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## TOWSON UNIVERSITY TENURED, TENURE-TRACK FACULTY AND PERMANENT STATUS-TRACK LIBRARIAN HIRING PROCEDURES

The university is an Affirmative Action, Equal Opportunity Employer. This policy prohibits discrimination on the grounds protected under Federal and Maryland law and Board of Regents policies. To the extent protected by law, University programs, activities and facilities are available to all without regard to race, color, sex, gender identity or expression, sexual orientation, age, national origin, disability, and religion. The university complies with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (ADA), as amended by the ADA Amendments Act of 2008, and other applicable federal and state regulations that prohibit discrimination on the basis of disability.

Towson University's policies and practices on faculty and librarian hiring shall meet the University's Non-Discrimination Policy Statement located at <https://www.towson.edu/inclusionequity/non-discrimination/> and shall be in compliance with federal and state laws and the rules and regulations of Towson University and the University System of Maryland. The policies and practices herein have been arranged in chronological order to cover the various steps of the hiring process. At the conclusion of the academic year, an audit process shall be implemented to evaluate the compliance of search activities as described herein by the appropriate office(s).

**Confidentiality and Access:** All screening and subsequent deliberations pertaining to successful and unsuccessful applicants for faculty and librarian vacancies at all levels shall take place in official meetings only and shall be kept confidentially by the search committee. All documents shall be shared and stored in a secure manner and kept confidentially by the search committee, and made available to all search committee members.

Using email to conduct the following search-related activities is prohibited **in perpetuity**.

1. Circulation or dissemination of applicants'/candidates' application and interview materials.
2. All discussions or deliberations pertaining to all applicants/candidates.
3. Relevant application and interview materials, with the exception of transcripts and reference letters, for on campus interviews may be shared electronically and/or as hard copies outside the search committee and department with appropriate members of the university community for the purpose of evaluating the candidates. Correspondence with the candidates by the Search Chair via email is permitted.

**At the end of the search, the search committee chair shall be responsible for ensuring that all materials are submitted to the Office of Inclusion and Institutional Equity and that any other digital or hard copies are destroyed at the end of the search.**

Search committees shall act on behalf of the department and use departmentally approved procedural documents.

All recommendations presented to the dean of the college or to the Vice Provost shall follow these departmentally approved written procedures. Such procedures shall address the appointment of the search chair, composition of the search committee, review of candidates, and voting processes. They also shall explicitly state how diversity and inclusion contributions and expertise of candidates would be assessed in the hiring process within their departments and fields/disciplines. These procedures and other relevant university documents shall be shared with all committee members. Departmentally approved hiring procedures shall align with the *Towson University Tenured, Tenure-Track Faculty and Permanent Status-Track Librarian Hiring Procedures*, as well as other relevant University and College policies.

#### 1. Determination of Position to be Filled

The faculty rank available to be filled shall be determined by the department in consultation with the dean of the college. Specialties, if any, to be taught, and specific qualifications necessary in order to fill the position shall be determined in consultation with the department chair.

Recruitment of potential applicants for faculty and librarian vacancies occurs on a continuous basis. This affords department chairs, faculty members, and/or librarians with opportunities to make connections with individuals from underrepresented groups during conferences and visits to minority serving institutions (e.g., Historically Black Colleges and Universities, Hispanic Serving, Veterans Serving Institutions) to encourage potential applicants to think of Towson University as a future employer. These contacts should be informed of vacancies as they arise.

Occasionally, a position becomes available or is still unfilled just before the start of a semester. When that occurs, a national search to fill the position permanently can be conducted if it is begun approximately two months before the start of the semester. This search may be modified because of publication deadlines to include only some of the usual media and contacts.

**However, national contacts (e.g., professional associations' lists of job-seekers and The Chronicle of Higher Education) must be used.** If a position is vacant after July 10 or after December 10, usually it will be filled by temporary appointment(s) of either adjunct or visiting faculty while the department conducts a full search to fill the position. National librarian searches for permanent status-track and non-permanent status-track full-time positions may be conducted at any time of year.

#### 2. Selection of Search Committee

- a. Every effort shall be made to ensure that the search committee membership is diverse. Resources to assist search committees in this effort are available from the Assistant Provost for Diversity and Inclusion, the Office of Inclusion and Institutional Equity, and Affinity Groups.

**Faculty:** The chair of the department, in accordance with departmental procedures, shall appoint the members of the search committee. Members may be drawn from all faculty ranks, and may include faculty from other departments, staff, and students.

**Librarian:** The Dean of Libraries shall appoint the members of the search committee. Search committee membership may be drawn from multiple library departments and include permanent status and/or permanent status-track librarians, library staff, and faculty and/or staff representation from outside the Towson University Libraries as appropriate.

**Appointment of Internal Departmental Chairperson:** The Dean shall recommend a chairperson in consultation with the department faculty and staff for the Provost's final approval and appointment.

**Chairperson Search (for external candidates and open to internal candidates):** The Dean shall appoint members of the search committee in consultation with the department faculty and staff. The committee membership shall reflect the department's composition and scope. Members may be drawn from all faculty ranks and may include faculty from other departments, staff, and students.

**Librarian Chairperson Search (for external candidates and open to internal candidates):** The Dean shall appoint members of the search committee in consultation with the department faculty and staff. A librarian chairperson search committee may additionally include librarians, staff, and faculty and/or staff representation from outside the Towson University Libraries as appropriate.

- b. All search committees shall include an Inclusion Advocate (IA). The role of the IA is to serve on the search committee as a resource to promote inclusive and equitable screening and evaluation of applicants. The IA shall ensure that all voices are heard during the search process, and, if necessary, address discriminatory behavior within the search process with the support of the search committee chair, department chairperson, dean, Assistant Provost for Diversity and Inclusion, and the Office of Inclusion and Institutional Equity. The IA is expected to participate in the same aspects of the search as other members of the search committee from the outset, and have the same responsibilities as the other members of the search committee throughout the process. Departments shall determine whether the IA has a vote and shall document that decision in their search procedures.

IAs must be tenured faculty or permanent status librarians, and may come from any department other than the hiring department. Although IAs may come from any college, the preference is that they are tenured/have permanent status in the same college as the hiring department/unit. Individuals serving as IAs shall be required to participate in professional development training related to affirmative action and equal opportunity. The training shall be provided by the Vice Provost and/or the Assistant Provost for Diversity and Inclusion in consultation with the Office of Inclusion and Institutional Equity and include content related to unconscious bias, group dynamics, advocacy, and mediation. The IA shall be compensated with a stipend for each training with the expectation of serving as an IA on at least 2 searches in a two year period upon completion of the training. The stipend shall be funded through the PBO.

TU's Vice Provost and Assistant Provost for Diversity and Inclusion in consultation with the Office of Inclusion and Institutional Equity shall identify available IAs for searches and shall provide ongoing support to the IAs. Faculty and librarians shall

not serve as an IA on more than one search committee per semester, and must be approved by their department chairs regarding workload.

- c. The search committee chair may invite the Vice President for Inclusion and Institutional Equity to meet with the search committee to review Towson University's affirmative action procedures.
- d. General demographic data secured via an online voluntary applicant data collection system is maintained by the Office of Inclusion and Institutional Equity and shall be provided to the IA and the chair of the search committee.

### 3. Responsibilities of Search Committee Members:

- e. Participate in university approved search committee training focused on best practices for effective and inclusive faculty searches provided by Office of Inclusion and Institutional Equity and Office of the Provost unless the member has completed the training in the last three years. Requests for faculty search workshops can be made via the button at the bottom of this link  
<https://www.towson.edu/provost/academicresources/faculty-search-hire-toolkit/>
- f. All members of the search committee are responsible for knowing and following the university search procedures as well as departmental specific procedures.
- g. Review and evaluate all applicants in a non-discriminatory manner.
- h. Conduct all voting and deliberations pertaining to the search in a confidential manner.
- i. Participate in all aspects of the search process.

### 4. Steps in the Search Process

Wording of the Position Vacancy Announcement (must be submitted with the [Faculty/ Librarian/Lecturer Search Request](#) Form):

The position vacancy announcement shall be worded as specifically as possible and shall be prepared in consultation with the dean of the college, Vice Provost, and the Assistant Provost for Diversity and Inclusion. The following information shall be in the advertisement:

- a. Faculty or librarian rank(s) and tenure status or permanent status of the position.
- b. Specialty, if any, required.
- c. Primary duties of position: teaching load, level of courses to be taught, area(s) of specialty, non-teaching duties such as scholarship, service, special program duties.
- d. Qualifications required or desirable (specify which), including degree status, experience, specialty, etc.
- e. Date position will begin (month, year).

- f. An inclusive language statement shall be included in the vacancy announcement as a reflection of our commitment to diversity, inclusion and institutional equity. For examples of inclusive faculty position language see “Inclusive Faculty Position Language” under “Recruiting Diverse Faculty.”
- g. Some mention of salary (e.g., “salary is commensurate with experience”).
- h. Job advertisement shall include a list of all required application materials along with the name and address of person to whom information shall be mailed or emailed. The department may request that candidates reflect on and describe how they can contribute to Towson University’s commitment to diversity and inclusion; this diversity and inclusion statement can be included within a teaching philosophy, research statement, separate statement of commitment to diversity and inclusion, or other application materials.
  - i. Closing date for applications. Firm closing dates are preferred. When it is believed that a firm closing date will not work well, the following statement shall be used “review of applications will begin on date.”
  - ii. Without reference to an applicant’s immigration status, all position announcements should include this statement: Non-immigrant applicants who require visa sponsorship should identify that need by contacting the Search and Department Chair as well as the International Student and Scholar Office for more details regarding Towson University sponsorship policy.
  - iii. Towson University’s Equal Employment Opportunity (EEO) statement: “Towson University is an equal opportunity/affirmative action employer and has a strong institutional commitment to diversity.” The Diversity & Inclusion Specialist shall add the EEO statement if it has not been included.

## 5. Approval of the Position Vacancy Announcement

The [Faculty/Librarian/Lecturer Search Request Form](#) must be approved by the department chairperson, dean of the college, Provost’s Budget Director, Vice Provost, and the Vice President for Institutional Equity and Inclusion. The Academic Affairs [Faculty Hiring Outreach Plan](#) shall be attached to the form along with the Position Vacancy Announcement.

## 6. Advertising Faculty and Librarian Position Vacancies

Vacancy announcements shall be circulated as widely as possible through national and/or international media likely to reach all candidates, including underrepresented groups in the field and/or hiring unit. A list of potential media outlets is available from the Assistant Provost for Diversity & Inclusion.

Outreach efforts for the purpose of inclusion of applications from underrepresented groups are required. Specific actions taken shall be documented and reported to the Vice Provost, and the Office of Inclusion and Institutional Equity on the *Faculty Hiring Outreach Plan* found in the Forms Repository and at this link <https://www.towson.edu/provost/initiatives/diversity/>

- a. Academic Affairs is responsible for placing an ad in The Chronicle of Higher Education. Ads placed in local newspapers, professional journals, and individualized ads in The Chronicle of Higher Education are paid for by the department, and are partially reimbursable. Additional information is available on the website of the Provost's Budget Office:  
[https://www.towson.edu/provostbudgetoffice/documents/pbo\\_guidelines\\_abbr\\_october\\_03\\_2017.pdf](https://www.towson.edu/provostbudgetoffice/documents/pbo_guidelines_abbr_october_03_2017.pdf)
- b. Departments shall develop contacts with graduate institutions, historically/predominantly black colleges and universities, professional associations, and with minority and women's caucuses of professional associations as a source of applicants. Mailing or emailing vacancy announcements to underrepresented groups and organizations including those at TU, see:  
<https://www.towson.edu/inclusionequity/diversity/groups/andthose> included in the Office of Inclusion and Institutional Equity's Employment & Search Resources available at: <https://www.towson.edu/inclusionequity/employment/> are expected.
- c. In unusual circumstances, a visiting position may be filled without being advertised if approved by the dean, Vice Provost, Provost, and Vice President for Inclusion and Institutional Equity.

## 7. Acknowledging Applicants

All applications are acknowledged via the electronic hiring software.

Communications with applicants with disabilities shall at all points be made in an accessible medium (e.g., Braille) if needed. For assistance, contact the Deputy ADA Coordinator.

Towson University utilizes an online system of gathering applicant data. All data collected are for internal, state, and/or federal reporting and will not be used to for other purposes.

## 8. Screening of Applicants

Once the deadline for receipt of applications has passed, applicants shall be screened by all members of the search committee if practical, but at a minimum by the Search Chair and the IA, to eliminate those who do not meet the minimum qualifications for the position. These individuals shall be notified at this time by letter or email that their qualifications do not meet minimum qualifications. A record of these applicants shall be maintained by the department and submitted to the Office of Inclusion and Institutional Equity at the end of the search. All applicant materials shall be available to all search committee members at this and all following steps.

All applicants who are not eliminated in this preliminary screening shall be included in the applicant pool.

## 9. Screening of the Applicant Pool

Applicants shall be reviewed on their merits in relation to the advertised position, application, and qualifications. This screening procedure will result in the grouping of applicants into those who meet minimum qualifications for the interview pool using consistent methodology.

The Search Committee will receive general demographic information on the applicant pool at this time from the Office of Inclusion & Institutional Equity.

The screening process must be non-discriminatory. Departments shall be cognizant of the hiring goals outlined in the University's "Successful Faculty Searches" training.

[07-02.10 - Employment of Members of the Same Family/Household and Consensual Amorous Relationships \(Nepotism\) Towson University shall be adhered to in all searches. Contact Human Resources if an applicant may be impacted by this policy.](#)

Upon the start of deliberation, all search committee members will disclose the nature of personal or professional affiliations (e.g., joint authorship or scholarship) which may constitute an actual or perceived conflict of interest with anyone in the applicant pool. Affiliations, regardless of duration and depth should be disclosed. Any potential conflicts of interest with one's faculty appointment should be disclosed. Depending on the nature of the disclosure, the Search Chairperson may consult with the Department Chair, Dean, and the Vice Provost concerning next steps.

For those with affiliations that do not constitute actual or possible conflicts of interest, the affiliated search committee member will refrain from comment about the individual candidate until all other colleagues have discussed the candidate, allowing them to respond objectively, while still giving the affiliated search committee member voice at the end.

Each search committee shall feel free to consult the dean, Vice Provost, and/or the Assistant Provost for Diversity and Inclusion in the Office of the Provost for assistance and advice at this point or any step in the search.

## 10. Interview Pool Candidates

At this step, top qualified applicants may be selected from the applicant pool and placed in the interview pool. These top qualified applicants shall now be referred to as candidates. Search committees may wish to either invite candidates for on campus interviews as set forth in step 11 below, or they may conduct initial interviews using various formats to identify candidates for on campus interviews. Initial interviews shall be conducted in a consistent format for all candidates, including internal candidates.

However, in the event that initial interviews are conducted at a conference or professional meeting, then the option to use an alternative interviewing method, such as web-based videoconferencing or telephone, must be extended to any candidates who are not attending the conference, and the search advertisement must indicate that this alternative interviewing method is available. Interviews at this step may not be used as the only interview of a candidate, and offers of employment shall not be made at such interviews.

The interview pool consists of those candidates who the department wishes to either invite for an on-campus interview as set forth below or interview remotely using technology to further reduce the interview pool for the on-campus interview pool.

#### 11. Review of Screening and Approval for On-Campus Candidates

Search committees shall generate an on campus interview pool after completing the screening of the applicant pool or interview pool.

- a. Search committee conducts reference checks.
- b. Search chair and the IA complete the *Faculty/Librarian Faculty Search On Campus Interview Pool Approval form* forward to the Chairperson, Dean, Vice Provost, and Vice President for Institutional Equity and Inclusion, or designee for review, approval, and signature. A list of on campus interview questions to be posed by the search committee shall be attached to this form for review and approval (see step 13 for more details). Templates and samples will be made available to the search committee by the Office of the Provost and discussed during search training.
- c. Notice of approval/disapproval will be made within 72 hours.
- d. No department may invite candidates for interviews or conduct final interviews until they have received the approval of the department chairperson, dean, Vice Provost and the Vice President for Inclusion and Institutional Equity and have conducted reference checks.

## 12. Invitations for On Campus Interviews

Once approval to begin interviewing is obtained, each candidate in the on campus interview pool shall be contacted to arrange a date for interview. Although the initial contact may be made by telephone, each candidate to be interviewed on campus shall also be sent the following in writing:

- a. A letter or email confirming the date and time of the interview and setting forth the type of oral presentation, if required, to be made. Such presentations might take the form of a guest lecture in a class, a seminar presented to faculty and students, a demonstration, audition, or performance, as appropriate. An invitation to request a reasonable accommodation shall be extended by inviting the applicant to contact [adarequest@towson.edu](mailto:adarequest@towson.edu) using the following language.

***If you need a reasonable accommodation for any part of the employment process due to a physical or mental disability, please send an email to: [adarequest@towson.edu](mailto:adarequest@towson.edu)***

- b. All candidates shall be provided with the Assistant Provost for Diversity & Inclusion's contact information and be informed that this individual is available for confidential inquiries and shall arrange meetings with person(s) of similar background, interests, race/ethnicity, gender, and/or sexual orientation to offer their perspective on the campus and local community climate upon request.
- c. Information regarding the reimbursement of on campus interviewees' expenses is available at

[https://www.towson.edu/provostbudgetoffice/documents/pbo\\_guidelines\\_april\\_2020.pdf](https://www.towson.edu/provostbudgetoffice/documents/pbo_guidelines_april_2020.pdf). Original receipts are required in order for on campus interviewees to be reimbursed for lodging and all transportation other than auto mileage. Reimbursement for meals and auto mileage is limited to the current rate as approved by the State of Maryland and receipts are not required. On campus interviewees must complete and submit a Request for On Campus Interviewee Reimbursement Form in order to secure reimbursement for their travel expenses available at <https://www.towson.edu/provostbudgetoffice/documents.htm>

### 13. On Campus Interviews

The entire search committee shall be present for all interviews, ideally in-person, but if necessary, remotely through the use of other technologies.

A core set of questions shall be asked of all candidates. These questions shall be developed in advance of interviewing, formulated in writing, and shall be asked of all candidates and be submitted at step 5 with the [Faculty/Librarian/Lecturer Search Request Form](#). These questions shall be posed in the same order by the same interviewer. Follow-up questions and questions relating to the candidate's specific education, experience, and application materials may also be asked. Each department or search committee shall develop a question that addresses the candidate's commitment to diversity and ability to foster inclusion and equity. Resources for question development or for any other aspect of the search are available through the Assistant Provost for Diversity and Inclusion, and the Office of Inclusion and Institutional Equity.

***In the event that a candidate who maintains a nonimmigrant status is selected for a position, the Director of the International Student and Scholar Office must be contacted to determine if the candidate and position meet TU's policy for H1B (Temporary Nonimmigrant Worker in a Specialty Occupation) sponsorship. For the latest information please visit:***

***<https://www.towson.edu/academics/international/isso/documents/foreign-faculty-and-exchange-visitors/h1b-instruction-forms-for-chair-and-faculty-member.pdf>***

All candidates who come to the university for an on-campus visit, shall be provided with the opportunity to meet with a diverse group of students during the campus visit. A process shall be implemented to collect feedback from students which shall be reviewed by the search committee.

The search committee chairperson shall provide summary notes of the consensus of the committee for each applicant interviewed. This record shall include the dates, place, and interviewers present and at least brief notes of the discussion itself. Notes may also be maintained of the candidate's presentation given in conjunction with the interview (see section 16 below).

No priority ranking of the interview pool shall be made at this point in the search process.

Applicants with disabilities are entitled to reasonable accommodations during their visit to campus and during their interview. For assistance contact TU's ADA Coordinator in the Office of Inclusion & Institutional Equity

#### 14. Review of Process and Offer of Position

After all interviews of the candidates in the interview pool have been completed, the search committee shall forward a list of acceptable candidates to the Department Chair (or Dean for chair searches). The search committee shall forward the list with detailed descriptions, specific to the position qualifications, of areas of strength and areas for mentoring for each candidate as determined by the search committee, and a review of feedback provided by other members of the department.

Upon the approval of the dean/provost, the department chair/dean shall make the verbal offer to the agreed-upon candidate. The letter of offer and contract for position shall be issued by the Provost. An official graduate transcript and letters of reference shall be required before an offer of appointment.

In the case of recommendations for appointment of a department chairperson, the search committee, after consulting with the department, shall recommend to the dean the top three or four candidates without reporting the specific ranking. The dean shall make the appointment to the chairpersonship in consultation with the Provost. It is also understood that the dean shall consult with the department prior to making the appointment decision.

Should a department determine, as a result of the interviews, that it does not wish to make an offer of employment to any member of the interview pool, it shall consult with the dean of the college and the Provost, presenting its reasons for wishing to reject all interviewees and its request either to conduct further interviews (interview alternates) or to cancel the search.

#### 15. Letters of Offer of Position

- a. Communication rejecting non-competitive applicants are addressed in step 8.
- b. Members of the applicant pool who are not chosen for the interview pool may, after step 10 has been completed, be notified that interviews are being conducted and that they are not currently in the interview pool; however, they should not be notified of non-selection at this point.
- c. No member of the interview pool or of the applicant pool shall be notified of non-selection until the position has been filled or until the decision has been made by the Provost not to fill the position.
- d. All members of the applicant pool shall be informed either that the University has decided not to fill the position or that it was filled by a qualified candidate.

#### 16. Letters of Offer of Position

Letters of offer of position shall be sent only by the Provost or the President.

If all candidates decline or if for some other reason the interview pool is exhausted, the search committee or department shall either request permission to conduct further interviews (presenting a new list from the applicant pool) or request permission to leave the

position unfilled until a new search can be conducted.

## 17. Record Keeping

At the completion of the search, the final Search and Hire Report, available here: <https://inside.towson.edu/GeneralCampus/FormsRepository/Forms/search-hire-report-form-fillable.pdf> and on the Forms Repository, must be completed by the chairperson of the search committee. Additionally, the department must collect the following records and forward the entire search file to the Diversity & Inclusion Specialist in the Office of Inclusion & Institutional Equity:

- a. List of the search committee members, chairperson, and Inclusion Advocate shall be so designated on the list
- b. The position vacancy announcement
- c. List of places (publications, web sites, social media venues, email distribution lists, and agencies/institutions) to which the advertisement was submitted to include the two required outreach efforts unless this was fully documented on the *Faculty Hiring Outreach Plan*.
- d. The names of the non-competitive applicants
- e. The names of the members of the applicant pool
- f. The names of those interviewed
- g. Applicable disposition codes for all applicants
- h. All notes kept by search committee members
- i. Any presentation handouts provided by candidates
- j. Copies of all letters/emails to all applicants (if a form letter/email is used, provide a copy of form letter/email with names to whom sent) and of all letters/emails from all applicants

The Office of Inclusion and Institutional Equity shall keep this information on file for three years in accordance with its record retention protocols after which time all such information will be deleted or destroyed.

Approved by Academic Senate February 2020; revisions by OGC and Academic Senate Executive Committee October 2020; revisions approved by Academic Senate September 13, 2021.