

# CARNEGIE MELLON UNIVERSITY

Mellon College of Science  
*Inter-Office Correspondence*

To: MCS Department Heads  
From: Richard D. McCullough, Dean  
Subject: Faculty Appointment Procedures Checklist  
Date: October 8, 2004

---

The procedures for making faculty appointments are governed by college and university policy. The following steps must be followed for all regular faculty hires; this includes tenure track, lecture track, and research track appointments. A change of appointment, e.g., offering a tenure-track appointment to a person with an existing Carnegie Mellon Lecture or Research Track appointment, does not require an external search but must have approval of the Dean and must meet all criteria outlined in Section D. In all cases, the term of the appointment and the determination of the tenure clock deadline are governed by University Policy. Please share the relevant information below with search committee chairs before initiating a search.

A) Initial considerations:

- 1) It is in the best interest of each department that the Dean be informed, as early as possible, of any plans to propose searches for faculty positions. This will reduce the possibility that approval for the search will be turned down or delayed due to inadequate advanced financial planning. Ideally, planning should begin in early March for a search to begin the subsequent fall.
- 2) At this stage, discussions should include defining the position broadly enough to attract a diverse applicant pool.

B) Prior to initiating search and placing an advertisement:

- 1) The search must be approved by the Dean and the Provost.
- 2) The search committee must be formed according to the attached "MCS Policy on Faculty Searches" and all committee members should be familiar with the MCS Diversity Strategic Plan available at [http://www.cmu.edu/mcs/policies/diversity/MCS\\_DiversityPlan\\_web.pdf](http://www.cmu.edu/mcs/policies/diversity/MCS_DiversityPlan_web.pdf).
- 3) The Department Head must meet with the Dean to obtain a final approval before initiating the search. The Dean may request that the Search Committee Chair also attend this meeting. The Department Head should be prepared to discuss the following:
  - i. The list of the search committee members;
  - ii. The plan to assure that a diversified search will take place, including the predicted demographics of the pool of potential candidates and strategies

for reaching the whole pool of potential candidates as discussed in the MCS Policy on Faculty Searches; and,  
An estimate of the resources needed to secure the hire, which includes setup and renovation costs, needed to secure the hire.

C) Prior to interviewing:

- 1) Search committee chairs are expected to track the diversity of the applicants as indicated in the MCS Diversity Strategic Plan and be prepared to report data to the Dean and the Associate Dean for Faculty Affairs.
- 2) The search committee should take steps to diversify the applicant pool. Specific advice on all stages of a faculty search is available in the Diversity Resource Guide ([http://hr.web.cmu.edu/drg/resources/recruit\\_fac.html](http://hr.web.cmu.edu/drg/resources/recruit_fac.html)) and from Equal Opportunity Services. For example, the Minority and Women Doctoral Directory is one talent bank that may be useful. The committee may need to pursue additional networking to improve the diversity of the pool of candidates.

D) Prior to issuing an offer letter:

- 1) The decision to make an offer to a specific candidate must be approved at a meeting of the Department. The ranks of the faculty members entitled to vote on the recommendation are designated in the MCS Faculty Handbook.
- 2) Appointments above the level of Assistant Professor (or equivalent rank in the Research and Lecture Tracks) require a Comprehensive Review as stipulated by College and University Policy. If a Comprehensive Review prior to issuing the offer letter is not possible, due to timing considerations, the offer letter must contain a statement noting that the position is contingent upon formal approval by the College and the University Review Committees, the Provost, and the Board of Trustees.
- 3) The offer letter should be reviewed by the Associate Dean for Financial Affairs and the Associate Dean for Faculty Affairs unless the Dean designates that this step be omitted.
- 4) The offer letter must be approved by the Dean and the Provost prior to sending it to the candidate.