Faculty Recruitment Guidelines

2022-2023

Status of these Guidelines

This document fulfills the expectations of the *Faculty Code* that the Professional Standards Committee and the Provost will develop and publish guidelines for recruiting and hiring faculty at the University of Puget Sound. The guidelines included in sections 1, 2, 4, 6, 7, 11, 12, and 15 that follow are understood to be extensions of the framework stated in the Code; all involved in faculty searches should adhere to these guidelines. Any substantive changes to these sections of the Faculty Recruitment Guidelines require the agreement of the Professional Standards Committee and the Provost. Changes not considered substantive would include names, titles, email addresses, or telephone extension numbers.

Some details of the search process are more technical or logistical, specifically those in sections 3, 5, 8, 9, 10, 13, 14, and 16. The guidelines in these sections may be altered according to circumstances at the discretion of the Provost.

TABLE OF CONTENTS

REVISED OCTOBER 2022

INTRODUCTION

One of the University of Puget Sound's greatest strengths is its accomplished and dedicated faculty. To maintain the academic quality of our programs, we invest considerable time, effort, and resources to recruit faculty who are excellent teacher-scholars, and who represent a broad range of disciplinary expertise and experiences. Furthermore, we know that to attract students, to prepare them for a complex, multifaceted, multicultural, global environment, and to educate them for lives of meaning and purpose, our faculty must represent the same. Our entire University is strengthened when the community is revitalized by talented faculty who increase the diversity of recognized academic and artistic accomplishments, provide academic role models for their students and the community, and culturally enrich the life and mission of the University.

Searches are not only critical elements in the renewal of the faculty, but they also reflect upon the quality and reputation of the University. We want all candidates, even those whom we don't hire, to have a positive experience with Puget Sound. Therefore, we should strive to have all aspects of a search conducted in an informed, professional manner that brings us the best possible colleagues, and that treats all applicants legally, ethically, and courteously.

Screening the many applicants in searches to identify the most suitable to our needs is a time-consuming and exacting task. It is important that each applicant's file be measured fully and carefully against: (1) the requirements of the position, (2) the expectations for faculty performance in teaching, professional growth, and university and department service, (3) the university's mission, and (4) the university's commitment to an inclusive community. With regard to the latter, we all need to engage in ongoing cultivation of diverse candidate pools – even in years when there may not be a search in our own department, school, or program. We need to tap the resources of our Vice President for Institutional Equity and Diversity to learn how we can best recruit and retain top faculty members from historically under-represented groups. Each tenure-line search should include a diversity liaison and resources are available from Human Resources (in collaboration with the faculty's Committee on Diversity) to support the faculty members serving in that role.

The on-campus interview is crucial to the process of selecting faculty. It is imperative that students and faculty colleagues, both within and outside the department, have an opportunity to meet each candidate. As important as this campus interview process is in the selection of new faculty, it is also necessary that we keep expenses within responsible fiscal bounds. We believe that reasonable expenses are a sound investment because the stakes are so high. At the same time, we want to be sure that these funds are spent effectively. The following guidelines and procedures are intended to assist you in the faculty search process for both tenure-line and other full-time faculty searches.

Thank you for your work and expertise in hiring our newest faculty colleagues,

Nick Kontogeorgopoulos, Interim Provost

If you have questions about these guidelines, please contact the Provost's Office at provost@pugetsound.edu or the Human Resources Recruitment Coordinator (253.879.3416 or hr@pugetsound.edu).

1. INITIATING A SEARCH AND THE SEARCH COMMITTEE

Initiating a Search: The first step in the search process is for the department chair, school director, or program director to consult with the Provost concerning:

- Whether a position assignment will be made:
  - Tenure-line, clinical, and visiting professor positions are approved by the President.
  - Adjunct professor positions require the approval of the Provost.
- Application:
  - Full-time ongoing positions (tenure-line and clinical): Applications for tenure lines are due by April 1 of each year for a search to occur during the next academic year for a fall start of the subsequent year. The application form is available here.
  - Full-time temporary positions (visiting): Applications for visiting positions are due by December 2 for a search to occur in the spring prior for a fall start. The application form is available here.
  - Part-time temporary positions (adjunct): Applications for adjunct positions are due by February 15 of the year prior to the academic year. Applications submitted before that date may be approved sooner than February 15. The application form is available here.
  - Level of appointment: except in special cases, tenure-line and clinical appointments are at the assistant professor level.
- The job description for the position:
  - Type of appointment approved for the search (e.g., full-time or part-time, tenure-line, leave replacement, etc.; one semester, academic year, calendar year, etc.)
  - Anticipated starting term (month/year)—please note that full-time faculty contracts normally begin July 1 and end June 30 each year.
  - Responsibilities, indicating courses to be taught and other departmental and university duties (responsibilities should be written in such a way as to attract as broad and diverse a range of teachers/scholars as possible within the limits of the curricular focus of the position.)
  - Qualifications, including areas of expertise needed. Qualifications, as well as responsibilities, should be written in such a way as to attract as broad and diverse a range of teachers-scholars as possible within the limits of the curricular focus of the position. Best practices recommend that the list of required qualifications be short (what are the essential qualifications to do the job) and then there can be a longer list under preferred/or desired qualifications. This is recommended because women and minoritized populations only apply when they meet close to 100% of the qualifications while White men apply if they meet 50%. This impacts the type of pool that is built. The qualifications should be written to encourage graduate students who are near completion of their dissertations to apply for tenure-line positions.
  - Specific date to begin the review of application materials

- ○ Application materials to be submitted by candidates, including a request for at least three reference letters or contacts at time of application
- Formation of a search committee (see next page)
- Recruitment activities that cast a wide net, generating the best and most diverse pool of candidates possible.
- Once the job description has been prepared and approved by the Provost (for tenure-line and clinical faculty positions) or Dean of Faculty Affairs (for visiting faculty positions), departments/programs should work with the Human Resources Recruitment Coordinator to complete a position requisition/vacancy announcement through the PeopleSoft recruiting system.
- Part-time searches are not posted with HR, recruitment occurs through local networks that the department has or cultivates, such as professional societies, area colleges, graduate programs, etc.

The Search Committee: The entire department/school may serve as the search committee for a departmental search. In larger departments, the chair may wish to recommend a smaller committee and should inform the Provost of its membership. Even when a smaller committee leads the search, application files, discussions of candidates, the interview process, and final selection should be open to continuing faculty members of the department, school, or program.

Search committee chairs for program or interdisciplinary searches should consult with the Provost about the make-up of the committee. If an appointment or a joint appointment in an existing department appears a likely outcome of the search, the Chair of that department or a representative agreeable to the Chair should be included when the search committee is formed or brought into the committee when strong candidates from the pertinent discipline are identified through the search process.

Ordinarily, a search committee should have at least four members, which in the smallest departments may mean adding a faculty member from a related discipline or program. When a department, school, or program is conducting more than one search, or when the department/school director recommends such a step, a faculty member other than the department/school director may be appointed to chair the search with the approval of the Provost. When a committee is constituted to conduct a search for a head officer, the Provost may serve as Chair.

2. POSITION VACANCY ANNOUNCEMENTS

Position vacancy announcements are created as part of the requisition process in the PeopleSoft recruiting system. The search committee develops the position description and submits it to the Provost for approval. Once the position description has been approved, the Chair (in their function as the designated "Hiring Manager" within PeopleSoft) notifies the Human Resources Recruitment Coordinator of the names of the search committee members and any other faculty members involved in the search so that they can access applications, and provides the text of the announcement to the Human

Resources Recruitment Coordinator for setup in the PeopleSoft recruiting system. The HR Recruitment Coordinator will discuss the scope of the search (local, regional, or national) with the Chair, considering factors such as type of appointment, current labor market conditions and specialized requirements. The HR Manager will post the vacancy announcement to Puget Sound's employment website (www.pugetsound.edu/employment).

3. ADVERTISING THE POSITION

The HR Recruitment Coordinator will coordinate placement of all advertisements to ensure that billing is cost effective and ad copy adheres to university and legal guidelines. Search chairs should inform the HR Recruitment Coordinator of preferred advertising sources – including sources that may generate a diverse applicant pool – when the position requisition is being created; to ensure accurate and timely advertising, include ad submission and deadline information for all advertising sources at that time. Ads are not placed by hiring departments except when membership is required to place the ad. In these instances, the Search Chair can place the ad directly or give their information to the HR Manager to place for them.

Human Resources utilizes JobElephant, an advertising aggregator, to submit position information to professional journals, newsletters, and online job information resources. Please plan to complete the requisition approval process and posting early enough to allow for ad preparation, advance payment requirements, verification of ad content, and posting time. Ordinarily, this means the position requisition must be approved and posted no fewer than ten working days prior to an ad deadline. Any advertising requests received after the initial submission to JobElephant may require several days of additional processing time. Search chairs are encouraged to review all posted advertisements for accuracy and to ensure they are categorized correctly on the websites.

Chairs are encouraged to forward links to the vacancy announcements to professional/discipline-specific listservs or other online services and are responsible for doing so. The Chair may contact colleagues and Ph.D.-granting institutions who might be in a position to refer candidates to the vacancy announcement on Puget Sound's jobs website. The HR Recruitment Coordinator can provide information about directly accessing the job posting for such outreach purposes.

Vacancy announcements are listed on Puget Sound's employment website. In addition, Human Resources may include information about the department's vacancy in ads that include information about a number of faculty positions, in targeted publications or on websites that may generate a more diverse applicant pool.

Confidentiality: All of the material candidates send is confidential and should not be shared with anyone who does not have a direct role in the search. In addition, all search committee conversations are confidential and should not be shared with anyone who does not have a direct role in the search.

Questions about the search by candidates should be referred to the search committee chair who can update candidates about the process. All positions are posted on the Puget Sound website, so direct any inquiry you may receive about the position to that listing or to the search committee chair. The search committee chair should also discuss confidentiality with the department/program administrative assistant and any work-study student who may be asked to open submissions or file candidate material.

4. RECRUITMENT ACTIVITIES

All members of the faculty, whether or not there are faculty vacancies to fill, are encouraged to take advantage of opportunities to communicate the university's commitment to educational quality and equitable hiring to those whom they encounter at professional meetings, in correspondence and conversation, through professional association activities, and the like.

Search committee members and department colleagues may contribute to a search by helping to expand the pool of candidates, especially if this effort attracts more candidates from groups underrepresented on the faculty or in the department. Such activities may include contacting individual qualified candidates; bringing the position to the attention of associations, committees, or caucuses that might supply appropriate candidates; or seeking nominations for the position from acquaintances and colleagues at Ph.D.-granting institutions.

5. SEARCH CHAIR RESPONSIBILITY AND SUPPORT FROM HUMAN RESOURCES

The Search Chair: The following is a list of the typical tasks of a search process undertaken by the search committee. The chair of the search committee may choose to delegate some of these tasks to other members of the committee.

- Writing the position announcement that appears on the Puget Sound website and electronic job search websites.
- Writing the position announcement that appears in discipline-specific publications and websites.
- Reviewing files and participating in a discussion that results in the first set of candidates being eliminated from consideration.
- Reviewing files (and any subsequent material requested from candidates) and participating in the discussion that leads to the identification of candidates for telephone or conference interviews.
- Conducting video, telephone, or conference interviews.
- Reporting on video, telephone, or conference interviews to the larger search committee.

- Leading the discussion that leads to the identification of the top candidates, and then forwarding the ranked list and rationale to the Provost (or Dean of Faculty Affairs, in the case of visiting positions)
- Participating in the campus interviews, including developing a criteria matrix to use in screening of applicants based on the position description. The Office of Institutional Equity and Diversity is available to support with resources or consultation.
- Conducting telephone conversations with references of the campus interview candidates.
- Leading the discussion about the final review of candidates and writing the recommendation that is sent to the Provost's Office (or Academic Deans' Office, in the case of visiting positions).

Human Resources can provide the following services and resources:

- Instructions for reviewing candidate materials from the online recruiting system
- Advising regarding recruitment resources, including those with a focus on historically underrepresented populations, including but not limited to people of color and women
- Interview support materials such as interview evaluation sheets and reference check guidelines
- Responses to applicant inquiries regarding application procedures, materials and status of the search
- Directions to the online position vacancy announcements for applicants
- Responses to questions about reference letter submissions from reference providers
- Notifications through the PeopleSoft recruiting system to non-selected candidates (except those brought to campus for interviews) at the conclusion of the search.

6. FILE REVIEW AND IDENTIFICATION OF FINALISTS

The initial screening of applications must be based on the articulated requirements in the position description. Thus, a common understanding and consistent interpretation of the position description by the Search Committee members and department/program faculty is essential. Deciding the criteria for assessing the strengths of candidates is an important part of the process. Members of the Search Committee and the department/program should convene early in the search process to establish a clear understanding of the criteria for the position, and to ensure that all persons interested in the position are given the same set of instructions for completing applications and to ensure that all applicants will be considered under the same set of criteria.

Search committees should always be on the guard against biases that may intrude into their evaluation of a candidate, such as where or what type of college or university an applicant attended, unknown referees, or scholarly focus within the field being searched. All search committee members are strongly encouraged to reach out to the Office of Institutional Equity and Diversity to request a training session on avoiding biases and on best practices for search committees.

Beginning the Application Review

Application materials will be made available to all members of the search committee in an electronic format through the secure recruiting system. Application materials can also be printed for review; copies should be gathered by the search chair or destroyed at the end of the search. Ideally, each search committee member would read each applicant's file. However, because some searches result in several hundred applications, the search committee may divide the applications into several groups and have two- or three-person teams read each group of applications. Another option is for the Chair or a sub-committee of the search committee to read all of the applications and eliminate applicants whose qualifications clearly do not match those required by the position. A systematic approach to ranking applicants' position-related education, experience, and scholarship is important, regardless of the file reading process used.

In order to assure equitable consideration of each candidate's file, search committees should use a rubric in the review process. The Chair may wish to develop a form on which search committee members can record their ranking and comments. They should consider the relevance of candidates' graduate education to the position, the relation of candidates' areas of expertise to the position, the candidates' reference letters, evidence or promise of teaching ability, evidence or promise of scholarship, and other relevant factors. All rubrics should include information noted in the position description so that applicants can be evaluated consistently. An example rubric is included in Appendix A.

Determining a Short-List of Candidates

Search committees should aim to interview a short list of candidates of 8-14 applicants via telephone or video. The number may vary depending on the total number of applicants. The names of the top 8-14 candidates and their application materials should be made available to the Provost (or Dean of Faculty Affairs, in the case of visiting positions) to review. The Provost or Dean of Faculty Affairs should have access to the secure recruiting system set up by Human Resources. The Provost or Dean of Faculty Affairs will then consult with the Search Committee Chair to determine whether the pool is sufficiently strong to warrant short-list interviews.

The purpose of these short-list phone or video interviews is to learn more about the most promising candidates before inviting up to three candidates to campus for in-depth interviews. These calls should be no less than 30 minutes per candidate, with time between for the search committee to record notes. The telephone interview is used to outline expectations, to ask questions about application materials, to answer the applicant's questions about the position and the university, and to verify that the candidate is seriously interested in the position.

At least two members of the search committee-although ideally the entire search committee—should conduct these short-list interviews. The following meeting rooms on campus have conference call capability:

Wheelock Student Center – Murray Board Room, 201, 202;
Wyatt Hall – 226, 336; Jones Hall – 010;
Library – 053, 054, 118, McCormick, Misner;
McIntyre Hall – Battin Lounge;
Trimble Hall – Trimble Forum.

Zoom is an excellent option for screening calls, as it ensures confidentiality and reliability and is recommended over free services such as Skype. Any campus member may also check out a desk phone from Media Services by calling x8585 (option 2) or by visiting the Media check-out desk in Library 060. These phones can be used with Zoom to conference call. For more information about conference call capabilities, contact Media Services. In addition, the Human Resources conference room in Howarth 016 is equipped both for conference calls and web-based interviews with sufficient advance notice.

Finalist Selection

- Telephone reference checks should be conducted on all final candidates before they are invited to interview on campus. Human Resources has example reference check questions.

- Searches will be approved to bring up to 3 applicants to campus for finalist interviews for full-time ongoing positions. Once the short list interviews are completed, search chairs should provide their top three ranked candidates, as well as rationale for this ranking, to the Provost. Rationale should include the report from the reference checks regarding the proposed finalists. The Provost will schedule a conversation with the search chair about the candidates prior to approving finalist interviews.
- In searches for full-time, visiting faculty positions, no more than one candidate is generally brought to campus. If that person is not acceptable, then a second candidate is usually invited to interview for the position. Unusual circumstances are to be discussed with the Provost.

- If a candidate withdraws from the search, the Chair should notify the HR Recruitment Coordinator, who will update the applicant's status in the recruiting system.

Internal Candidates

Internal candidates must be excluded from all aspects of the search process. Being an internal candidate in a competitive search process is not always comfortable for the candidate or the hiring department. Informing others on the search committee or in the department about the issues surrounding a situation like this should make the process more comfortable for everyone and ensure that the internal candidate is treated in an equitable manner.

7. CAMPUS INTERVIEWS

The Search Committee Chair is responsible for making arrangements with candidates to visit campus for interviews. Candidates should be brought to campus while classes are in session. Prior to extending invitations for campus visits to top tenure-line candidates, check with the Provost's Office to ensure that the Provost will be available to meet with the candidates (or Academic Deans' Office, in the case of visiting positions). Please note that for finalist's schedules, the Provost (or Dean of Faculty Affairs) meets with all finalist candidates for 45 minutes at or near the end of the on-campus interview.

The Provost's Office provides a packet of information to each candidate for a tenure-track position. The packet contains information about the University of Puget Sound, including a campus view book and list of faculty development opportunities.

During the stay on campus, candidates will be expected to give at least one presentation. The time and place should be announced to faculty and students inside and outside the department or school.

Arrangements should generally be made for candidates to meet the following people: members of the department or school; interested members of related departments; students in the department or school; the Provost, the Vice President of Institutional Equity and Diversity, and the academic deans, if appropriate. Arrangements should also be made for an informal meeting with the candidate that is open to all members of the university community. Please also ask candidates if they would like to meet with particular groups during their visit. For example, a faculty candidate whose pedagogy is heavily infused with community-based learning may want to talk with faculty and staff who engage in this work in order to determine what support and colleagues are available.

The chair of the Search Committee is responsible for arranging and circulating the schedule of a candidate's visit to those meeting with the candidate. Invitations for the presentation portion of the on-campus interview should be issued to relevant faculty, staff, and students. On the schedule, please note who will greet the candidate at the airport or hotel, and who is responsible for the candidate's departure from campus. If at all possible, candidates should be picked up and/or dropped off at the airport by a faculty member in order to allow Puget Sound and the department/program to be hospitable and professional. Alternatively, arrangements can be made for the candidate to use shuttle services for ground transportation to and/or from the airport.

An itinerary template can be found on the Administrative Resources Google Drive.

Itineraries for candidates should be sent to the Provost's Office (or Academic Deans' Office, for visiting searches) before the schedule is sent to the candidate. This allows the Provost's/Deans' Office to keep aware of the search and offer guidance, if necessary.

At least 48 hours prior to the visit, candidates should receive a copy of the complete campus visit schedule so that they can prepare for the interview.

The chair should contact each candidate to issue the invitation and begin making travel arrangements; details of arrangements can be delegated to the administrative assistant in order to provide consistent practices.

If students are involved in interviews with finalist candidates, the search chair should meet with them to discuss their role in the process and the types of questions that can and cannot be asked during the interview.

Plan and structure interviews carefully. When asking interview questions, committee members should ask only for information pertinent to the hiring decision. Questions about marital or family status, other personal characteristics or personal life circumstances, for example, would be inappropriate and illegal.

At least one question during the interview should address the experience of the candidate to work with a diverse population of students or to provide examples of how they would contribute to the DEI goals of the university.

To help candidates get a sense of the area, campus visits should include a drive around town as part of the interview–even for candidates familiar with the area, so that those candidates aren't disadvantaged by not having time with the search committee. Plan a route that introduces candidates to your favorite places in Tacoma as well as to the range of options for housing.

8. ELIGIBLE EXPENSES AND REIMBURSEMENT PROCESS

The university's recruitment budget covers eligible interview expenses. Once your search begins, the department's admin and Heads of the Search Committee will get the recruitment budget added to their p-card. This way, expenses like airfare, lodging and transportation that the admin books can be charged directly to recruitment. To facilitate reimbursement, all such expenses should be consolidated and submitted along with Disbursement Request forms (available from the Finance Office) for any out-of-pocket expenses, preferably after all candidates have been interviewed.

All receipts for reimbursement by the university's recruitment budget must be submitted no more than 30 days after the final on-campus candidate. Meal receipts must have all guests listed. Copies of all expense receipts charged to p-cards must be provided to the Provost's Office (for all full-time searches, both ongoing and visiting).

Travel

- *Air or Train Travel:* The department's admin should book airfare for candidates. Please be cognizant of the costs of travel and suggest to candidates travel times that are both time and cost conscious. Although it is appropriate to work with candidates to find routes and airlines that the candidate prefers, the flight that is booked should generally be the most affordable flight that is available. Candidates should travel coach and should not be asked to travel red-eye or very inconvenient routes.
- *Car Travel:* Candidates who drive to campus will be reimbursed for mileage at the standard rate. Please keep in mind that even for a candidate who drives from Portland, Oregon, the mileage costs are more than $150--while this may be less than an airline ticket, it's important to note that there is no such thing as a "free" candidate. MapQuest/Google Maps documentation for mileage must be included with the request for mileage reimbursement.

The Travel Center (253.383.8000) can help candidates make arrangements for their air travel. Apprise the travel agent of any special requirements you or the candidate may have to insure the most efficient scheduling for departments and candidates. **If the cost of an airline ticket exceeds $800**, approval from the Provost must be obtained before confirming the ticket purchase.

Candidates can be reimbursed for items such as reasonable ground transportation (public transport or shuttle) from their home to the airport and back, a meal in transit (such as at an airport while changing planes), etc. Candidates should minimize extra luggage fees, and must provide a receipt in the event that extra luggage fees are incurred. The university does not reimburse for airline seat upgrades, phone calls or incidentals.

If at all possible, candidates should be picked up and/or dropped off at the airport by a faculty member in order to allow Puget Sound and the department/program to be hospitable and professional. Alternatively, arrangements can be made for the candidate to use shuttle services for ground transportation to and/or from the airport. Procurement Services provides [shuttle and reservation information on the Web.](#) The arrangements should be the same for all candidates; if one candidate is using a shuttle service, all candidates should use a shuttle service.

P-cards should be used for reservations where available. If the charges are not prepaid when reservations are made, the university will reimburse the candidate for those charges. Please advise candidates to keep their original receipts and submit them to the hiring department for reimbursement. Taxi, town car service, or rental car reimbursement requires pre-approval by the Provost and is not a routine practice for faculty searches.

All search costs must have a receipt in order to be reimbursed. **All receipts for reimbursement by the university's recruitment budget should be submitted no more than 30 days after the final in-campus candidate.**

Lodging

Puget Sound's [Trimble Hall has a guest room](#) suitable for candidate lodging at the rate of $50/night and departments are encouraged to book this space for candidates due to the increasing cost of hotels in Tacoma. To make reservations for use of this facility, complete the online request form located on the [Trimble Guest Suite Reservations webpage](#).

Procurement Services provides [lodging information on the Web](#) for candidate visits at off-campus sites, which often have a Puget Sound discount. Candidates from out of the area are housed by the university for one or two nights. Departments that believe their candidate must stay overnight more than two nights must receive approval from the Provost's office prior to the purchase of the airline ticket.

Be aware of the impact which changing time zones may have on the candidate's energy level and sleeping patterns. The Chair or a member of the department or search committee should plan to transport the candidate to and from the bed and breakfast or the hotel. If the candidate expresses a preference to walk to the campus from one of the North End bed and breakfasts, provide them with clear directions to the campus and with a campus map highlighting the location of the first meeting of the day.

Meals

- Advance arrangements for meals, including dinner reservations, are appropriate when candidates are brought to campus from out of the area or when the campus visit is scheduled for an entire day. Regional and national search candidates may have lunches and one dinner with university representatives.
- On-campus dining: Contact the Provost's Office to reserve a Dining Card for on-campus lunch charges. Charge slips must indicate the candidate's name as well as names of others attending the lunch. The Dining Card and charge slip must be returned to the search chair. Up to three other persons are invited to have lunch with candidates. If the Wheelock Diner is operating in a limited capacity, up to three committee members should be invited to lunch off campus, at an average expenditure of $15 per person. Dinner expenses average $40 per person. Up to three other persons should be invited to have dinner with the candidate.
- If meal expenses exceed these guidelines, the overage will be charged to the hiring department's budget.
- If, because of transportation schedules, additional meal periods are included in the candidate's itinerary, only one search committee member should accompany the candidate. (See Candidate Recruiting Meal Guidelines below.)
- **Be sensitive to the fact that meals are a part of the extended interview process and that many individuals do not drink beer, wine or liquor. Please ask candidates if they have dietary**

restrictions. University funds (whether from the recruitment budget or the department) will reimburse no more than one alcoholic beverage per person.

- Spouses and partners are not to be included at meals, unless circumstances warrant it, in which case, spouse or partner meal costs are borne by the spouse or partner. These limits are not only to control costs but also to facilitate conversation among the candidate and other meal participants.

Summary of Guidelines

Meal	Paid by recruiting budget	Overage paid by department's budget
Breakfast	$15 maximum/person/$30 maximum	1st: any charge over $$15 per person/$30 maximum
Lunch	1st: 3 faculty and candidate @$15 maximum/person/$60 maximum 2nd: 1 faculty and candidate @$15 maximum/person/$30 maximum	1st: any charge over $60 2nd: any charge over $30
Dinner	1st: 3 faculty and candidate @$40/person/$160 maximum 2nd: 1 faculty and candidate @$40/person/$80 maximum	1st: any charge over $40/person/$160 maximum 2nd: any charge over $40/person/$80 maximum

9. SALARY AND PROFESSIONAL DEVELOPMENT SUPPORT

If candidates have questions about salary, benefits, and other institutional support, please ask the candidate to discuss these issues in their interview with the Provost or Dean. All tenure-line candidates are provided a document that lists all professional development opportunities, including internal grant support, as well as a folder of materials about the university and the region. Starting January 1, 2023, due to Washington State law, all faculty job ads must include a salary range for the position. This information will be added by the Provost/Dean once the position description is approved.

10. BENEFITS

Benefits are an important part of the faculty total compensation package. In order to ensure that benefits information is communicated accurately, academic department support staff may provide an electronic copy of or link to the *Summary of Benefits for Faculty Members* brochure to each finalist candidate brought to campus for both tenure-line and visiting searches. **Search chairs should refer all candidates' questions about benefits to Human Resources.**

11. MOVING EXPENSES

The university seeks to offset the financial impact of relocation for persons hired to fill tenure-line and full-time, one-year faculty positions from outside of a reasonable commuting distance. For that reason, the university covers the full cost of moving household goods up to $1,500, and one-half of expenses beyond the initial $1,500, up to a maximum reimbursement of $3,000. If, for example, an individual's moving expenses totaled $2,356, the reimbursement would be $1,928 ($1,500 in full plus 50% of $856). In order to be eligible for reimbursement, the candidate must complete their move within thirty days of the start of employment unless alternative arrangements are made with the Provost. Original receipts for all moving expenses must be attached to the Request for Moving Expense Reimbursement form. The completed Request for Moving Expense Reimbursement form must be submitted by the deadlines noted on the form to the Provost for final approval prior to processing. All moving reimbursements are taxable under IRS regulations. Please note that except in rare circumstances approved in advance by the Provost, the university's moving reimbursement does not cover visits to seek housing.

12. OTHER EXPENSES

Any anticipated recruitment-related expense not covered under these guidelines should be brought to the attention of the Provost for approval before the expense is incurred. For example, professional conference expenses will not be charged to the faculty recruitment budget unless authorized in advance by the Provost. In general, conference expenses for the purpose of identifying candidates for campus interviews will be funded from the recruitment budget only for prearranged interviews with a select group of candidates chosen from the applicant pool. In general, conference travel costs will be paid for only one departmental representative per search. It is important to remember in such instances that search committees have an obligation to consider all candidates based on the "level playing field" of their application files. Candidates who may not be able to attend conferences for interviews are to be given the same consideration as those who attend conferences.

13. EMPLOYMENT OFFER

After interviews with finalist candidates, the search committee selects an individual to recommend to the Provost who, along with the President, has final responsibility for the decision.

In making the search committee's recommendation, search chairs must submit the following information for each candidate, in rank order:

1. Name of candidate

2. Educational institutional and degrees earned

3. Rationale based on the candidate's education and experience.

4. Other relevant information that demonstrates why the finalists have been ranked in the order indicated.

Once the offer is approved to be extended by the President, the Provost/Dean corresponds with the chair who makes a verbal offer, that will be followed by a written offer from the Provost/Dean. The chair will be copied on the written offer.

Following acceptance of a contingent employment offer, the HR Recruitment Coordinator will contact the candidate to initiate the mandatory background check. Once successfully completed, the Provost will issue an appointment letter to the successful candidate. In the case of a joint appointment or interdisciplinary appointment, the following issues should be considered for inclusion in the hiring letter by the Provost, Appointee, and Chairs and/or Directors of appropriate departments and programs:

1)   Specification of the Department Evaluation Guidelines to be followed (the "home" department), in addition to any addenda, including a time frame for development of any addenda and submission to the Professional Standards Committee for approval;

2)   Specific information about the evaluation committee, stating how many faculty from each program or department will be represented on each committee, as well as the time frame for designating specific faculty members to fill those committee slots for each evaluation;

3)   The division of teaching responsibilities between the home department and any other program and departments; and

4)   Any specific requirements for University and/or department and/or program service.

Once the signed appointment letter has been returned, the Provost's office will notify the Chair and HR Manager.

Notifying Other Candidates: At this point, the chair of the search committee should notify, usually by phone, finalist candidates who were brought to campus for interviews but not offered a position. The chair should communicate with the HR Recruitment Coordinator to confirm the applicants who were interviewed, not selected for an interview, or who withdrew from the search; the HR Recruitment Coordinator will make all necessary updates in the PeopleSoft recruiting system. When status changes are complete and the position is filled, notifications will be sent to non-selected candidates. The chair should return any original application materials submitted outside of the PeopleSoft recruiting system (e.g. portfolio, manuscripts) for all non-selected candidates in the applicant pool to Human Resources. The chair should also send original application materials submitted outside of the PeopleSoft recruiting system for the candidate hired to fill the position under separate cover to the Provost Office and the HR Recruitment Coordinator to be included in the new faculty member's personnel file. Confidential materials in any format in search committee members' possession associated with the search should be disposed of in a secure manner. The HR Recruitment Coordinator will archive other electronic materials and hardcopy as appropriate.

14. ADAPTATION OF THE SEARCH PROCESS FOR VISITING AND PART-TIME FACULTY

In general, in hiring visiting replacements, Chairs should follow the recruitment guidelines as described for tenure-line and other ongoing positions above. Requests for leave replacements must include a brief job description and a tentative schedule of courses to be taught. The request must be sent to the Academic Deans' Office by the beginning of December. If the request is approved, contact the HR Recruitment Coordinator to complete a position requisition in the PeopleSoft recruiting system. Once the field of applicants has been narrowed to a short list, the Chair will provide the names of approximately five candidates to the Academic Dean for approval to continue the search. Ordinarily, a department will bring to campus only one candidate.

Please note that search chairs should consult with the HR Recruitment Coordinator regarding candidates for visiting faculty positions who are not currently authorized to work in the U.S. prior to inviting them to campus for interviews. The university sponsors visas at its sole discretion based on the position type and duration, and the candidate's current immigration status. If asked whether the university sponsors visas for visiting positions, please refer candidates to the HR Recruitment Coordinator for further discussion.

15. REQUEST FOR PART-TIME/ADJUNCT FACULTY

Chairs should ordinarily submit requests for allocations for part-time/adjunct faculty to the Academic Deans' office by mid-February. Once a request has been approved, Chairs will then seek qualified candidates through formal and informal channels, such as sending out announcements of the position to

schools in the area or consulting with colleagues at other institutions. When the department has identified its top applicant, the Chair should discuss the candidate's qualifications with the Academic Dean before tendering the offer. Following acceptance of a contingent verbal employment offer, the HR Manager will contact the candidate to initiate the background inquiry. Once successfully completed, the Academic Dean will issue a contract to the successful candidate. Contracts will ordinarily be issued in June for fall semester and in November for spring semester.

16. APPLICABLE LAWS

Federal and state laws prohibit discrimination based on the following:

Race/ethnicity: Race refers to ancestry, cultural, or physical characteristics (such as skin color, hair texture, certain facial features and hair color) associated with individuals of a certain race such as Blacks, Asians, Arabs, Native Americans, Native Hawaiians and Pacific Islanders, multi-racial individuals, or persons of any other race, color or ethnicity. Individuals of Hispanic or Latino ethnicity, or any ethnicity, may belong to one or more racial group. Race may be related to color, but is not synonymous with color. It also should be noted that race/color discrimination also can involve treating someone unfavorably because the person is married to (or associated with) a person of a certain race or color.

Equal Employment Opportunity Commission revised definitions of race and ethnic categories are as follows:

Ethnicity
· **Hispanic or Latino, Regardless of Race**: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race

Race
· **White**: A person having origins in any of the original peoples of Europe, the Middle East, or North Africa
· **Black or African American**: A person having origins in any of the Black racial groups of Africa
· **Native Hawaiian or Other Pacific Islander**: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
· **Asian**: Persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
· **American Indian or Alaska Native**: A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment
· **Two or More Races**: All persons who identify with more than one of the above five races

Color: Shade or hue of skin. A variety of hues exist in every ethnic and racial group.

Religion: Religious or spiritual beliefs and practices

National Origin: Place of birth, ethnic background, e.g., accent, culture

Disability: A person who (1) has a physical or mental impairment that substantially limits one or more of such person's major life activities, (2) has a record of such an impairment, or (3) is regarded as having such an impairment. "Life activities" are defined as those that affect employability. "Substantially limits" means the degree that the impairment affects employability.

Age: The law prohibits discrimination against individuals who are 40 and older.

Gender: The law prohibits discrimination on the basis of gender. This includes discrimination based on pregnancy. In addition, Marion County has adopted a local ordinance prohibiting sexual orientation/gender identity discrimination.

Genetic Information: Genetic information includes information about any disease, disorder, or condition of an individual's family member (i.e., an individual's family medical history).

Veteran of the Vietnam-Era: Is a person who served on active duty for more than 180 days, any part of which occurred between August 5, 1964, through May 7, 1975; and (i) was discharged or released with other than a dishonorable discharge; or (ii) was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964, through May 7, 1975. It also includes a veteran who served for more than 180 days, part of which was served in Vietnam between February 28, 1961 and May 7, 1975.

Special Disabled Veteran: (i) A veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Department of Veteran Affairs for a disability (a) rated at 30 percent or more; or (b) rated at 10 or 20 percent if it has been determined that the individual has a serious employment disability; or (ii) a veteran who was discharged or released from active duty because of a service-connected disability.

Other Disabled Veteran: A disabled veteran who does not fall in the special disabled veteran category.

17. FACULTY POSITION VACANCY ANNOUNCEMENT TEMPLATE

Appointment:

[Indicate home department, whether part-time or full-time, tenure-line, one-year replacement, or non-tenure-track; indicate term and year when position begins.]

Responsibilities:

[List courses to be taught, teaching load, and other duties required (e.g., student advising, departmental governance, etc.]

Qualifications:

[List degree and specialty requirements]

Application Deadline: Review of applications begins……[list the date].

Compensation and Benefits:

Rank: [Visiting/Assistant] Professor

Salary is commensurate with education and experience. Faculty salaries at the University of Puget Sound are based on a common salary scale based on experience. Assistant Professor salaries in 2022-2023 begin at $69,074 for an assistant professor in their first year of full-time post-doctorate teaching.

Puget Sound offers a generous benefits package. For more information, visit:

https://www.pugetsound.edu/sites/default/files/2021-12/Final_Summary_of_2022_Benefits_for_Faculty_Members.pdf

Puget Sound has a well-established Shared Faculty Appointments Policy,

https://www.pugetsound.edu/policies/faculty-policies/shared-faculty-appointments

About Puget Sound: The University of Puget Sound is located in Tacoma, Washington, a vibrant, diverse mid-sized urban port city. Within, and near, Tacoma there is ready access to urban, rural, and natural areas as well as opportunities to participate in a wide variety of cultural activities.

Puget Sound is a member of the Higher Education Recruitment Consortium (HERC), Greater Washington State https://www.hercjobs.org/greater_washington_state/ .

University Diversity Statement

- **We acknowledge** the richness of commonalities and differences we share as a university community; the intrinsic worth of all who work and study here; that education is enhanced by investigation of and reflection upon multiple perspectives.
- **We aspire** to create respect for and appreciation of all persons as a key characteristic of our campus community; to increase the diversity of all parts of our University community through commitment to diversity in our recruitment and retention efforts; to foster a spirit of openness to active engagement among all members of our campus community.
- **We act** to achieve an environment that welcomes and supports diversity; to ensure full educational opportunity for all who teach and learn here; to prepare effectively citizen-leaders for a pluralistic world.

Puget Sound is committed to an environment that welcomes and supports diversity. We seek diversity of identity, thought, perspective, and background in our students, faculty, and staff. To learn more please visit: http://www.pugetsound.edu/about/diversity-at-puget-sound/

Required Documents:
Applicants submitted without the required attachments will not be considered.

- Curriculum vitae
- Letter of Interest
- Teaching statement
- Research statement
- Writing sample
- Teaching evaluations
- Diversity Statement (see prompt below)
- Unofficial transcripts (an official transcript will be required by the successful candidate)
- Contact Information for 3 References. You will be prompted to enter the contact information for three (3) reference providers. The system will automatically email these reference providers to request a letter if/when candidates are included in final consideration phases.

Note: In the online application system, please submit curriculum vitae when prompted to submit resume. Additional documents can be attached within the application.

Applicant's Diversity Statement. As a department and university, we are strongly committed to creating an inclusive and effective teaching, learning, and working environment for all. In the applicant's diversity statement, applicants should comment on their ability to contribute meaningfully to our on-going commitment to be informed and competent with regard to issues of diversity, equity, and individual differences. We encourage applicants to reference the University of Puget Sound's current Diversity Strategic Plan (DSP) at https://www.pugetsound.edu/equity-diversity-puget-sound/threshold-2022-cultivating-culture-inclusive-excellence prior to writing this statement. While not an exhaustive list, the following are some ways applicants can express their qualification:

- Your lived experiences and/or identities that speak to the department and university's commitment to inclusion and diversity;
- Demonstration of your awareness of inequities for underrepresented student populations in education, research experience, and other opportunities;
- Brief insights on why diversity is important at institutions like the University of Puget Sound;
- Infusion of diversity and diversity-related issues into your research, pedagogy, and/or service;
- Previous and/or current activities involving mentoring underrepresented student populations;
- Creative ideas or strategies you could enact as a member of the University of Puget Sound campus community to support the university's DSP;

- Brief insights on how cultural competency increases one's effectiveness as an educator and department/university colleague.

All offers of employment are contingent on successful completion of a background inquiry.

The University of Puget Sound is an equal opportunity employer.

18. EXAMPLES OF FACULTY POSITION ANNOUNCEMENTS

Assistant Professor of Computer Science

Appointment: Tenure-Track Assistant Professor of Computer Science to begin Fall 2023.

Description: The University of Puget Sound seeks applications for a Tenure-Track Assistant Professor of Computer Science to begin Fall 2021.

The successful candidate will develop and teach courses in the new undergraduate Data Science major, as well as courses in the existing Computer Science curriculum. Standard teaching load is 6 units per academic year. Candidates are expected to engage in undergraduate research, mentoring, advising, and standard service assignments.

We are in the process of developing a new undergraduate major in Data Science, and are seeking candidates who would be excited to help lead, shape, and teach in the new major. Preference will be given to candidates specializing in one or more of the active areas of research in data science, including data mining and knowledge discovery, big data analytics, data visualization, deep learning, and statistical models for data mining.

Qualifications: PhD preferred; ABD considered and a commitment to undergraduate teaching are required. A degree in computer science or data science is preferred, but degrees in closely related fields will also be considered.

Application Deadline: Review of applications begins Monday Feb 15, 2021.

Required Documents:

- Letter of interest
- Curriculum vitae
- Teaching statement
- Research statement
- Diversity statement (see prompt below)
- Unofficial graduate transcript
- Three (3) letters of reference. Candidates will be asked to provide the email addresses for reference providers at the time of application. At least one of the letters should address teaching ability or potential.

Optional:

- Teaching evaluations

Note: In the online application system, please submit curriculum vitae when prompted to submit a resume. Additional documents can be attached within the application. Applications submitted without the required attachments will not be considered.

Applicant's Diversity Statement:

As a department and university, we are strongly committed to creating an inclusive and effective teaching, learning, and working environment for all. In the applicant's diversity statement, applicants should comment on their ability to contribute meaningfully to our on-going commitment to be informed and competent with regard to issues of diversity, equity, and individual differences. We encourage applicants to reference the University of Puget Sound's current Diversity Strategic Plan (DSP) at https://www.pugetsound.edu/equity-diversity-puget-sound/threshold-2022-cultivating-culture-inclusive-excellence prior to writing this statement. While not an exhaustive list, the following are some ways applicants can express their qualification:

- Your lived experiences and/or identities that speak to the department and university's commitment to inclusion and diversity;
- Demonstration of your awareness of inequities for underrepresented student populations in education, research experience, and other opportunities;
- Brief insights on why diversity is important at institutions like the University of Puget Sound;
- Infusion of diversity and diversity-related issues into your research, pedagogy, and/or service;
- Previous and/or current activities involving mentoring underrepresented student populations;
- Creative ideas or strategies you could enact as a member of the University of Puget Sound campus community to support the university's DSP;
- Brief insights on how cultural competency increases one's effectiveness as an educator and department/university colleague.

Compensation and Benefits:

Rank: Assistant Professor

Salary is commensurate with education and experience.

Puget Sound offers a generous benefits package. For more information, visit: https://www.pugetsound.edu/sites/default/files/2021-12/Final_Summary_of_2022_Benefits_for_Faculty_Members.pdf.

About the University of Puget Sound: The University of Puget Sound is a selective liberal arts college located in beautiful Tacoma, Washington, a vibrant and diverse mid-sized city nestled near the foothills

of Mt. Rainier. Our university's undergraduate students select coursework from 50 traditional and interdisciplinary areas of study, with a student:faculty ratio of 11:1. Our unique location offers ample opportunities to engage in a wide variety of cultural activities. There is ready access to both natural and urban areas: a short drive to three iconic National Parks, wild ocean beaches, a temperate rainforest, and several major metropolitan centers.

About Computer Science at Puget Sound: The Computer Science program at Puget Sound is thriving, and currently has 100-120 students taught by four tenure-track faculty members. Faculty members regularly engage undergraduate students in research, and recent projects span topics in machine learning, CS pedagogy, cloud computing, and data management. The department hosts a 128-core compute cluster, which supports coursework, projects, and student and faculty research. Student clubs include the ACM, W-ACM, and Beta Coders (a group that tutors computer science topics at underserved high schools).

Puget Sound has a well-established Shared Faculty Appointments Policy,
https://www.pugetsound.edu/policies/faculty-policies/shared-faculty-appointments.

University Diversity Statement

- **We acknowledge** the richness of commonalities and differences we share as a university community; the intrinsic worth of all who work and study here; that education is enhanced by investigation of and reflection upon multiple perspectives.
- **We aspire** to create respect for and appreciation of all persons as a key characteristic of our campus community; to increase the diversity of all parts of our University community through commitment to diversity in our recruitment and retention efforts; to foster a spirit of openness to active engagement among all members of our campus community.
- **We act** to achieve an environment that welcomes and supports diversity; to ensure full educational opportunity for all who teach and learn here; to prepare effectively citizen-leaders for a pluralistic world.

All offers of employment are contingent on successful completion of a background inquiry.

The University of Puget Sound is an equal opportunity employer.

<u>Clinical Assistant Professor in Occupational Therapy</u>

 Appointment: Full-time, ongoing clinical line position to begin Fall 2021

Responsibilities:

We are pleased to announce that the University of Puget Sound is seeking a doctorally-prepared occupational therapist to teach in our dual track entry-level Masters' of Science and Doctorate occupational therapy programs. Additionally, teaching in our Post-Professional Doctor of Occupational Therapy Program may be included depending on the expertise of the successful candidate.

Primary teaching responsibilities will include adult related content areas. Knowledge and expertise in the following topic areas would be valued: functional anatomy, evaluation and treatment of adult physical disabilities, wheelchair seating and positioning, functional mobility, and the use of physical agent modalities.

The standard teaching assignment is three units per semester. Additional duties beyond classroom teaching include professional development, student advising, supervision of student research and evidence-based practice projects (both entry-level and post-professional), and participation in departmental and university governance.

Qualifications:

PhD (or equivalent research doctorate) or post-professional clinical doctorate, 5 or more years of clinical experience, supervisory experience, and a commitment to liberal arts education. Candidates close to completion of a doctorate will be considered. Candidates must have or qualify for a Washington State Occupational Therapist license. Teaching and research experience is highly desirable.

Application Deadline:

Interested individuals are encouraged to submit application materials no later than January 15, 2021, when review of applications begins.

Required Documents:

Please submit the documents listed below. Applications submitted without the required attachments will not be considered.
- Curriculum vitae
- Letter of interest
- Teaching statement
- Research statement
- Diversity statement (see prompt below)
- Unofficial graduate transcript

- Three letters of reference. You will be asked to specify the email addresses of reference providers at the time of application and the system will email these providers on the next business day.

Applicant's Diversity Statement:

As a department and university, we are strongly committed to creating an inclusive and effective teaching, learning, and working environment for all. In the applicant's diversity statement, applicants should comment on their ability to contribute meaningfully to our on-going commitment to be informed and competent with regard to issues of diversity, equity, and individual differences. We encourage applicants to reference the University of Puget Sound's current Diversity Strategic Plan (DSP) at https://www.pugetsound.edu/equity-diversity-puget-sound/threshold-2022-cultivating-culture-inclusive-excellence prior to writing this statement. While not an exhaustive list, the following are some ways applicants can express their qualification:

- Your lived experiences and/or identities that speak to the department and university's commitment to inclusion and diversity;
- Demonstration of your awareness of inequities for underrepresented student populations in education, research experience, and other opportunities;
- Brief insights on why diversity is important at institutions like the University of Puget Sound;
- Infusion of diversity and diversity-related issues into your research, pedagogy, and/or service;
- Previous and/or current activities involving mentoring underrepresented student populations;
- Creative ideas or strategies you could enact as a member of the University of Puget Sound campus community to support the university's DSP;
- Brief insights on how cultural competency increases one's effectiveness as an educator and department/university colleague.

Compensation and Benefits:

Rank: Clinical Assistant Professor

Salary is commensurate with education and experience.

Puget Sound offers a generous benefits package. For more information, visit: https://www.pugetsound.edu/sites/default/files/2021-12/Final_Summary_of_2022_Benefits_for_Faculty_Members.pdf .

About Puget Sound and the School of Occupational Therapy:

The University of Puget Sound is located in the beautiful Pacific Northwest and known for its mild climate and easy access to the water as well as to mountains. The area is popular for many summer and winter sports. Puget Sound is a residential, undergraduate liberal arts college, drawing students from virtually every state and several countries, and is among only 40 institutions included in *Colleges That Change Lives*. Freshman and sophomore students live on the 97-acre campus and the remainder typically live within a mile in the surrounding neighborhood. A low student-faculty ratio provides students with

personal attention from faculty members who have a strong commitment to teaching. The mission of the University of Puget Sound is to develop in its students the capacities for critical analysis, aesthetic appreciation, sound judgment, and apt expression that will sustain a lifetime of intellectual curiosity, active inquiry, and reasoned independence.

The *US News and World Report* ranks Puget Sound in the top ¼ of Best Occupational Therapy Schools. The School of Occupational Therapy recently celebrated its 75th anniversary as an OT program and we believe that the liberal arts emphasis at the university serves to enhance the study of occupational therapy. Nurtured in a collaborative yet academically rigorous environment, our students learn to think critically and analytically, develop professional values and goals, and become intellectually autonomous. Students benefit from innovative project opportunities, comprehensive fieldwork experiences, and a curriculum designed to develop professional reasoning skills, build exceptional documentation skills, and prepare them to exceed the minimum requirements for entry-level practice. Both the campus and the School of Occupational Therapy value community partnerships and experiential learning. Occupational therapy students participate in unique fieldwork I experiences through community and onsite clinical experiences in mental health, adult physical disabilities and pediatrics.

Occupational therapy faculty work as part of a supportive community and have the advantage of working collaboratively both within the School of Occupational Therapy as well as with other departments across campus. Occupational therapy faculty have had the opportunity to provide input and expertise as Puget Sound seeks to prepare for future challenges in higher education and strategically add new graduate programs.

Teaching load is 6 units total with 3 units in the Fall and 3 units in Spring. Summers are generally open for research and professional development. Puget Sound provides a range of opportunities for faculty support including the ability to apply for research funds, release units, conference participation support, and sabbaticals.

Puget Sound has a well-established Shared Faculty Appointments Policy, https://www.pugetsound.edu/policies/faculty-policies/shared-faculty-appointments.

University Diversity Statement

- **We acknowledge** the richness of commonalities and differences we share as a university community; the intrinsic worth of all who work and study here; that education is enhanced by investigation of and reflection upon multiple perspectives.
- **We aspire** to create respect for and appreciation of all persons as a key characteristic of our campus community; to increase the diversity of all parts of our University community through commitment to diversity in our recruitment and retention efforts; to foster a spirit of openness to active engagement among all members of our campus community.
- **We act** to achieve an environment that welcomes and supports diversity; to ensure full educational opportunity for all who teach and learn here; to prepare effectively citizen-leaders for a pluralistic world.

All offers of employment are contingent on successful completion of a background inquiry.

The University of Puget Sound is an equal opportunity employer.

APPENDIX

Criteria Development Matrix
Source: Oregon State University[1]

A criteria matrix can be a useful tool for clarifying search criteria and qualifications that are required or preferred. The following information on developing a criteria matrix is adapted from materials in use at Oregon State University. Thinking through position criteria reduces the impact of unconscious bias and enhances inclusion.

Current research on implicit cognitive and structural bias identifies a need to invest time in the early stages of a hiring process (ideally before the position is posted, but at least before applications are reviewed). The goal is to reach agreement about what is needed to meet each qualification, and how/when we will evaluate candidates on those requirements. Performing this task before advertising the position lets us "test" the qualifications to see if they are likely to produce the intended results, and refine as needed. Being rigorously accountable to the matrix at all remaining stages of the search can help mitigate unintended cognitive bias.

The first time you use the matrix it may seem frustrating or redundant, but faculty, administrators, and staff report that it saves time, prevents confusion, and mitigates bias throughout the selection process. Much of the value results from committee conversations, which capture their diversity of perspectives while ensuring that they understand the qualifications in the same way before evaluating applications.

Qualifications – Required qualifications must be met for a candidate to be hired. Preferred qualifications predict better performance on the job. Put only one qualification in each cell.

Relationship to Job – To think more broadly about how someone might meet this qualification, we must determine what it prepares the appointee to do in the position. Which position duties require it? Why is it needed, how is it used in the job, and what would be difficult or impossible without it? Is it a proxy for specific performance skills or other critical position skills that are not otherwise articulated? Could these be listed as separate qualifications instead?

Screening Criteria – What is the range of different experiences, accomplishments, or learning that will meet this qualification? "What will we do to assess it?" comes later in the process. If you have a degree requirement that includes "other relevant disciplines," what are those disciplines? Who might we miss if we limit ourselves to interpreting it only this way? Can it be met in other ways we may have overlooked or not considered? How can this be expanded to be more inclusive?

---

[1] Search Advocate Handbook 2019, Oregon State University, p. 90.

When to Assess – At what stage(s) will we have enough information to eliminate candidates for not meeting it? At what other stages will we evaluate it? Thinking through "when to assess" helps reduce the risk of eliminating candidates at the initial screening stage.

Priority - How important is this compared to other qualifications in its category (for a required qualification, how important is it compared to other required qualifications; for preferred, how important compared to other preferred)? Will someone who is stronger in this area be a better performer? Even for required qualifications, going beyond just "meeting" the requirements to bring additional strength in one area may be more valuable than bringing additional strength in another area. This column should be completed after all other information has been completed for all qualifications.

Criteria Matrix Form

Qualification	Required or Preferred?	Relationship to Job - What aspects of job might they not be able to do/do well without this?	Screening Criteria - What are the different ways someone might meet this qualification?	When to Assess (and eliminate for not meeting)	Priority - Relative importance (circle one)
				Application Zoom/phone interview On Campus interview References	Low Medium High
				Application Zoom/phone interview On Campus interview References	Low Medium High
				Application Zoom/phone interview On Campus interview References	Low Medium High
				Application Zoom/phone interview On Campus interview References	Low Medium High
				Application Zoom/phone interview On Campus interview References	Low Medium High

Adapted from the Oregon State University Search Advocate Screening Matrix at https://provost.uoregon.edu/files/osu_search_advocate_sample_matrices.pdf