



# VILLANOVA UNIVERSITY

## **FACULTY RECRUITMENT GUIDELINES AND PROCEDURES**

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Villanova University is an equal opportunity employer and educational institution. There shall be no discrimination against any employee, applicant for employment or any student on any basis prohibited by law, including race, color, national origin, religion, sex, sexual orientation, gender identity, age, veteran status (disabled or Vietnam era), or disability. This non-discrimination policy applies to all educational policies and programs and to all terms and conditions of employment, which include (but are not limited to): recruitment, hiring, training, compensation, benefits, promotions, disciplinary actions and termination.

## TABLE OF CONTENTS

<b>FACULTY RECRUITMENT GUIDELINES AND PROCEDURES .....</b>	<b>1</b>
<i>I. OVERVIEW OF PROCESS.....</i>	<i>1</i>
<i>II. FULL-TIME TENURE TRACK AND CONTINUING NON-TENURE TRACK APPOINTMENT .....</i>	<i>2</i>
<i>III. FULL-TIME TEMPORARY (VISITING) NON-TENURE TRACK POSITIONS.....</i>	<i>10</i>
<i>IV. ADJUNCT FACULTY: INITIAL APPOINTMENTS .....</i>	<i>10</i>
<i>V. REAPPOINTMENTS: ADJUNCT AND TEMPORARY FULL-TIME FACULTY.....</i>	<i>11</i>
<i>VI. INTERNATIONAL FACULTY .....</i>	<i>12</i>
<i>APPENDIX A .....</i>	<i>15</i>
<i>Instructions to complete the “Recommendation to Hire” section in PeopleAdmin .....</i>	<i>15</i>
<i>APPENDIX B .....</i>	<i>16</i>
<i>Final Documents Needed.....</i>	<i>16</i>



## FACULTY RECRUITMENT GUIDELINES AND PROCEDURES

Villanova University seeks to recruit to its faculty the highest quality teacher-scholars who demonstrate unambiguous promise of furthering the University's mission and values. The procedures described below are intended to guide the recruitment effort for all full-time and adjunct faculty appointments and to ensure compliance with all legal requirements. They must be applied judiciously under the leadership of the college deans. As determined by each dean, the intra-college procedures may be adapted as needed to fit the college's traditions, practices, timing needs, and organizational arrangements. Recruitment of department chairs or endowed chairs may differ in some details, as determined by specific policies.

### I. OVERVIEW OF PROCESS

Recruitment to fill vacant lines begins with the department and the college dean, who receive authorization from the Provost (or Provost's designee). Creation of new budgeted faculty lines must be done through the normal budget process. The department prepares the job description and advertisements, subject to the dean's approval; normally conducts the search, including rigorous efforts to recruit a diverse faculty especially able to contribute to the University's mission and values; and makes its recommendation to the dean, who, in turn, recommends the appointment to the Provost (or Provost's designee). The Provost (or Provost's designee) then approves the appointment, allowing the dean or department chair to extend the offer of employment. Upon acceptance, the Office of the Provost will send the formal letter of employment.

The recruitment process is managed via Villanova's web-based *PeopleAdmin* system, which provides to both applicants and to internal reviewers all relevant information on an ongoing basis. Please refer to the [Flow Chart](#) and the [Recruitment Summary Table](#) found on the web at

<http://www1.villanova.edu/villanova/provost/resources/faculty/forms.html>

The links to the *PeopleAdmin* sites can be found on the web at <http://www1.villanova.edu/villanova/hr.html>

Instructions to complete the "Recommendation to Hire" section in People Admin can be found in Appendix A at the end of this document. Technical training for People Admin is available from the Office of Human Resources upon request.

Appointments to the full-time instructional faculty shall be to one of the following categories:

1. Tenure-track: normally one year appointments, followed by two successive three year appointments, with the last year waived in favor of continuing appointment if tenure was granted at the end of one's sixth year. Occasionally faculty members with tenure credit are appointed for different terms.
2. Non tenure-track (normally appointed solely for purposes of instruction and/or advising):
  - a. Fixed term "continuing" faculty: normally a one year appointment, followed by renewable three year (or five year in special cases) reappointments. Typically the initial term of appointment is described as "one year renewable at the University's sole discretion."
  - b. Post-doctoral and pre-doctoral fellows (teaching or research): normally a one year appointment followed by a three year terminal appointment. Typically the term of appointment is described as "one

year renewable up to a total of four years at the University's sole discretion."

- c. Temporary (visiting) faculty: normally one semester or one year, with possibility of renewal based on need and permission of the Provost (or Provost's designee). Limited to maximum of two renewals for a total of three years, but appointments beyond one year are allowed only in special circumstances.

Normally, tenure-track and fixed term continuing full-time non tenure-track appointments are made at the rank of assistant professor (with terminal degree) or instructor (without). Post-doctoral and pre-doctoral fellows receive appointments at those same ranks. For temporary appointments in category b (3) above, the title "Visiting" normally precedes the academic rank.

## **II. FULL-TIME TENURE TRACK AND CONTINUING NON-TENURE TRACK APPOINTMENT**

### Authorization to recruit

1. Determination of Need and Advertisement. When a college determines to fill a vacancy, the department chair or Nursing search committee chair (Level 1), after consultation with the faculty, dean, and college budget officer, prepares a succinct but complete job description that will be used for the *PeopleAdmin* requisition as well as for external advertising. The position description and requisition describe the nature of the position, rank, anticipated teaching and other responsibilities, required and desired applicant qualifications, and other specific requirements.

The requisition in *PeopleAdmin* is reviewed by the Office of Human Resources for style, compatibility with guidelines, and affirmative action considerations. It then flows to college finance director (Level 2 or Dean) for approval on behalf of the dean. Lastly, it moves to the Office of the Provost for review by the Director, Academic Finance (Academic Budget Director Level) to confirm available funding and the Vice Provost for Academics (Provost Level) to authorize the search before being sent to Human Resources for posting. All requested information, including contract terms, salary range, and position control number must be clearly specified in the requisition. Note: in rare cases, there may be reason to bypass the normal processes and rely on an applicant pool of one person. In such cases, approval of the Affirmative Action Officer is required, but all required information must be submitted via *PeopleAdmin*.

All applicants – however they become aware of the Villanova position -- must apply online at <https://jobs.villanova.edu/> Using *PeopleAdmin*, applicants complete and submit a faculty profile, and they submit as many of the following items as possible. Items that cannot be submitted electronically may be submitted in hard copy. The *PeopleAdmin* requisition that is prepared allows the chair or dean to include a "special message to applicants" that can provide contact, mailing, and other information.

#### Required items:

- letter of application;
- graduate school transcripts (these may be unofficial transcripts, but note that official graduate (of highest degree) and at least a copy of undergraduate transcripts will be required before final approval);
- curriculum vitae;
- at least three letters of recommendation or, if many applications are expected and the department/college prefers this two-stage approach, a list of at least three references to be contacted; and
- a writing sample (optional at the department's discretion)
- statement on research (optional at the departments' discretion for CNT faculty)
- statement on teaching philosophy

Note:

- a. Precise definition of job requirements is important. The University could face legal challenges if a position is advertised as “Ph.D. required” or “previous teaching experience required” and someone who has not quite finished the degree or had no teaching experience were actually hired.
- b. Unless a firm deadline for applications is indicated in the *PeopleAdmin* posting and will be enforced, the posting can remain open until the position is filled.

The following statement, with the second sentence adjusted if needed for the style of the publisher of the ad or because of the need for brevity, must be included:

*Villanova is a Catholic university sponsored by the Augustinian order. An AA/EEO employer, Villanova seeks a diverse faculty committed to scholarship, service, and especially teaching, who understand, respect, and can contribute to the University’s mission and values.*

The language and length of advertising text are determined by the chair and dean, and they should be appropriate to the venue and to the available recruitment budget. Include web and email information.

***Sample advertisement (external advertising):***

Villanova University, Department of Sports History: Entry-level tenure-track position in ancient volleyball to begin in fall, 2023. Requirements: Ph.D. or near completion; teaching experience in specialty and ability to teach history of modern track. Teaching: six courses per year, including graduate seminar every other year. Applications are to be submitted via PeopleAdmin, available at <https://jobs.villanova.edu/>. Documents that cannot be submitted electronically should be sent to Dr. John Doe, Chair, Department of Sports History, Villanova University, Villanova, PA, 19085. Villanova is a Catholic university sponsored by the Augustinian order. An AA/EEO employer, Villanova seeks a diverse faculty committed to scholarship, service, and especially teaching, who understand, respect, and can contribute to the University’s mission and values. Review of applications begins Dec. 1 and continues until the position is filled. Please consult [www.Villanova.edu/sporthistory](http://www.Villanova.edu/sporthistory) or send email to [John.Doe@Villanova.edu](mailto:John.Doe@Villanova.edu).

2. Approval and Posting. Once approved by the Provost (or Provost’s designee), the requisition is posted on *PeopleAdmin*, on the University web site. The chair and dean will be notified by email, and they may then also place the ad in appropriate external outlets.

**Search**

All full-time postings should be advertised within the appropriate professional association databases or job banks. Adjunct appointments require only local or regional searches.

1. Search Committee. Upon approval, the initiating department undertakes the search through its search committee, which is appointed by the chair and includes faculty experts in the specific area(s) under review. The department chair (appropriate Nursing program director) usually is a member of the search committee and may serve as its chair. The department chair is responsible for the recruiting process. Members of the search committee have access to the online applications via the “guest user” or “search committee” features of *PeopleAdmin*. These features must be activated at the point of creating the job requisition.
2. Advertising. In addition to the *PeopleAdmin* web process, approved ads are placed by the department chair in relevant professional journals and on appropriate web sites, including the department’s site.

***Inclusive Search Process***

Hiring new department members is an opportunity to secure Villanova University’s academic future. The University’s commitment to build diverse learning environments begins when departments critically engage in questions about their own goals and objectives in the constantly changing landscape of higher education. Diversity and inclusion has become a defining issue among most colleges and

universities. Faculty from underrepresented communities bring new perspectives to departments both in the classroom and in their research and scholarship. Additionally, the desire for more diverse faculty has become a need as student populations grow more diverse and there is insufficient representation among faculty to serve as role models and mentors.

Departments should begin the search process for all full-time faculty appointments exceeding one year by clearly articulating a hiring strategy. The strategy should identify the kind of faculty needed to offer the array of courses and produce the research needed to advance the department's reputation. Chairs may reach out to the Office of Diversity and Inclusion for help in training search committees, providing/editing inclusive language for job advertisements or in formulating the hiring statement outlined above. The chair may consult with the Affirmative Action Officer in Human Resources who can provide technical assistance in reaching candidates from under-represented groups (or to obtain a waiver if needed).

There are many ways to generate a diverse candidate pool. Personal contacts with graduate programs known to produce substantial numbers of women and under-represented doctorates, active networking, and aggressive recruitment at professional meetings are expected. In some disciplines, professional organizations exist for under-represented people; the search committee should contact them.

At the beginning of the recruitment process, the Senior Employment Analyst in HR will work closely with the chair and hiring committee to identify those sources that can be used to secure applications from underrepresented groups. Affirmative Action review is automatically included in the *PeopleAdmin* process.

3. Waiver of Affirmative Action. In certain cases of recruitment of full-time faculty -- emergencies, interim appointments pending a search to fill a permanent position, opportunities to hire especially qualified candidates, opportunities to hire an extraordinary scholar -- it is possible to obtain a waiver from standard affirmative action procedures by submitting an email request to the Affirmative Action Officer in Human Resources.
4. Record-keeping. The *PeopleAdmin* system provides electronic acknowledgement of applicants' submissions and maintain records of the ongoing process, e.g., applicant status change.
5. Selection of Candidates to Interview. Employing telephone interviews with candidates, their references, and other sources who are able to comment authoritatively on the candidates' qualifications, the search committee identifies a short list of the most promising candidates, including those especially likely to add to the faculty's diversity. Following college policy -- and unless the selection decision has been delegated to the search committee and chair -- all relevant materials are made available via *PeopleAdmin*'s "guest user" facility to the department's faculty for a reasonable period of time, after which its tenured and tenure-track faculty members recommend to the dean up to three candidates to be invited to campus for interviews. The status of the search is noted on the *PeopleAdmin* system, and additional commentary can be provided in the History/Notes option for the individual applicant on *PeopleAdmin*. The chair consults with the dean and obtains approval to bring some or all of these candidates to Villanova. Where recruiting generally occurs at professional conferences, all candidates who apply, or are interviewed there, must complete the *PeopleAdmin* faculty profile. Where all or virtually all members of the search committee interview candidates at the convention, it may be sufficient to bring the committee's first choice to campus for a departmental decision, provided the dean approves of such action.

## Campus Visit and Interview

1. Preparations for Visit. Candidates need to know as much about Villanova as is feasible. Well in advance of a candidate's visit to campus, s/he should be sent -- and/or encouraged to consult on the University's, College's, or departmental web site to read -- relevant materials describing the University and the department, including:
  - The University's mission (and enduring principles) statement (available by using the "search" function on the University's home page).
  - The University's Statement on Diversity (available by using "search" function on the University's home page or visiting the Office of Diversity and Inclusion's webpage)
  - The College's mission statement.
  - As deemed necessary, appropriate sections of the University and College strategic plans.
  - As deemed appropriate, sections from the *Undergraduate Catalog* and *Graduate Catalog* (available on the University's home page).
  - Appropriate descriptive materials of the department, College, and University, including materials explaining Villanova's Catholic-Augustinian heritage and character.
  - Benefits information found on the Office of Human Resources website at <http://www1.villanova.edu/villanova/hr/benefits.html>
  - An itinerary and schedule for the visit.

As determined by the college dean, candidates may be asked to submit additional materials, electronically via *PeopleAdmin* if possible. A copy of the complete dossier, including all pertinent correspondence, CV, transcripts, telephone notes, and itinerary, should be available via *PeopleAdmin* and/or hard copy to the dean of the college (and Graduate Dean in Liberal Arts and Sciences for faculty who will be teaching at the graduate level in that College) prior to the candidate's interview with him/her.

2. Visit Schedule. The specifics of candidate visits will vary depending on departmental and college needs and customs. Normally, during their visits, candidates should:
  - Present a colloquium to the faculty and, where applicable, graduate students.
  - Conduct an undergraduate class under the observation of the search committee and other faculty members; if that is not feasible, some sort of observed interaction with undergraduates should be scheduled.
  - Interview with department chair, faculty (collectively and perhaps individually), and appropriate deans. Candidates being recommended for appointment with tenure, those recommended at the associate or full professor rank, and/or those being recruited to serve as department chairs are to be interviewed by the Provost (or Provost's designee).
  - Tour the campus, library, buildings, and surrounding areas.

In interviewing, the entire department is responsible for evaluating not only the teaching, scholarship, and service potential of the candidates but also their potential to contribute to the overall Villanova mission. It is not permissible to ask a candidate about his/her race, age, ethnic status, marital status, veteran status, disability, ethnicity, sexual orientation, gender identity or religion. (The Affirmative Action Officer and Human Resources staff are available for consultation on such matters.) It always is essential, however, to explore carefully and explicitly the candidate's compatibility with and respect for Villanova's religious heritage and his/her potential contribution to the University's value orientation as discussed in the University's mission (and enduring principles) statement and strategic plans.

Most candidate visits last two days. Villanova's sense of community and hospitality should be evident. It often is beneficial for the chair to take the candidate out to dinner alone on the first night to allow her or him time to relax and to ask questions that are not appropriate for a larger setting. Other appropriate social

interactions with faculty may be advisable.

### **Procedure for Candidates to Submit Statements on Contribution to the Mission.**

All finalists coming to campus must submit a statement on their contribution to mission. The five steps described below explain how to communicate this message to the finalists.

1. If there is a preliminary interview at a conference, by Skype, or some other method, applicants will be advised to read the relevant materials on the University Mission (and enduring principles) and University Statement on Diversity before the interview. They will also be told that if they are chosen to be a finalist, they will be asked to submit a statement on their contribution to the mission.
2. Once the finalists are chosen by the department, the dossiers of the finalists are submitted for the dean's approval. When the dean approves the list of finalists she/he reminds the department chair that finalists will be required to submit a statement on their contribution to the mission prior to their campus visit. In their statements on their contribution to mission, the finalists must reflect on how their teaching, research and service contributes to the University's value orientation as discussed in the University's mission (and enduring principles) statement and in the University's Statement on Diversity (see below).

University Statement on Diversity (see <https://www1.villanova.edu/villanova/provost/diversity.html>)

“Villanova University, as a Catholic Augustinian institution of higher education, recognizes diversity as an integral component of the teaching and learning experience and as an essential element of the ongoing intellectual, social and spiritual development of every member of the Villanova community.

Accordingly, Villanova University will be a diverse community. We commit ourselves to cultivating an academic environment marked by genuine curiosity about different perspectives, ardent receptivity to knowledge generated through intercultural connections and a genuine sensitivity to the variety of human experiences marked by domestic and global differences.”

3. The department subsequently notifies the finalists and asks them to review the relevant materials so that they can prepare a statement explaining their understanding of the mission and describing how they would contribute to it. The finalists will be informed that the statement will provide the basis of further discussion during their campus visit.
4. When the finalists submit their statements, the department chair will forward copies to be added to the dossiers in the dean's office and to be used by the dean as the basis of discussions with the finalists. (These discussions will be in addition to those the finalists have with members of the department).
5. The dean's office will thus have on file the complete dossiers of all finalists, including the required statement.

### **Option to Require all Applicants to Submit the Statement**

The Deans have the option to require all applicants to submit the statement, rather than just the finalists. If all applicants are to submit the statement, then the job posting's list of documents to submit when applying should include the request for the statement. The following sentence could be used in job postings:

Candidates must submit a statement on their contribution to mission reflecting on how their teaching, research and service contributes to the University's value orientation as discussed in the University's mission (and enduring principles) statement and in the University's Statement on Diversity.

## Recommendation to Hire

1. Department Recommendation. At an appropriate point after (or, if circumstances require, during) the interview process and prior to the departmental vote, the dean (and, when appropriate, the Graduate Dean in the College of Liberal Arts and Sciences) consults with the chair on the suitability and acceptability of the candidates. At the dean's discretion, his/her views are shared with the department. The dean or, with the dean's permission, the chair discusses with the candidate(s) negotiable matters such as salary and other terms of employment. The dean will consult with the Provost (or Provost's Designee) as needed. The chair and dean may make no promises or commitments. After considering the candidates at a department meeting, the department's tenured and tenure-track faculty members, according to college and departmental procedures, vote on the acceptability of the candidates and provide a ranking. Normally, no candidate is to be recommended unless he or she has the positive support of a majority of the tenured and tenure-track faculty of the department. The chair discusses the department's recommendations with the dean, who, ultimately, selects one of the candidates.

Before the Recommend-to-Hire Form is completed and sent to the dean by the department chair, s/he must change the status of all the other candidates in the pool from "Under Review by Manager" (or any other status previously chosen from the drop-down menu) to a status that is more fitting, i.e. "Not Interviewed Not Hired." An appropriate reason must be selected from the drop-down menu, such as "does not meet minimum qualifications," "lacks required educational background," etc." Other finalists may remain "active" in case the search needs to shift focus. All remaining finalists must be transitioned to the appropriate status following the acceptance of an offer.

2. Appointment Documentation. The recommended candidate's completed application will include all pertinent credentials and information (mostly in the People Admin file), including:
  - The chair's cover memo that includes the results of the department's deliberations, the nature of the discussion, and the chair's own evaluation of the candidate's qualifications and compatibility with, and potential contributions to, the University's mission and values.
  - The candidate's application letter.
  - The candidate's *curriculum vitae*.
  - The candidate's official graduate school transcript (for highest degree completed), plus at least a copy of the undergraduate transcripts.
  - Three external letters of recommendation.
  - Visa Status. If the candidate is not a citizen or permanent resident, his/her visa status must be documented with a copy of the current U.S. visa. (This may need to be done via hard copy.)

Note that hiring applicants who are not American citizens or do not possess permanent resident ("green card") status could require the University to certify to the Federal Government that an equally or more qualified American citizen or permanent resident was not available; and it frequently involves the applicant in a lengthy and costly process to secure an appropriate visa. The University offers assistance (see "International Faculty" section below), but the ultimate responsibility to obtain appropriate visa status rests with the candidate. Finally, it is important that there be agreement on granting of tenure credit; comments about recruitment are noted; English fluency is confirmed; and approved rank, the standard amount for moving expenses, and "start-up" funds are listed -- such matters should be worked out between chair and dean, and clearly indicated on the "Recommend-to-Hire" tab in *PeopleAdmin*. **When the Department Chair sends the "Recommend-to-Hire" to the dean via PeopleAdmin the candidate's statement on contribution to mission must be uploaded as a "supporting document" to the "Recommend-to-Hire."** Please see attached Appendix A for instructions.

Required documents not submitted electronically through *PeopleAdmin* (e.g., official copies of transcripts, visa credentials, etc.) must be forwarded to the Office of the Provost at the time of the recommendation to

hire.

3. Approval to Hire. Upon conclusion of all deliberations in paragraph 1 above, the chair completes the “Recommend-to-Hire” tab and moves the *PeopleAdmin* application to the dean’s level for approval. The dean approves the hiring and makes any necessary modifications or recommendations in the “Recommend-to-Hire” tab, then sending the application to the Provost (or Provost’s designee) for final approval. Once the Provost (or designee) approves the Recommend-to-Hire, Human Resources initiates background checks. All offers are contingent upon the results of the background clearances.

## Appointment

1. Contract Offer. Based on the available information and on conversations with the dean, the Office of the Provost will prepare and mail the letter of appointment and the employment agreement to the candidate. This agreement constitutes the entire understanding between the parties and supersedes any and all previous understandings, oral and written, relating thereto. The candidate generally is given two weeks in which to accept the offer. When a response is received, the Office of the Provost will inform the dean, the chair, and the Affirmative Action Officer.

If disapproving the recommendation, the Provost (or Provost’s designee) so informs the dean and may recommend a continuation, suspension, or cancellation of the search. If disapproving some of the terms, the Provost (or Provost’s designee) contacts the dean who, in consultation with the department chair, works out a resolution of the issue with the Provost (or Provost’s designee).

2. Further Search. If the candidate declines the offer, the dean, in conjunction with the chair, who acts on the advice of the faculty, will determine whether to offer the position to another of the department’s recommended candidates, to reopen the search among the finalists, or to suspend or cancel it. The dean informs the Provost (or Provost’s designee).
3. Notification of Unsuccessful Candidates. It is appropriate that unsuccessful candidates be notified of their status as soon as feasible by the department or search committee chair (depending on local practice), but no later than two weeks after the successful candidate has signed the contract. Once a position is filled, unsuccessful candidates are notified by an automated email message sent via PeopleAdmin. A chair may also provide advance notification by including in the chair’s communications with applicants a statement that, unless the candidate hears within a fixed period of time, his or her candidacy should be presumed unsuccessful. Notification letters, emails, or phone calls should be brief, absolutely non-evaluative, and general in nature.
4. I-9. Employment Eligibility Verification form. The I-9 form can be found at <http://www.uscis.gov/files/form/i-9.pdf> or by contacting the Office of the Provost. As soon as possible after the candidate’s acceptance of the appointment offer, and no later than three days after one’s “start” date in the letter of appointment, (normally August 22), s/he must complete and sign the I-9 form, providing (for purposes of inspection and photo-copying) the required documents. The department chair or Nursing program director – not a staff person – must sign the I-9 form to certify that all documents are in order, and must do this no later than three days after the new faculty member’s start date. The original of the form, with photocopy of the required documents, is to be sent to the Office of the Provost. No copies are to be retained in the department or College. This must be done before the newly hired faculty member can receive any salary.
5. Villanova Faculty Information Form. If this form was not completed and submitted at the time of the interview (the best time generally), it will be mailed to the candidate by the Office of the Provost along with the letter of offer.

## Exceptions to the Process

Depending on the circumstances -- short deadlines, lack of availability of key personnel at crucial times, need to clarify issues over the phone, opportunities to do preliminary recruiting at conventions, limitations on the length of advertisements, etc. -- the particular provisions and sequences specified above may be modified as needed and appropriate. Prudence and circumstances will dictate the flow of the process and the frequency and nature of other contacts between search committee chair, department chair, dean, Affirmative Action Officer, HR, Provost (or Provost's designee), and candidate. Adherence to the letter of these guidelines must not interfere with a smooth and effective recruitment process. At the same time, it is important that legal requirements be met, that essential University procedures be followed, that *PeopleAdmin* be used, and that basic values be honored.

## Expenses

All expenses associated with recruitment, other than moving and relocation expenses, are incurred by the department or college. Early in the fiscal year, the Office of the Provost transfers specified funds to the colleges or departments engaged in recruiting. Costs in excess of these amounts must be borne by the college or department. Often, considerable savings can be had by encouraging visiting candidates to stay overnight on Saturday. This also allows time for the candidate to see the local area and, perhaps, to get to know the chair or other faculty members. Expenses should be directed to the appropriate recruitment account numbers for clarity of tracking and reporting.

### 1. Relocation expenses

For tenure-track and fixed term continuing appointments, Villanova normally provides up to \$4,000, to be used for transport of household, personal, and professional effects, and for expenses (airfare, hotel, car rental, meals) related to house-hunting or relocating. Only in rare circumstances (e.g., post-doctoral fellows, special contingencies) will any relocation expenses be provided for other full-time appointees, and the amounts will not exceed \$1000. Deans may supplement these funds with the permission of the Provost (or Provost's designee). Relocation expenses are provided only for faculty moving at least 10 miles from Villanova campus to a closer residence to campus.

### 2. Summer Support

Normally, the Provost (or Provost's designee) provides tenure track hires with summer funding at the level of 1/9<sup>th</sup> of base salary for the first summer following the appointment. Summer support may be supplemented by the colleges.

### 3. Start-up Funding

a. Start-up funding may be provided by the Provost to set up labs and research programs by means of purchasing equipment, data and supplies. Anything beyond that (travel, hiring of research assistants, etc.) is deemed an exception and must be approved by the college dean (and then communicated to the Office of the Provost). Such funding should normally be fully expended during the first two or at most three years of a new faculty member's time at Villanova. Funding will terminate after three years (normally the end of the summer following one's third year) unless the dean in advance of that termination date approves an extension based on anticipated scholarly impact and notifies the Office of the Provost. Start-up funding may be supplemented by the colleges.

b. New faculty members are expected to submit to their department chairs a budget for the use of start-up funds at the time of their being hired, but not later than the end of their first full month of their

appointment (usually September). Exceptions and changes in these budgets may be made only upon the approval of their department chairs or (in the cases mentioned above) of their deans.

- c. Other start-up details administered at the college level, including graduate assistants, teaching loads, technology, and other benefits should be communicated in a letter from the deans to the candidate.

### **III. FULL-TIME TEMPORARY (VISITING) NON-TENURE TRACK POSITIONS**

The process for obtaining permission to recruit for a temporary (visiting) full-time faculty position (whether temporarily filling a permanently budgeted faculty line or temporarily filling an instructional need) is identical to the process for recruiting permanent faculty described above, with the following exceptions:

1. For such positions, the dean and department chair decide whether or not to form a search committee. Department chairs, of course, will consult with appropriate faculty members and committees, depending on departmental practice and college guidelines.
2. The criteria for appointing temporary faculty should be appropriate to their function. When they are hired for instructional purposes, excellence in teaching is the primary talent to be sought; when hired for research purposes, their research skills are key.
3. A “Statement on Contribution to Mission” is required for any appointment lasting more than one semester. The “statement” should be uploaded to the Recommend-to-Hire as a supporting document.
4. A national search is not necessary for full-time temporary positions, although it sometimes makes sense. A regional and local search will suffice.
5. For temporary positions, the chair and/or dean must provide (in the “notes/history tab of *PeopleAdmin*) an explanation why the position should not be filled with several adjunct faculty and which courses the appointee will teach.
6. Waivers from the normal affirmative action processes are permissible for temporary appointments under certain conditions in the same fashion as for permanent faculty.
7. Last minute emergency appointments, obviously, can be processed through *PeopleAdmin* expeditiously, with a minimum of administrative detail.

Note: It may happen that, when a new tenure-track position is created, or a position needs to be filled temporarily, a temporary full-time person is hired who proves to be ideal for the permanent position. Nonetheless, if the position is a tenure-track line, a national search must be conducted to fill it permanently. If the position is a fixed-term continuing non-tenure-track line, an appropriate search must be conducted. (See first paragraph under Search above.) Under no circumstances is a temporary, non-tenure track faculty member to be permitted to slide into a tenure-track position without a competitive national search.

### **IV. ADJUNCT FACULTY: INITIAL APPOINTMENTS**

Adjunct faculty members are very important to Villanova and should be selected for, evaluated on, and appreciated for their teaching excellence and compatibility with the University’s values. Unless a higher rank is authorized by the Provost (or Provost’s designee) to recognize exceptional credentials or experience, adjunct faculty members are appointed at the rank of “Adjunct Instructor” (if they do not possess the terminal degree) or “Adjunct Assistant Professor” (if they do). The process for hiring adjunct faculty differs from the above-described process in the following ways:

1. No departmental search committee and no national or regional search are required. It is sufficient to search locally, but deans and chairs must make every effort to establish a large and diverse pool of applicants via *PeopleAdmin* and other means.
2. Because of the importance of attracting a large, qualified, and diverse pool of applicants for adjunct teaching, colleges that regularly hire adjunct faculty member annually should, once every two or three years, as they deem necessary, post on *PeopleAdmin* one or more advertisements. These postings may be for coverage of specific courses or more general pooled postings as need may be realized by the department. In addition, they may run general advertisements in appropriate area newspapers and contact appropriate neighboring universities and colleges. Applications then can be accumulated via *PeopleAdmin* for future use. The Affirmative Action Officer should be consulted for assistance in identifying other publications and recruitment resources.
3. When a department determines the need to hire new adjunct faculty members, the chair initiates the *PeopleAdmin* requisition process as above. **A candidate's statement on the contribution to mission is not needed.**
4. Letters of recommendation, while valuable, are not essential. If at all possible, however, such letters should be included, especially for adjunct faculty who will teach more than one class.
5. Faculty who are appointed to teach more than six credit hours in a semester must sign the *Adjunct Faculty Tenure Waiver Form*, available on the web at [https://www1.villanova.edu/dam/villanova/provost/faculty\\_secure/Adjunct\\_Faculty\\_Tenure\\_Waiver\\_Form.pdf](https://www1.villanova.edu/dam/villanova/provost/faculty_secure/Adjunct_Faculty_Tenure_Waiver_Form.pdf) or from the Office of the Provost at the time of their appointment.

Note: When adjunct faculty members must be hired at the last minute before a semester begins, it may be necessary to adjust the above requirements. However, departments should strive to avoid last-minute appointments as much as possible, and in no case should time constraints prevent a careful assessment of the candidate's competence. For all new appointments, *PeopleAdmin* must be used. (Please see attached instructions to complete the "Recommendation-to-Hire" section in *PeopleAdmin*.)

## V. REAPPOINTMENTS: ADJUNCT AND TEMPORARY FULL-TIME FACULTY

Reappointments of adjunct faculty members who have taught at Villanova at any time during the three years preceding the starting date of the new appointment may be made by emailing the Office of the Provost to make them "active" and then the faculty member should be included in the standard Provost's *Adjunct Faculty Payroll Report* form available on the Office of the Provost's web form directory. It is essential to provide all requested information, including recommended salary.

Significant changes in such faculty members' situations (e.g., completion of a degree) must be reported to the Office of the Provost, including appropriate documentation. Faculty members who have not taught at Villanova in the past three years must be reappointed anew via the normal hiring process using *PeopleAdmin*.

Reappointment of a temporary one-year full-time faculty member for a second or (very rarely) third year requires the dean's and Provost (or Provost's designee)'s explicit approval, which can be done via email. It is the University's intention not to retain genuinely temporary faculty members for more than two years, and three years only in emergencies. (If there is need for ongoing appointments, a request should be made through the dean to the Provost (or Provost's designee) to convert the temporary position into a permanent fixed-term position.) Care must be taken lest a succession of appointments lead to a situation in which a faculty member has claim on tenure by virtue of having completed the normal probationary period of six years without notice of

termination. A waiver of claims to tenure and tenure rights is included in the appointment letter sent by the Office of the Provost.

## **VI. INTERNATIONAL FACULTY**

Foreign nationals to whom Villanova extends employment offers must have established valid immigration status prior to beginning their appointments at Villanova, and they must maintain valid status throughout the duration of their stays. If they are not in possession of appropriate visas and work authorizations from the U.S. Citizenship and Immigration Service, they may not commence work at Villanova, and they cannot be paid.

Assistance to incoming faculty in need of visas or other documentation is provided by the Office of International Students. Villanova's in-house immigration attorney in that Office will provide advice and, in most cases, will be able to provide, directly to the faculty member, the necessary legal services in preparing visa applications. This will usually eliminate the need to hire outside attorneys. The exceptions would include cases that are especially complex or situations when the case load becomes excessively heavy, requiring that Office to refer the faculty member to one of several "preferred provider" immigration attorneys. In all cases, however, the incoming faculty member should first contact both the Office of International Students and the Office of the Provost before talking to an outside attorney; otherwise the faculty person will be expected to bear the entire cost of the visa process.

As soon, in the hiring process, as it becomes highly likely that a given foreign national candidate will be the choice to fill any open position -- whether it be a tenure-track position, an endowed chair holder (permanent or visiting), a continuing non-tenure-track position, a post-doctoral fellow position, a temporary one-year position, or a research position in a center -- the person in charge of the hiring (usually a department chair) should contact both the Office of International Students and the Office of the Provost to give both offices ample warning and to allow for contact with the candidate to make sure that s/he is taking the appropriate steps and that s/he knows that Villanova can handle the visa processing "in-house." (NOTE: Only in the most exceptional cases will the University support the obtaining of an H-1-B visa for temporary faculty. Such cases must be presented to the Provost (or Provost's designee) well in advance of any hiring commitments.) The person in charge of hiring should also obtain, and forward to the appropriate officer in the Office of International Students, a copy of the candidate's current visa and work permit, and a copy of any application that s/he has made or is working on to secure a proper visa or to change visa status. The candidate will then work directly with that officer to prepare the correct visa application.

Without this advance notice, Villanova cannot guarantee that the University will be able to take the appropriate measures needed to help the candidate secure the proper visa status in a timely fashion. In some cases, that could mean that a candidate would not be able to assume his or her position on the faculty according to schedule; and it could involve significant costs to the candidate.

### **Types of Visas**

There are several types of visas, but the most typical are the J visa and the H, usually seen in their J-1 and H-1B forms.

The Exchange Visitor Program (J visa). The Exchange Visitor Program is maintained by the U.S. Department of State. For Villanova to bring a foreign national from overseas to the United States, a number of conditions apply (for example, the visitor must have adequate health insurance for the duration of the visit). Under the Exchange Program, Villanova may bring to campus a foreign national who possesses an appropriate graduate degree under two categories: (1) short-term scholar and (2) professor and research scholar. The two differ in the duration and purpose of the permitted stay. Short-term scholars are limited to six months; professors and

research scholars may participate in this program for a total of five years. Extensions are only available for those J-1 visa holders who entered under the designation of professor or research scholar. Therefore, when requesting to bring an individual under this program, consideration must be given to the length of the assignment and to whether an extension will be required. A number of requirements must be met. For example, visitors may not be in the U.S. under the J-visa category of professor or research scholar for any part of the twelve months preceding the proposed start date of their exchange visit at Villanova. Finally, it should be noted that some exchange visitor program participants will be subject to a two year home residency requirement. If the candidate is subject to this provision, then s/he will have to spend two years at home once s/he has completed his/her program in the U.S. before s/he may apply for another J visa. Moreover, the candidate who is subject to this provision may not request a change of his/her visa category (e.g., to H-1B) here in the U.S.

When exchange visitors are being brought to Villanova, it is crucial that the request be made as soon as possible, since applicants must be interviewed at the U.S. Consulate having jurisdiction. These consulates are very busy in summer, and appointments sometimes must be made months in advance. Inadequate planning may result in the applicant's not arriving in time to begin his/her contractual duties. The dean or department chair will have to provide the following information as soon as possible:

- Name (as it appears on the candidate's passport)
- Gender
- Date of birth
- City and country of birth
- Country of legal residence
- Citizenship
- Position in country of citizenship
- Specification and short description of the area of study, teaching, or research to be undertaken at Villanova.
- The amount of personal funds the visitor is bringing with them or the salary to be paid by Villanova

NOTE on dependents: Only spouses and minor unmarried children (under the age of 21) are eligible for dependent status under the J visa program. If the candidate's dependents are to accompany him/her, then the same biographical information outlined above must be supplied for each accompanying dependent.

The Office of International Students, in conjunction with the Office of the Provost, will generate the appropriate form (DS-2019) through the Student and Exchange Visitor Information Service (SEVIS), and will send it and a packet of information regarding Villanova's J-1 visa program and the SEVIS fee to the candidate. S/he will use the DS-2019 to apply for his/her visa at the appropriate U.S. consulate. Each accompanying dependent will receive his/her own DS-2019. The paperwork needs to be completed with enough lead-time for the consulate to process the paperwork to enable the individual to begin his/her appointment on time. This may range from several weeks to a few months.

The J-1 visa will be requested for the length of stay indicated on the offer letter issued by the Provost (or Provost's designee), based on the dean's recommendation. Offer letters will contain the phrase "contingent upon obtaining valid immigration status."

H-1B. The individual seeking an H-1B must have an offer of employment by the University (done through the normal appointment process); all such offers will be made contingent upon the individual's receiving appropriate visa status. Such applicants must contact both the Office of the Provost and the Office of International Students as soon as possible.

The H-1B visa is an employer-sponsored visa in which the employer petitions the US Citizenship and Immigration Service on behalf of the incoming employee. The H-1B visa is initiated and completed by the employer sponsor, Villanova. Under the H-1B, certain attestations must be made to the Department of Labor,

including a statement that no appropriately qualified American citizen could be found for the position. Further the employer promises to undertake certain obligations with regard to the sponsored employee. For example, if the employer terminates the H-1B employee for any reason prior to the end of the sponsored H-1B period, the employer is required to pay the reasonable cost of the H-1B employee's transportation back to his or her last place of residence aboard.

Villanova University will provide funding to cover the cost of H-1B Visa application and antifraud fees for incoming faculty/researchers, as well as the application fees for H-1B Visa renewals.

The H-1B visa is only available to an employee beneficiary for a total of six years. (The US Citizenship Immigration Service will grant the H-1B for one three-year period; the visa is renewable once for another three year period). It should be noted that if the incoming employee is already an H-1B at another institution or was in that classification at some point and is attempting to return to that classification, Villanova will only be able to request, and will be granted only, the balance of time remaining on the H-1B period for the incoming employee.

If a visa holder is to be sent overseas on University business (or is traveling on personal business), please ensure that the employee has the correct visa in his or her passport. If not, he or she should plan to see the International Student Office at least six months prior to his or her departure from the U.S.

A Villanova department, if planning to bring in a candidate based on University sponsorship of an H-1B, should contact the Office of the Provost and the Office of International Students at least six months in advance. If the timeline is less than 6 months, the department must contact the Office of the Provost and the Office of International Students immediately.

### **Lawful Permanent Residency (Green Card)**

The Provost Office will pay associated attorney fees for that portion of applying for Lawful Permanent Residency (commonly referred to as the Green Card) preparation that requires the preparation and filing of a Permanent Labor Certification (PERM) application with the U.S. Department of Labor. In certain cases, immigration counsel may determine that a PERM filing is not required; when this occurs, there will be no funding offset in those instances to the faculty member.

The faculty member will be responsible for all fees that are not PERM related - i.e. filing fees for U.S. Citizenship and Immigration forms, I-140 and I-485, and any and all attorney fees related to the above mentioned forms for himself/herself and any qualifying dependents. The College may, at its discretion assist the faculty member in defraying a portion of the fees not related to the PERM application. It is strongly suggested that the Department contact the International Student Office once they have determined that any of their finalists include a foreign national that may require work authorization.

Faculty members must contact the International Student Office upon their arrival at Villanova specifically within the first month of them undertaking their on-campus employment. During the appointment with the International Student Office, the faculty member will be directed to review possible immigration attorneys they may wish to retain to handle their Lawful Permanent Residency/Green Card matter.

**APPENDIX A**  
**Instructions to complete the “Recommendation to Hire” section in PeopleAdmin**  
**(9/6/2018)**

In order to improve the consistency and accuracy of information entered into PeopleAdmin, please follow these instructions when you complete the “Recommendation to Hire” section.

**For Full-time Faculty:**

- 1.Candidate Selected: the candidate’s name will appear in the drop down after you change him/her to “Recommend-to-Hire”.
- 2.List the specific starting salary (please do not list a range or to be negotiated).
3. List the standard "estimated start date" as follows:
  - Fall Semester start date is August 22
  - Spring Semester start date is January 8
  - Summer Semester, start date is June 1
- 4.Add comments about recruitment.
- 5.Confirm English fluency.
- 6.List approved rank.
- 7.For Tenure Credit, if none then list 0, or list the approved Tenure Credit, or if yet to be decided, then enter TBD (to be determined).
- 8.List the standard amount for moving expenses which is “up to \$4,000” from the Office of the Provost; if more is negotiated - then list the amount that has been negotiated (and that the department or college will pay).
- 9.List the “start-up funds” (this will vary by college and discipline – see section on Start-Up Funding)
10. When sending the “Recommend-to-Hire” to the dean via PeopleAdmin, the candidate’s statement on contribution to mission must be uploaded as a “supporting document” to the “Recommend-to-Hire.”

**For Adjunct Faculty:**

- 1.Candidate Selected: the candidate’s name will appear in the drop down after you change him/her to “Recommend-to-Hire”.
- 2.List the specific per credit hour rate using the “Adjunct and Overload Salary Rate Schedule” distributed to you each academic year.
- 3.List the standard “estimated start date” as follows:
  - Fall Semester start date is August 22
  - Spring Semester start date is January 8
  - Summer Semester, start date is June 1
4. Add comments about recruitment.
5. Confirm English fluency.
6. Leave Approved Rank blank
7. Leave Tenure Credit blank
8. Leave Moving Expenses blank.
9. Leave the Start-up Funds blank.

## APPENDIX B Final Documents Needed

Required documents listed below that are not submitted electronically via the Recommend-to-Hire must be forwarded to either **Annette Kane, 610-519-4523; [annette.kane@villanova.edu](mailto:annette.kane@villanova.edu)** (for full-time faculty), or **Christine Anderson, 610-519-3114; [christine.anderson@villanova.edu](mailto:christine.anderson@villanova.edu)** (for Adjunct Faculty) after completion of the “Recommend-to-Hire” form.

### **For FT Faculty:**

1. Chairs' Cover Memo
2. Candidate's application letter
3. CV
4. Transcripts - A copy of the undergrad transcripts are acceptable; the original of the official transcript for the highest graduate degree earned (Masters or PhD) is required.
5. Three external letters of recommendation
6. Visa Status
7. Direct Deposit Form
8. W-4 <http://www1.villanova.edu/villanova/finance/payroll/forms.html>
9. P.A. Residency Certification Form  
<http://www1.villanova.edu/content/dam/villanova/finance/documents/forms/PALocalResidencyCertificationForm.pdf>
10. I-9 <http://www.uscis.gov/files/form/i-9.pdf>
11. Worker's Compensation Forms  
[http://www1.villanova.edu/content/dam/villanova/hr/documents/wc\\_info\\_form\\_2013.pdf](http://www1.villanova.edu/content/dam/villanova/hr/documents/wc_info_form_2013.pdf)  
[http://www1.villanova.edu/content/dam/villanova/hr/documents/wc\\_emp\\_notice\\_form\\_2013.pdf](http://www1.villanova.edu/content/dam/villanova/hr/documents/wc_emp_notice_form_2013.pdf)

### **For Adjunct Faculty:**

1. CV
2. Transcripts - A copy of the undergrad transcripts is acceptable; the original of the official transcript for the highest graduate degree earned (Masters and/or PhD) is required.
3. Faculty Information Sheet [https://www1.villanova.edu/villanova/Provost\\_\(or\\_Provost's\\_designee\)/forms.html](https://www1.villanova.edu/villanova/Provost_(or_Provost's_designee)/forms.html)
4. W-4 <http://www1.villanova.edu/villanova/finance/payroll/forms.html>
5. P.A. Residency Certification Form  
<http://www1.villanova.edu/content/dam/villanova/finance/documents/forms/PALocalResidencyCertificationForm.pdf>
6. Direct Deposit Form
7. REV 419
8. I-9 <http://www.uscis.gov/files/form/i-9.pdf>
9. Worker's Compensation Forms  
[http://www1.villanova.edu/content/dam/villanova/hr/documents/wc\\_info\\_form\\_2013.pdf](http://www1.villanova.edu/content/dam/villanova/hr/documents/wc_info_form_2013.pdf)  
[http://www1.villanova.edu/content/dam/villanova/hr/documents/wc\\_emp\\_notice\\_form\\_2013.pdf](http://www1.villanova.edu/content/dam/villanova/hr/documents/wc_emp_notice_form_2013.pdf)