

Heller Faculty Recruitment and Appointment Procedures:

Step 1: Determine Heller Need and evaluate hiring options.

- This is the responsibility of the Dean, relevant educational Program Committee(s) and relevant Center(s)/Institute(s), with consultation as needed from the Educational Steering Committee & Research Steering Committee.

Step 2: Search Authorization

- This is the responsibility of the Heller Dean who contacts the University Provost.

Step 3: Form a Heller Search Committee

- Dean designates a Search Committee Chair. Then, committee is formed by the Dean with input from that Chair and Associate Dean, Academic Personnel. All committees include one member from Brandeis who is not Heller faculty.
 - *All Heller members of search committees will receive training in diversity and recruitment. One member will be designated as the official Diversity Representative to sign off on the Brandeis search forms. The Diversity Representative attends all search meetings and monitors the emerging applicant pool to assess its diversity and whether additional outreach efforts are necessary.*
 - *The Department Coordinator for the Office of the Dean generally will serve as Administrative Coordinator to the committee.*

Heller Faculty Recruitment and Appointment Procedures:

Step 4: Develop search plan

- The Heller Search Committee holds a first meeting to discuss the Search Plan and outreach for applicants. Attendees at this meeting will include the Search Chair, the Diversity Representative, the Administrative Coordinator (who will maintain the search documentation), and a representative from the Dean's Office (typically the Associate Dean for Academic Personnel). The aim of the meeting is to arrive at a Search Plan that both the Search Chair and the Diversity Representative can recommend to the Dean.

Documentation associated with this step include:

HELLER FACULTY SEARCH PLAN

Document on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

The search plan includes:

- Composition of the search committee
- Plans for outreach
- Position description and draft advertisement
- Recruiting letters
- Plans for evaluating candidates

Heller Faculty Recruitment and Appointment Procedures:

Step 5: Review and approve final job description.

- Review by Heller Associate Dean, Academic Personnel and approval (sign off) by Search Committee Chair, Designated Diversity Representative, and Heller Dean (in consultation with the Provost).
- Job descriptions generally include the following:
 - Name of title of the position (may be open to more than one title)
 - Institute/Program
 - Start date
 - Specific job duties
 - Degree requirement
 - Fields of study (if required) If other fields of study are acceptable, add “or related field”
 - Teaching and research requirements
 - Statement that salary is commensurate with education and experience/competitive
 - Required application materials
 - Duration of position (if applicable)
 - Indicate % time, (full time, 100% FTE; part-time, less than 100% FTE)
 - Deadline for receipt of application (indicate the preferred date for receipt of applications with a phrase like: “First consideration will be given to applications received by... “This will allow any late applications to be considered.
 - Name, title, address , email and telephone number of person receiving application materials
 - Equal Opportunity/ Affirmative Action statement

To indicate that Brandeis is an affirmative action employer, the following sentences are recommended: The Heller School for Social Policy and Management at Brandeis University is interested in candidates who are committed to the highest standards of scholarship and professional activities. We seek individuals who can contribute, through their research, teaching and/or public engagement, to the diversity of the academic community. Brandeis University is an equal opportunity employer, committed to building a culturally diverse intellectual community, and strongly encourages applications from women and minority candidates.

Heller Faculty Recruitment and Appointment Procedures:

Consider including sample language about Brandeis and Heller:

BRANDEIS UNIVERSITY

Founded in 1948, Brandeis University is a private nonsectarian research university with a liberal arts focus situated 10 miles west of Boston. Its schools include a College and Graduate School of Arts and Sciences, the International Business School and the Heller School for Social Policy and Management, each welcoming students, faculty and staff of every nationality, religion and political orientation. Brandeis has a long history of offering educational opportunities to foreign students since it pioneered the concept of an educational and cultural exchange program in 1958 with the establishment of the Wien Scholarship Program. Brandeis University is accredited by the New England Association of Schools and Colleges, Inc. Commission on Institutions of Higher Education.

THE HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT

Since its founding in 1959, the Heller School at Brandeis University has been committed to developing new knowledge and insights in the field of social policy and in health and human services management. The Heller School is unique in its approach to the field of social policy. Through the graduate education of students, and the pursuit of applied interdisciplinary research and active public engagement in both the public and private sectors, the Heller School is constantly examining policies and programs that respond to the changing needs of vulnerable individuals and social groups in our societies. Over the last fifty years, the Heller School for Social Policy and Management has built an international reputation for professional leadership in many areas across the policy-development spectrum. The entire Heller School facility was recently expanded and renovated and is located near the center of the Brandeis campus adjacent to the main University Library.

Heller Faculty Recruitment and Appointment Procedures:

Step 6: Develop and Approve search budget

- Review by Heller Associate Dean, Academic Personnel and approval by Heller Chief Administrative Officer.
- The budget Includes estimate of advertising and applicants' travel expenses – and may include travel of Search Committee chair/member to Professional Meeting with recruitment opportunities.
- The Search Chair should contact Ron Etlinger (ext 63901; etlinger@brandeis.edu) Chief Administrative Officer, to discuss budgeting guidelines for searches.

Heller Faculty Recruitment and Appointment Procedures:

Step 7: Form a Heller Student Advisory Committee and hold an initial meeting

- The Search Committee works with Heller Student Services as well as relevant Program Directors, Concentration Chairs and Institute Directors to form a Student Advisory Committee, generally with 6-8 members. The responsibilities of this committee include committing to attend all finalist seminars and meetings with finalists on campus and offering feedback on strengths and limitations of candidates both as a committee and individually to the Search Committee.
- The Search Committee Chair should hold an initial meeting with the Student Advisory Committee to discuss their roles and responsibilities.

Heller Faculty Recruitment and Appointment Procedures:

Step 8: Advertise, network and solicit applicants

- Administrative Coordinator, Heller Search Committee and Heller community. Post job description on Heller website and appropriate job listing sites in print and online as listed in the search plan. If multiple searches, coordinate the advertisements in major outlets (e.g., Chronicle of Higher Education) or websites.
- One key juncture for a search that addresses diversity is a strategic, thought-out, deliberate outreach plan that targets organizations of minority scholars, lists within professional organizations, and personal contacts and networks. Beyond the members of the search committee, others at Heller should be asked to activate those networks through personal contacts.
- Draft advertisements for positions must be approved by the Heller Dean before they are posted.

Documentation associated with this step include:

ADVERTISING LOG

SAMPLE NOMINATION TO APPLY LETTER

SAMPLE INVITATION TO APPLY LETTER

Document on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 9: Collect applications and distribute to Heller Search Committee Chair/ Committee

- Administrative Coordinator receives and catalogs applications on an ongoing basis as they are received. The Administrative coordinator starts and maintains a list of tracking numbers for the Applicant Register and sets up files for CVs and correspondence from applicants.

Documentation associated with this step include:

HELLER FACULTY SEARCH APPLICANT REGISTER

Document on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 10: E-Mail request for voluntary information on gender and race/ethnicity to all applicants

- Upon receipt of applications, the Administrative Coordinator e-mails each candidate an acknowledgement of receipt of the application and a form to collect voluntary information (marked with search number).

Documentation associated with this step include:

SAMPLE LETTER REQUESTING RACE/ETHNICITY INFORMATION (UPDATED 1-7-11)
APPLICANT SEARCH QUESTIONNAIRE

Documents on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 11: Reports on the applicant pool

Administrative Coordinator keeps a spreadsheet including information on applicants' name, internal ID #, date of application, and disposition/remarks. This is periodically updated and distributed to committee chair and diversity representative. This information can be used to track process on the search and summary data will be needed at the end of the search for the report, "Description of the Applicant Pool."

Documentation associated with this step include:

HELLER FACULTY SEARCH APPLICANT REGISTER

HELLER FACULTY SEARCH DESCRIPTION OF APPLICANT POOL

Documents on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 12: Evaluate candidates

- Heller Search Committee begins to evaluate candidates, with input from others if appropriate, with the goal of developing a list of finalists to schedule for in-person interviews and seminars on campus. The evaluation process is based on written materials including reviewing application letters, CVs, and publications.
- Based on qualifications and fit with the position, the Committee narrows the list to initial semi-finalists for the position, who will be interviewed by phone or at professional meetings. Committee members are assigned to conduct these interviews.
- The committee meets, discusses the interviews, and narrows the list to an initial list of finalists to be invited to campus. At least three letters of recommendation will be solicited from references submitted by these finalists.
- The Chair informs applicants who did not make the list of initial semi-finalists or who are not qualified based on the phone interviews that their applications are no longer being considered.

Documentation associated with this step include:

SAMPLE REFERENCE REQUEST LETTER

SAMPLE REJECTION LETTER

Document on Heller Policies and Procedures Website

<https://secureweb.brandeis.edu/heller/heller/heller-policies/policies/index.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 13: Drafting and review of Interim Search Memo

- The Chair drafts the Interim Search Memo, which includes:
 - Brief written explanation of recruiting efforts
 - Copies of ads and other recruiting documents; lists of people, departments, minority caucuses and organizations contacted, including email and telephone details
 - Brief written description of follow-up on the above efforts
 - Brief statement of the process by which the shortlist of candidates was determined, including an explanation of the reasons for the elimination of female and minority applicants.
 - Summaries of the qualifications of the shortlist of candidates
 - Appended to the report will be:
 - **Heller Faculty Search Applicant Register**
 - **Heller Faculty Search Description of Applicant Pool**

Documentation associated with this step include:

HELLER FACULTY SEARCH APPLICANT REGISTER

HELLER FACULTY SEARCH DESCRIPTION OF APPLICANT POOL

ADVERTISING LOG

Documents on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 14: Schedule and plan visit(s) of finalists

- Search Committee Chair will work with the Administrative Coordinator to schedule finalists' visits to campus. A visit is usually one and a half days and includes:
 - Meeting with Dean
 - Meeting with Research Institute Directors
 - Meeting with Faculty
 - Meeting with Student Advisory Committee
 - Seminar/Job Talk
 - Dinner with Search Committee members

Documentation associated with this step include:

EXAMPLE OF ONE DAY CAMPUS VISIT SCHEDULE

EXAMPLE OF DAY AND A HALF CAMPUS VISIT SCHEDULE

Documents on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 15: Collect evaluations of candidates who visit Heller

- Administrative Coordinator distributes evaluation form (via email) to the Search Committee and the community (e.g., Institute/Program Directors, other faculty and scientists/fellows, students, Dean, Provost) at the end of the campus visit and then collects & compiles responses.

Documentation associated with this step include:

SAMPLE ATTENDANCE SHEET

HELLER FACULTY CANDIDATE EVALUATION FORM

Document on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 16: Ranking of top candidates

- Heller Search Committee deliberates on candidates' materials and performance during campus visits and makes a written recommendation to the Heller Dean. This report includes a statement of the criteria used to evaluate all candidates on the shortlist, a rank ordering of each shortlisted candidate, and the rationale for this ranking. The recommendation includes whether or not to make an offer to the top candidate, the faculty rank, tenure status, and other title(s), e.g., institute or center director, if appropriate.
- Chair Heller Search Committee, Diversity Representative and Heller Dean sign the "Equal Employment Opportunity and Affirmative Action Fair Search Report Form."

Documentation associated with this step include:

**HELLER FACULTY SEARCH EQUALITY OPPORTUNITY FAIR SEARCH FORM
BRANDEIS STANDARDS FOR PROMOTION TO FULL PROFESSOR WITH TENURE
BRANDEIS CONTRACT FACULTY GUIDELINES**

Document on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>

Heller Faculty Recruitment and Appointment Procedures:

Step 17: Negotiation with top candidate

- If the Dean accepts the recommendation, the Dean negotiates terms of the appointment with the candidate, including faculty rank, other title(s) if relevant, salary, responsibilities, start date, and other items as appropriate.
- If an agreement is reached, the Dean asks the Associate Dean, Academic Personnel to convene a review by the appropriate faculty of the Heller Division in which the candidate will serve.
- Depending on the timing of the appointment, the Dean may issue an appointment letter contingent on approval by the Division and/or the ad hoc. This is likely to be the case for tenure reviews, given the longer time they take.
- The Dean notifies other finalist candidates they were not chosen.

Heller Faculty Recruitment and Appointment Procedures:

Step 18: Division and ad hoc reviews

- The Associate Dean, Academic Personnel convenes a meeting of the faculty of the Heller Division in which the candidate will be assigned at or above the proposed rank of the candidate. The appointment process follows the Brandeis Faculty Handbook, which stipulates different processes for tenure-track and non-tenure-track appointments. Re the Handbook's terminology, our Divisions are equivalent to Departments, and the Associate Dean, Academic Personnel functions as Chair of each Division.
- For tenure-track appointments see pp. 16-20 of the Handbook. A tenure-track appointment, except at the level of Assistant, will require a more extensive dossier and an ad hoc that includes non-Heller Brandeis members as well as members outside Brandeis.
- For appointments outside the tenure track, see pp. 20-21 of the Handbook. For a summary of the non-tenure Handbook procedures, see "Heller non-tenure appointment procedures October 2014.doc."

Documentation associated with this step include:

BRANDEIS UNIVERSITY FACULTY HANDBOOK
HELLER NON-TENURE APPOINTMENT PROCEDURE

Document on Heller Policies and Procedures Website

<https://www.brandeis.edu/heller/heller/heller-policies/policies/faculty.html>