

Dean's &
Provost's
Questions

(For Tenure-
Track Positions)

**Dean's & Provost's Questions
that must be answered and
MUST Accompany PRFs for
Tenure-Track Positions**

Dean's Questions for Faculty Searches

As you are keenly aware, higher education is entering a period of *consolidation* if not further *constriction*. As institutional leaders, therefore, it is incumbent upon us to make sure that every faculty hire (a) builds upon our strengths and (b) serves the core mission of the college as well as the department.

The questions below ask you to indicate how each authorized search will help the department and the college to fulfill various aspects of our shared values and responsibilities.

1. Please discuss to what extent a new hire in the proposed specialty area will help the department to meet some, if not all, of the following objectives:
 - to increase the amount of extramural funding for research;
 - to increase the number of doctoral degrees awarded (if applicable);
 - to enhance the reputation of the department for quality research and graduate training;
 - to enrich a specialty area for which the department already has an established reputation;
 - to serve the curricular needs of undergraduate majors;
 - to enhance interdisciplinary degree programs and research collaborations across departments and colleges.

2. Please indicate the specific steps that the department will take (a) to recruit and (b) to hire candidates that will add to the diversity of our faculty.

Attachment 1

PROVOST OFFICE GUIDELINES FOR JUSTIFICATION FOR FILLING FACULTY POSITIONS

STEP I: College Appeal for Position

Faculty positions funded from general revenue operating dollars become available in one of two ways. In the first instance, an existing position is vacated. For example:

- The vacancy is created by faculty resignation, retirement, death, or termination.
- A temporary faculty appointment ends.
- A faculty member transfers to an administrative position or is reassigned to another position.

Second, new faculty positions are authorized and funded, usually when new monies become available or through reallocation.

The essential first step is for the department/unit to request from the college dean or division director permission to fill a vacant position. If permission is granted, the terms of the appointment must be clearly understood, including: regular (tenure-track) or temporary, full-time or part-time, rank/title, and an agreed upon "upper limit" for the salary figure, although the actual salary is not fixed at this point.

STEP II: Filing of the Position Request Form (PRF)

A departmental search committee may now be formed to conduct business in accordance with the *Guidelines for Faculty Searches and Appointments* dated 10/15/99 and distributed by the Provost on October 19, 1999.

The Position Request Form should be filled out carefully and completely. The PRF should be signed by the chair/director and the dean and should clearly provide all the requested information, including the position number if seeking to refill an existing position, position budget amount, funding distribution information, and other attributes of the position.

Accompanying this form should also be a proposed position description and ad copy and, for all full-time regular hires, a position justification in the form of a written narrative that contains information pertaining to the items outlined on the following pages. **The provost will not review the PRF without having all of this information.**

Deadlines for placing ads, and/or plans to attend a conference for recruitment purposes, should be a factor in planning timely submission to the Provost's Office.

POSITION JUSTIFICATION INFORMATION

I. Position Description and Priority

- Review the importance of this position to the mission of the department/college and its programmatic goals and priorities for the next three years. This summary should minimally indicate:
 - A. The substantive area of the discipline that will be covered by the position. If this area is different from the area which had been covered by the previous faculty member, please explain why the department is looking to strengthen another area or to develop a new area of expertise.
 - B. The expected teaching load of the new faculty member.
 - C. An explanation of the importance of this expertise to the department's curricula. If the faculty member contributes to a particular emphasis or specialization, how many faculty currently staff each area.
 - D. The relationship of this position and expertise to existing departmental/collegial curricular, service and research strengths/weaknesses.
 - E. The demand for individuals with this expertise.
 - F. The relative priority of this position to other present positions in the department/college. In other words, if the department had to rank its current faculty positions, where would this one fall: essential, desirable, or deferrable, and why?
[Please Note: Not all positions can fall in the upper half of department/unit priorities.]

II. Activities of Faculty Member Vacating the Position

- Briefly indicate the load and the typical courses taught for the last three academic years, including summer, by the previous faculty member, and indicate how (or if) the department will continue to cover these courses.
- List the numbers of completed and in progress theses/dissertations/independent studies supervised during the last three years, and how the department will cover this load until the new faculty member is able to take on such responsibilities.
- List other service activities/duties or professional obligations performed during the last three years.

III. Resources

- Recommended salary and rank for the new position. Replacement faculty will be authorized at the assistant professor level unless specific approval has been received from the Provost for recruitment at a higher rank. If the recommended rank and/or salary is above the assistant professor level, explanation and justification must be provided.
- It is assumed that all start-up costs associated with a hire in this area (e.g., equipment, travel, commodities/contractual funds; alterations in teaching load, assignment of graduate assistants; etc.) and all space needs associated with a hire in this area (e.g., laboratory, field

access, renovations, etc.) will be covered and/or provided by the department's existing resources and/or by pre-approved arrangements between the department and college. If this is not the case, then:

- Indicate anticipated start-up costs that result in the need for resources beyond those able to be covered and/or provided by the department's existing resources and/or through pre-approved arrangement with the college.
- Indicate anticipated space needs, including renovations, beyond those available and able to be accommodated within the department's existing space and/or through pre-approved arrangements with the college.
- Indicate the source of the resources required. If the salary is above that for an assistant professor and/or above that of the previous incumbent, indicate the source of the additional funds. Also indicate the source of anticipated start-up costs or space needs beyond those able to be covered and/or provided by the department's existing resources and/or by pre-approved arrangements between the department and college.

The PRF and above mentioned materials should be transmitted to the appropriate college dean or division director for review and signature, then forwarded to the Provost's Office where they will be reviewed in order to assure that programmatic, budgetary, space, personnel and other planning implications of the request are fully addressed. Particular attention will be paid to the ways in which replacement or movement of tenure-track faculty positions will contribute to the goals and priorities of the department and college as specified in planning documents, and the university's priorities and stated goals which the university must address.

The Provost's Office will either sign the PRF and forward it to Contracts, Records and Reports, or contact the appropriate dean or director for further amplification. Contracts, Records and Reports will process the PRF and distribute copies immediately. The Office of Affirmative Action and Diversity Resources will receive its copy along with a copy of the ad. The Office of Affirmative Action and Diversity Resources will review the ad copy and contact the department/unit to convey that the ad copy is either approved or that some changes are needed. Ads are placed either by the Office of Affirmative Action and Diversity Resources or the unit or both. No ads can be placed without the Office of Affirmative Action and Diversity Resources approval. Ad costs should be considered carefully, as these are often covered by the department or hiring unit.

STEP III: The Search, Affirmative Action Part I

Policies covering the conduct of the search and the completion of the Affirmative Action Part I are given in the Guidelines for Faculty Searches and Appointments dated 10/15/99 and distributed by the Provost on October 19, 1999. The Affirmative Action Part I, with the appropriate signatures, should be sent directly to the Office of Affirmative Action and Diversity Resources.

STEP IV: Hiring, Affirmative Action Part II and PAF

After interviews are completed and a candidate is selected in accordance with the Guidelines for Faculty Searches and Appointments, the department/unit should complete both the Affirmative Action Part II (guidelines available from the Office of Affirmative Action and Diversity Resources) and Personnel Action Form (PAF). Both the Affirmative Action Part II and PAF with all appropriate signatures and attachments, should be sent directly to the Provost's Office. Once the PAF is signed by the Provost's Office, both the PAF and Affirmative Action Part II will be forwarded to Human Resources (Contracts, Records, and Reports).

1) salary information; 2) the nature of the appointment; and 3) a position control number (upper left corner).

Accompanying this form there should also be a proposed position description (ad copy) and, for all full-time regular hires, a position justification in the form of a written narrative that contains information pertaining to the items outlined below. Failure to address these concerns completely will result in having the request returned, thus delaying the hiring process.

Ad copy deadlines should be a factor in planning timely submittals to the Provost's Office.

POSITION JUSTIFICATION INFORMATION

Activities of Faculty Members Vacating the Position

- (1) — Courses taught for the last three academic years, including summer, and enrollments in each of these courses.
- (2) — Numbers of completed and in progress theses/dissertations/independent studies supervised the last three years.
- (3) — Other service activities/duties or professional obligations during the last three years.
- (4) — Teaching load, per semester, during the last three years. (5) Expected teaching load, per semester, for the new faculty member.

Position Status

- Discussion of the importance of this position to the mission of the department and its programmatic goals and priorities for the next three years. This discussion should minimally indicate:
 - (6) 1. The substantive area of the discipline that will be covered by the replacement. Special comment is needed if this area is different from the area which had been covered by the previous faculty member.
 - (7) 2. An explanation of the importance of this specialization to the department's curricula, including an overview of how this specialization relates to other specializations and how many faculty currently staff

each specialty.

- (8) 3. The relationship of this position and specialization to existing departmental curricular and research strengths/weaknesses.
- (9) 4. The societal need and demand for individuals within this specialization.
- (10) • Discussion of the relative priority of this position to other present positions in the department (see enclosed). In other words, if the department had to rank its current faculty positions, where would this one fall: Essential, Desirable, or Deferable, and why? PLEASE NOTE: Not all positions can fall in the upper half of department/unit priorities.

Salary and Rank

- (11) • Recommended salary and rank for the new position. If the recommended rank is above the assistant professor level, explanation and justification must be provided.

This year (FY92), as in the past few years, replacement faculty will be authorized at the Assistant Professor level unless specific approval has been received from the Provost for recruitment at a higher rank.

The RPEF and above mentioned materials should be transmitted to the appropriate college dean or division director and then to the Provost's Office where they will be shared and reviewed with all members of the Provost's staff in order to assure that programmatic, budgetary, space, personnel and other planning implications of the request are fully understood. Particular attention will be paid to the ways in which replacement or movement of tenure-track faculty positions will contribute to the goals and priorities of the college as specified in annual planning documents and the university's priorities as specified in the Academic Planning Statements.

Deans/Directors will normally receive a response from the Provost's Office about their requests within ten (10) working days (usually sooner), provided accurate forms and appropriate information have been provided. Possible actions include: 1) approved, 2) returned for additions or changes, or 3) denied. If it is approved, one copy is immediately taken to the Affirmative Action Office together with the ad copy, and the remaining copies are distributed to the college/division. The Affirmative Action Office will review the ad copy and notify the department/unit that the ad copy is approved or that some changes should be considered. Ads are placed either by Affirmative Action or the unit or both. Ad costs should be