a one- to two-day period.

- Zoom meetings should include the following:
  - Dean of the college
  - Department chair or program director
  - Departmental faculty
  - Search committee
  - Students
  - Provost or Associate Provost (30 minutes for tenure track candidate finalists)
  - Recommend joining an Admissions virtual campus tour or viewing other videos/reviewing web pages relevant to the position in question.

- Zoom meeting arrangements should also include teaching and/or research presentations for all finalists, as requested by and according to the search committee and/or department or areas of study. If appropriate, an existing course can be used with the invitation for attendance to include the students enrolled in the course, the dean of the college, departmental faculty, and search committee members. For equity purposes, the same existing course should be used for all finalists.

- It is important to ensure candidates have appropriate time to eat during typical meal times and have several breaks during the day. In addition, there should be a 30 minute break prior to any teaching/research presentation.

- Rubrics should be developed and used at all stages of the interview process to strive for as equitable and inclusive a process as possible.

- Social engagement during the finalist interview:
  - There will not be shared food events/conversations over coffee or the like.
  - Zoom meetings and/or interview sessions will not take place over lunch or during dinner.
  - You may wish to plan for informal Zoom open house meetings, encouraging guests to drop in for brief but meaningful conversations with the finalists.

Funding Support
Given that all searches will be virtual and no meal or social events will be included, there is no budget for searches other than placement of advertisements, which are paid through HR. Deans offices, in conjunction with the Provost Office, will send finalists small Butler and Indianapolis themed gifts scheduled to arrive around the time of their finalist interviews.

Inclusion Advocate
The dean of the college will work with the search committee chair to identify a trained inclusion advocate to serve as a voting member on each search committee. The advocate is responsible for integrating diversity, equity, and inclusion through the interview and search process. All trained inclusion advocates have access to the Inclusion Advocate Canvas page, which contains additional information and resources about inclusive and equitable search processes.
The following list identifies inclusion advocate responsibilities:

- Work with search committee chair to ensure a representative from human resources (coordinate with Tammy Pressler and your dean’s office) will meet with the committee to identify and discuss how to avoid biases, and establish a fair and equitable interview process.

- Work with search committee chair to facilitate a conversation within the search committee to craft a position description that has wide appeal. Ensure the completed position description is screened for, and free of, stereotype-priming language.

- Along with the search committee chair, develop and execute the candidate recruitment plan. In particular, the inclusion advocate should assist the search committee chair in identifying outlets for advertising the job posting that would reach diverse audiences, such as identity-based professional groups within the discipline.

- Work with the search committee chair and HR to identify possible locations for job postings. All Butler faculty positions will be advertised in The Chronicle of Higher Education, Inside Higher Education, HigherEdJobs, and Diverse Issues in Higher Education, as well as in relevant disciplinary outlets.

- In collaboration with the search chair, develop a rubric for the assessment of all applicants for the first round of interviews. The rubric for the initial screening should ensure the committee members are evaluating whether the applicants meet the essential criteria from the ad.
  
  - When possible, implement blinded review, audition, and grading processes (Banaji & Greenwald, 2013; Goldin & Rouse, 2000).
  
  - Be able to defend every decision for eliminating or advancing a candidate. Research shows that holding evaluators to high standards of accountability for the fairness of their evaluation reduces the influence of bias and assumptions (Foschi, 1996).

- The inclusion advocate should double-check any applicants that were determined to be unacceptable to affirm that they are not qualified for the position.

- Consider whether there are any colleagues outside the department, and of potential interest to the finalist (e.g., CFV), with whom candidates should meet with for a holistic interview experience.

- Make suggestions to the dean’s office regarding specific information to include in an informational packet to be sent to finalists about the Indianapolis/Marion County and beyond community (visitor guides, links to key websites for arts and cultural venues, etc.). The inclusion advocate may want to ask the candidates if there is anything in particular that they want to learn about the community.

- In collaboration with the search chair, develop a rubric or assessment tool for each component of the finalists’ interview process. Questions related to candidates’ commitment to promoting a diverse, inclusive, and equitable campus environment should be included.