

## **The Faculty Hiring Plan**

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In the spring of each year, the Dean submits to the Provost a multi-year hiring plan. It is at this point where searches for the coming academic year must be finalized. In the fall, the Dean incorporates information about this faculty hiring plan into materials that he or she presents for discussion at the annual strategic and budget planning meeting with the President, Provost, and other senior administrators of the University. All searches must be pre-approved by the Provost and justified in the context of the School's strategic plan and academic program needs.

## **Faculty Searches**

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### Appointment of Search Committees

At Northwestern University, and accordingly in the School of Education and Social Policy, the dean is responsible for the constitution and conduct of faculty search committees. In appointing a search committee, the dean may consult faculty for suggestions as to membership, including the appointment of a chair or co-chairs. The dean may set requirements for membership. In large schools, the dean may elect to delegate this responsibility to department chairs, but deans are ultimately responsible for the appointments.

The dean will consider a variety of factors in appointing search committees. First, obviously, is the nature of the search. The dean will seek to identify faculty members who are qualified to recruit and evaluate candidates from the targeted field or discipline. The dean will also make other considerations, such as:

1. If the hire will be a cross-program in SESP, how to make sure both programs are represented.
2. If the hire will be made jointly with another Northwestern unit, the dean will manage the search committee per policies for joint appointments.
3. How to assure diverse perspectives are included; for example, appointing a member from an underrepresented group.
4. The inclusion of a graduate student representative, if desired.
5. If recent search committees have been successful or unsuccessful in hiring, the dean may consider the variables that may have led to that committee's result, and if there are opportunities for process improvement from lessons learned.
6. Workload management/balancing for individual faculty members, per annual review meetings.
7. Any special concerns or instructions at the institutional level, such that the inclusion of particular search committee member might add perspectives on those issues to increase the likelihood of approval by the Provost.

### Search Committee Process

The process by which a faculty search committee makes a hiring recommendation to the dean varies from school to school. In SESP the process of identifying the finalist progresses through the following steps:

1. Search committee presents three candidates to the dean to bring in for a two-day interview, and the dean approves or suggests revisions.

2. Search committee sends out biographical information on the three candidates to all tenured and tenure-track faculty and gives two days for faculty to respond with any possible concerns.
3. Each candidate comes in for a two-day interview, and faculty and students complete written evaluations on the candidates.
4. After reviewing the evaluations and talking with faculty about the candidates, the search committee recommends to the dean and full faculty its preferred candidate.
5. Faculty at the appropriate rank vote to endorse that candidate in a recommendation to the dean.
6. The dean may accept or reject the recommendation of the faculty; if accepted, the dean then recommends the appointment of the candidate (with or without tenure, at what rank, and salary) to the Provost.
7. The Provost is the hiring authority for the University, and accepts or rejects the dean's recommendation.