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Department Chair's Calendar 2012-13

<b>Month</b>	<b>Date</b>	<b>What's Due</b>
August	7-10	New Faculty Orientation
September	1 24	Sabbatical Requests Request for Spring Courses
October	8 17	Spring Courses Due Final Edits of Courses
December	early 3	Budget Requests Received (Due January) Updated List of Majors and Minors
January	early early 3, 4 7, 8 9-11 mid mid 21	Review Senior Majors and Minors Collect Faculty Accomplishments for Salary Review Senior Comps (2 <sup>nd</sup> major) Senior Comps (1 <sup>st</sup> major) Senior Comps (oral) Annual Dept. Assess. Mtgs. Begin Salary Review Recommendations to Div. Chair & Dean Request for Fall Courses
February	4 13 mid	Fall Courses Due Final Edits of Courses Copy Salary Recommendations to Individual Faculty
March	early early early 15-16 mid end end	Macintosh Award Recommendations to Chris Request for Commencement Speaker Names Changes to Academic Bulletin Honor Scholarship Weekend Promotion Requests Final Salary Recommendations Reported to Faculty Names of Recipients for Awards Chapel to Chris
April	1 early 25	Updated List of Majors and Minors 1 <sup>st</sup> Year Reviews Awards Chapel
May	late late	Academic Calendar Listings Due Promotion Announcements Final Faculty Salaries Sent to Chairs
Monthly		Budget Review Student Workers Time Cards Reconcile Purchasing Card Invoices Department Chair Meetings
Other Spring	mid	Summer Interns Outreach Proposals
August	2 <sup>nd</sup> week	New Faculty Orientation (new faculty attendance required)

2012-13 Division Chairs:

Div. I	Scott Feller
Div. II	Cheryl Hughes
Div. III	Stephen Morillo

2012-13 Dept. Chairs:

Biology	Amanda Ingram
Chemistry	Lon Porter
Physics	Jim Brown
Math/Comp. Sci.	Will Turner
Art	Doug Calisch
Music	Peter Hulen
Rhetoric	Jennifer Abbott
Theater	Michael Abbott
Mod. Lang./Lit.	Gilberto Gómez
Classics	Jeremy Hartnett
English	Marc Hudson
Phil./Rel.	Glen Helman and David Blix, Co-Chairs
Econ.	Frank Howland
History	Michelle Rhoades
Pol. Sci.	Melissa Butler, Fall; Dan Rogers, Spring
Psychology	Preston Bost
Teacher Ed.	Michele Pittard

## FINAL EXAMINATION SCHEDULE 2012-2013 ACADEMIC YEAR

Final examinations are given at the end of each semester. No deferred examinations are given except by written excuse from the Dean of Students. The faculty has agreed that no exams will be given and no papers will be due the Wednesday to Sunday of the week prior to finals. No papers will be due during finals week unless there is not a final exam in the course, in which case the paper will be due at the end of the regularly scheduled exam time for that course. Classes not included in the schedule below will be examined during the final exam week under special arrangements made by the instructor. Exams are held in the same classrooms they met in during the semester.

### FALL SEMESTER

#### Mon., December 10

9:00 A.M.

Classes meeting at 10:20 MWF

1:30 P.M.

Classes meeting at 2:40 TTH

#### Tues., December 11

9:00 A.M.

Classes meeting at 11:20 MWF

1:30 P.M.

Classes meeting at 1:10 MWF

#### Weds., December 12

9:00 A.M.

Classes meeting at 9:45 TTH

1:30 P.M.

Classes meeting at 2:10 & 3:10 MWF

#### Thurs., December 13

9:00 A.M.

Classes meeting at 8:00 MWF

1:30 P.M.

Classes meeting at 1:10 TTH

#### Fri., December 14

9:00 A.M.

Classes meeting at 9:00 MWF

1:30 P.M.

Classes meeting at 8:00 TTH

#### Sat., December 15

9:00 A.M.

Multi-Section and other courses as  
assigned by the Registrar

1:30 P.M.

### SPRING SEMESTER

#### Mon., April 29

9:00 A.M.

Classes meeting at 8:00 MWF

1:30 P.M.

Classes meeting at 1:10 TTH

#### Tues., April 30

9:00 A.M.

Classes meeting at 10:20 MWF

1:30 P.M.

Classes meeting at 2:40 TTH

#### Weds., May 1

9:00 A.M.

Classes meeting at 9:00 MWF

1:30 P.M.

Classes meeting at 8:00 TTH

#### Thurs., May 2

9:00 A.M.

Classes meeting at 11:20 MWF

1:30 P.M.

Classes meeting at 1:10 MWF

#### Fri., May 3

9:00 A.M.

Classes meeting at 9:45 TTH

1:30 P.M.

Classes meeting at 2:10 & 3:10 MWF

#### Sat., May 4

9:00 A.M.

Multi-Section and other courses as  
assigned by the Registrar

1:30 PM

## 2012-2016 ACADEMIC CALENDAR

	2012-2013	2013-2014	2014-2015	2015-2016
<b>FALL SEMESTER</b>				
Freshman Saturday	AUG 18	AUG 24	AUG 23	AUG 22
Classes Begin	AUG 23	AUG 29	AUG 28	AUG 27
Student Census & Registration	AUG 23-24	AUG 29-30	AUG 28-29	AUG 27-28
First Date to Add Classes	AUG 27	SEP 2	SEP 1	AUG 31
Final Date to Add First Half Sem Course	AUG 29	SEP 4	SEP 3	SEP 2
Final Date to Add Full Semester Course	AUG 31	SEP 6	SEP 5	SEP 4
Final Date to Drop First Half Semester Course or Declare Credit/No Credit Option (without record)	SEP 6	SEP 12	SEP 11	SEP 10
Final Date to Drop Full Semester Course or Declare Credit/No Credit Option (without record)	SEP 21	SEP 27	SEP 26	SEP 25
Final Date To Drop First Half Semester Course with "W"	SEP 27	OCT 3	OCT 2	OCT 1
Midsemester	OCT 10	OCT 16	OCT 15	OCT 14
Midsemester Break	OCT 11-14	OCT 17-20	OCT 16-19	OCT 15-18
Classes Resume	OCT 15	OCT 21	OCT 20	OCT 19
Second Half Semester Courses Begin	OCT 15	OCT 21	OCT 20	OCT 19
Final Date to Add Second Half Sem Course	OCT 19	OCT 25	OCT 24	OCT 23
Final Date to Drop Full Semester Course with "W"	OCT 26	NOV 1	OCT 31	OCT 30
Final Date to Drop Second Half Semester Course or Declare Credit/No Credit Option (without record)	OCT 26	NOV 1	OCT 31	OCT 30
Pre-Registration for Spring Semester	NOV 8-15	NOV 14-21	NOV 13-20	NOV 12-19
Final Date to Drop Second Half Semester Course with "W"	NOV 16	NOV 22	NOV 21	NOV 20
Thanksgiving Recess	NOV 17-25	NOV 23 - DEC 1	NOV 22-30	NOV 21-29
Classes Resume	NOV 26	DEC 2	DEC 1	NOV 30
Classes End	DEC 7	DEC 13	DEC 12	DEC 11
Final Exams	DEC 10-15	DEC 16-21	DEC 15-20	DEC 14-19
Christmas Recess - SENIORS	DEC 16 - JAN 6	DEC 22 - JAN 12	DEC 21-JAN 11	DEC 20-JAN 10
Christmas Recess - UNDERCLASSMEN	DEC 16 - JAN 13	DEC 22 - JAN 19	DEC 21 - JAN 18	DEC 20-JAN 17
<b>SPRING SEMESTER</b>				
Written Comprehensives for Seniors - <i>Double Majors Only</i>	JAN 3-4	JAN 9-10	JAN 8-9	JAN 7-8
Written Comprehensives for Seniors	JAN 7-8	JAN 13-14	JAN 12-13	JAN 11-12
Oral Comprehensive Exams for Seniors	JAN 9-11	JAN 15-17	JAN 14-16	JAN 13-15
Classes Begin	JAN 14	JAN 20	JAN 19	JAN 18
Student Census & Registration	JAN 14-15	JAN 20-21	JAN 19-20	JAN 18-19
First Date to Add Classes	JAN 16	JAN 22	JAN 21	JAN 20
Final Date to Add First Half Sem Course	JAN 18	JAN 24	JAN 23	JAN 22
Final Date to Add Full Semester Course	JAN 22	JAN 28	JAN 27	JAN 26
Final Date to Drop First Half Semester course or Declare Credit/No Credit Option (without record)	JAN 25	JAN 31	JAN 30	JAN 29
Final Date to Drop Full Semester Course or Declare Credit/No Credit Option (without record)	FEB 8	FEB 14	FEB 13	FEB 12
Final Date to Drop First Half Semester Course with "W"	FEB 15	FEB 21	FEB 20	FEB 19
Midsemester	MAR 1	MAR 7	MAR 6	MAR 4
Spring Recess	MAR 2-10	MAR 8-16	MAR 7-15	MAR 5-13
Classes Resume	MAR 11	MAR 17	MAR 16	MAR 14
Second Half Semester Courses Begin	MAR 11	MAR 17	MAR 16	MAR 14
Final Date to Add Second Half Sem Course	MAR 15	MAR 21	MAR 20	MAR 18
Final Date to Drop Full Semester Course with "W"	MAR 15	MAR 21	MAR 20	MAR 18
Pre-Registration for Fall Semester	MAR 21-28	MAR 27 - APR 3	MAR 26 - APR 2	MAR 24-31
Final Date to Drop Second Half Semester Course or Declare Credit/No Credit Option (without record)	MAR 22	MAR 28	MAR 27	MAR 25
Final Date to Drop Second Half Semester Course with "W"	APR 22	APR 18	APR 17	APR 15
Classes End	APR 26	MAY 2	MAY 1	APR 29
Final Exams	APR 29 - MAY 4	MAY 5-10	MAY 4-9	MAY 2-7
Commencement	MAY 12	MAY 18	MAY 17	MAY 15

## Guideline for Departmental Reviews

Departmental reviews will occur every 5-6 years. The departmental review should be an opportunity for the department to think critically about itself and what it does, and to identify a few key concerns or places where opportunity for improvement or development exist. This should result in a set of focused questions that, with the help of outside consultant(s), the department would like to address.

The process should follow the following steps.

1. The Department will review and revise if needed their statement of student learning goals and outcomes as related to the College Mission Statement. (As part of their annual assessment meeting with the Dean they will provide evidence of their student's learning outcomes.\*)
2. Proposal- The department should, after determining the concerns or opportunities for improvement or development that they wish to address, develop a short proposal that states the focus of the review, how it will be conducted (i.e. bringing consultants in, visiting programs...), a timeline, and a tentative budget. This written proposal will come to the Dean for approval.
3. Self-Study- The department will conduct a self-study designed to provide enough background information to both the department and consultants that they will have adequate information to investigate the issues surrounding the focus question. (This will be a written document and will be submitted to the Dean's Office prior to consultants arriving on campus or faculty visitation of other programs.)
4. Consultancy, or Visitation, or ? Notes from this stage will be kept and compiled for the department's use and be submitted as a summary to the Dean's Office to become part of the department's assessment file.
5. Report/Plan- Either the department or the consultant will write up the finding of the consultancy.
6. Action Plan- The department will submit a written plan for moving forward based on the findings of the consultancy.

\*Annual Assessment meeting questions:

1. What have you learned about your student's learning since last year?
2. What is the evidence?
3. What actions have you taken?
4. How will you know if there is improvement?

Sample Timeline-

Spring before review- submit updated Goals- Mission Statement and Proposal.

Fall of review year- self-study and consultancy

Spring- Report and Plan submitted to Dean, with a debriefing during the spring assessment meeting.

## Self-Study

The self-study should be an opportunity for the department to think critically about itself and what it does, and to identify a few key areas of concern or places where opportunities for improvement exist. This should lead to a set of focused questions to help the department think through the best ways to approach these concerns or opportunities. The self-study should provide enough background information about the department so that with a traditional external review or with an alternative self-designed review, (i.e. new review) they can investigate the issues surrounding the focus questions.

The self-study should include a description of crucial areas the department has identified after having focused on the why, who, what, how of the department. No two departments will have exactly the same concerns, but the following is a rough guideline to the areas departments might want to describe and think about.

### **I. Department as Part of a Liberal Arts Institution: Why**

- A. Mission Statement-goals-student learning outcomes**
- B. Strategic Plan**

### **II. Personnel: Who We Are**

- A. Current Faculty**
- B. Transitions and Hiring**
- C. Personnel Questions (such as faculty development, interdepartmental staffing, etc.)**

### **III. Students: Who They Are**

- A. Student profile(major, minor, non-majors)**
- B. Learning needs (major, minor, non-major)**
- C. Desired learning outcomes (major, minor, non-major)**

### **IV. Program: What We Do**

- A. Core Goals (major, minor, non-major)**
- B. Curriculum**
  - 1. Overview
  - 2. The Major
  - 3. The Minor
  - 4. Distribution
  - 5. All-College Courses
  - 6. Interdisciplinary Courses
  - 7. Other (such as Strategic Plan initiatives)
- C. Co- and Extra-Curriculars**
- D. Program Questions**

**V. Practice: How We Do What We Do**

- A. Student Numbers**
- B. Pedagogy**
- C. Resources and Infrastructure (Including technology, library, etc.)**
- D. Faculty Development**
- E. Central Questions**

**VI. Assessment: How are we assessing student learning, pedagogy, and programs**

- A. Tools (e.g. WNS)**
- B. Action Plan for Program Assessment**

**VII. Issues**

- A. Issues to be Addressed**
- B. Strategies to be Used**

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Deans Level Assessment				All Campus Review						All Campus Review					All Campus Review	
Departmental Reviews	Mathematics & Computer Science	Physics	Art		Economics	Biology	Mathematics & Computer Science	Physics	Art	Music	Religion	Biology		Mathematics & Computer Science	Physics	Music
	Theater	Modern Languages	Music		Psychology	Chemistry	Classics	English		Religion	Religion	Chemistry	English	Theater	Art	Religion
	Classics	Religion	Speech			Modern Languages	History	Rhetoric	Philosophy			Modern Languages	Classics	Philosophy		
	History	Philosophy						Political Science	Theater				Rhetoric	Political Science		
	Psychology											Economics	History			
Program Reviews	Teacher Education				Freshman Tutorial (Freshman Year)	Cultures & Traditions (Soph Year)	Teacher Education		Distribution Review	Teacher Education (NCATE)	Off Campus Study				Teacher Education	Off Campus Study
						Off-Campus Studies					Areas of Concentration		Freshman Tutorial (Freshman Year)	Enduring Questions (Freshman Year)		
Support Centers of Excellence									Library	IT		Library	IT			Center of Inquiry
										Center of Inquiry						Center of Inquiry
										MXIBS						MXIBS
										Wabash Center						Wabash Center
										Pastoral Leadership						Pastoral Leadership

## FACULTY HIRING PROCEDURE

2012-13

1. Notification to *Department Chairs* of possible tenure track or contingent\* (full- or part-time leave replacement) position. Discussion by the *Department* of needs and criteria.
2. Discussion between *Department Chair* and *Division Chair* regarding hiring rationale.
3. Discussion by the *Division, Department Chair* and *Dean* of written rationale.
4. Permission to hire in writing from the *Dean* to the *Department*.
5. *Department Chair* consults with the *Dean's Office* to schedule the timing of the search (taking into account ad closing and publication dates and for tenure hires, allowing at least 30 days after publication before closing a search), to decide the advertising sites (including major professional site and minority and women's professional sites if available) and the ad's contents.

Ad should include: area and specialty, type of appointment and rank, starting date of appointment, teaching responsibilities, commitment to all college courses, expectations for teaching and professional development, degree requirements, other experience, application material required (undergraduate and graduate transcripts, teaching philosophy, and references required), closing date, name of the college, name and address of the search chair or administrative assistant (e-mail address if appropriate. This address could be coded so that applications can be easily identified.), standard EOE line: Wabash College, a liberal arts college committed to the undergraduate education of men, welcomes applications from persons of all backgrounds.

Other information: availability of summer and start up support, selling points of the department or college, details as determined by the department

Guidelines for advertising contingent faculty positions:

- a. When emeritus faculty are available to teach, they may be hired as contingent faculty on approval of the Dean and Division Chair and without advertising a position.
- b. Practitioners or professionals in a specialized area of instruction (law, accounting, music, studio art) may be sought locally and through professional networks. New positions should be advertised on the College website in addition to actively recruiting individual candidates.
- c. Contingent faculty positions should be advertised on the College website at least and/or regionally by directly contacting appropriate graduate programs at Purdue University, IUPUI, Indiana University, and University of Illinois at Champaign-Urbana. These positions may also be advertised more widely using professional listserves and other electronic media outlets. When appropriate, full-time contingent positions may involve a national search.
- d. Advertisements should follow the institutional guidelines for regular faculty hiring but should clearly specify that the position is not tenure track.

- e. Whenever possible, new positions should be advertised in minority and women's professional sites to maintain the college's commitment to excellence and diversity in our faculty.
6. Ad, drafted by the *Department* and approved by the *Dean*, is placed by the *Dean's Office* in the agreed upon advertising sites.
7. *Department* receives applications.
8. *Administrative assistants* prepare and maintain applicant files (kept in administrative assistant's office, or electronically, for easy access), send each applicant a notice of receipt, pool survey form (EOE). To maintain confidentiality, paper EOE surveys will be returned directly to the *Dean's* office, electronic copies are forwarded to the *Dean's Office*.  
  
*Administrative assistants* will maintain merge files of applicants. At the close of the search, they will send letters or e-mails notifying applicants that the position has been filled. (Letters may be sent earlier to applicants who didn't make the first cut.)  
  
(Printed check sheets, sample response letters, pool survey form, file completed card, sample position has been filled letter, sample department, college and community descriptions will be available to the departments and administrative assistants.)
9. *Department* reviews applications and identifies top candidates. (Any preliminary phone interviews should be scripted. Notes should be added to the department's files on the candidate.) Interviewers should be apprised of illegal or inappropriate interview questions.
10. The *Department Chair* brings the files of top candidates (ideally 6-10) ranked and with rationale to the *Personnel Committee* for review. The *Personnel Committee (Dean and Division Chairs)* looks at the appropriateness and strength of each candidate's credentials, the potential for contribution to the department and to the College and compares, when possible, the gender and racial distribution of the proposed interview candidates to the national pool in the discipline and the survey pool. The *Dean* gives approval to interview. In the case of contingent hires, the *Division Chair* and the *Department Chair* bring the top 5 candidate files, ranked and with rationale to the *Dean* for approval to interview.
11. *Dean* approves candidates to be invited for interviews. (The number of candidates to be interviewed on campus will be determined in discussion with the *Dean*.) Original candidate files are returned to the department. A copy of the approved candidates' vita and recommendations is kept in the *Dean's* office. The appropriate time to inquire about immigration status would be at the campus interview stage. If you have any indication that an interviewing applicant may not be a U.S. citizen, please let the *Dean's* office know before their visit. With respect to the participation of employees in the hiring process involving their family members, the employee may be involved in the search, but not at the decision-making points, such as who to interview and recommend for the position.
12. *Department* and *administrative assistant* arrange interview dates and schedule interviews. This needs to be done in consultation with the *College's calendar* and the appropriate *Division Chair's*, the *Dean's* schedules, and, in the case of tenure track hires, the *President's*

schedule. Seminar or presentation times should be arranged to allow these people can attend. (the appropriate Division Chair needs to attend the seminar and the Dean will attend whenever possible) and so as not to conflict with scheduled business such as APC, faculty development, faculty and division meetings. This also means working around previously scheduled seminars or presentations. Scholarly and/or teaching presentations will be used as part of the interview. A copy of the presentation instructions should be sent to the on-campus interviewers. Candidates' materials (The departmental search committee should receive cv, cover letter, transcripts and letters of recommendation. Outside faculty should receive cv and cover letter. Student participants generally do not receive any of these documents.) sent to all involved in the interview process should include a copy of the document, "Interviews – What's Illegal to Ask?". The *administrative assistants* will keep a running log of outside faculty who have participated in the current year.

13. When faculty candidates come to campus, the dinners should include department members but no spouses or partners. Department Chairs are strongly encouraged to keep the per person meal cost below \$40 and to consider Bon Appetit as an on-campus meal alternative to area restaurants.
14. *Administrative assistants* make arrangements for transportation, lodging, meals, and rooms on campus, as well as set up appointments with faculty, administrators and students. They also provide the job ad, candidate's schedule, vita and a response form to the on-campus interviewers. *Administrative assistants* should send a general memo to the entire faculty announcing a search in progress, giving the candidate's name and the time and place of the presentations. With temporary hires, the outside *Division Chairs* should still receive copies of the candidates' paperwork.

### **Interview scheduling**

Appointments need to be arranged with the following people:

<u>BKT/ Tenure track</u>	<u>Temporary appointments</u>
Public presentation	y
Students (6-8 meal or class)	y
Faculty (3 other dept/div.)	y
Faculty in Dept.	y
Chair initial and exit interview	y
Dean	y
Div. Chair	y
Other Div. Chairs	n
President	n

### **Other considerations:**

- a. The candidate will need to spend about 1 1/2 days on campus to allow enough time to schedule the necessary appointments.
- b. All persons involved in the interview process should be invited to attend the candidate's public presentation and to report their comments to the *Department Chair*.
- c. If possible, *department* members need to have individual interviews with candidates.

they are seeing. In the case of faculty, their department, rank and phone number would help the candidates know whom they are talking to and the phone numbers would provide an opportunity to ask follow up questions.

- e. If possible, the outside faculty group should include at least one woman and one untenured faculty member. To provide an opportunity to talk individually with members of the outside faculty group, a slot could be reserved for the candidate to contact these individuals.
  - f. *Department Chairs* should offer the candidates an opportunity to schedule the following: library, career services, development, teaching a class (in addition to the research presentation).
  - g. Candidates should be provided breaks including one before their presentation.
  - h. Exit interviews can be done by either the *Dean* or the *Department Chair*.
15. Candidates' interviews on campus.
  16. *Department Chair* gathers commentary from faculty, staff, and students. *Division Chair* provides written feedback from *Personnel Committee* to *Department Chair*. After considering outside and inside commentary, *department* discusses and ranks the candidates.
  17. *Department Chair* and *Division Chair* discuss candidate ranking with *Dean*.
  18. *Dean* determines the outcome of the search, notifies *Department* and *Division Chairs*.
  19. Offer made to candidate by the *Dean*.
  20. After a candidate has verbally accepted the position, the *President* sends an appointment letter. A signed and returned appointment letter from the candidate confirms the appointment.
  21. *Department* contacts other interviewed candidates to tell them the outcome of the search. *Administrative assistant* sends letters (or e-mails) to all other applicants notifying them that the position has been filled.
  22. All applicant files (including all electronic files and correspondence) are returned to the *Dean's* office for storage.

\*Following AAUP definitions, the term "contingent faculty" includes both part-time and full-time faculty who are appointed off the tenure track.<sup>1</sup> This may include practitioners or professionals in law, accounting, music performance, or studio art, for example who are hired to teach one or two courses or provide instrumental music, music ensemble, or studio art instruction. It may also include postdoctoral fellows, emeritus faculty, or adjunct faculty appointed off the tenure track. This policy is designed to maintain the quality of student learning and high student engagement both in and out of the classroom, and to offer all faculty opportunities for professional development and participation in faculty governance.

<sup>1</sup>See AAUP Policy Documents and Reports, "Contingent Appointments and the Academic Profession" (2003), <http://www.aaup.org/AAUP/pubsres/policydocs/contents/conting-stmt.htm>

## HIRE INFORMATION - WHAT TO RETAIN WITH SEARCH FILES

1. Copy of the administrative assistant's merge file of all applicants.
2. All applicant files.
  - a. Check sheets for completeness.
  - b. Dated when received.
  - c. All paper work received from applicants or about applicants.
  - d. Samples of materials sent to applicants, if duplicate copies are not in individual files.
3. Documentation of the Departmental decision making process.
  - a. Notes on the selection process. Why applicants made lists, why others did not.
  - b. Short list of applicants, Interview list(s).
  - c. Copies of the interview schedules.
  - d. Notes on the final selection.

The administrative assistants have agreed to bundle all of this information and forward it to the Dean's office for storage. This information will be kept in confidence. The materials in item three will be under lock, to be used only by the department in the case of a complaint. We are required to hold search information for three years, after which time it is destroyed.

## Interviews - What's Illegal to Ask?

Benefits and insurance issues important to you brought to you by the insurance specialists at **Crédor & Abel Insurance.**



Federal and state laws require that questions on the job application, during the interview, and during the testing process be job-related. Employers should not ask about race, gender, religion, marital status, disabilities, ethnic background, country of origin, or age. Illegal interview questions are those that single an individual out for reasons that are contrary to equal employment opportunity and anti-discrimination laws. Some employers ask these questions to intentionally discriminate, and others do innocently because they are unaware of the laws. Technically it is not illegal to ask these questions, but if a question has discriminatory implications, and employment is denied based on the applicant's answer, the employer may have broken the law. The following are examples of "illegal" questions and their "legal" alternatives.

### 1. Subject: Relatives/Marital Status

**Illegal:** What is your marital status? What is the name of your relative/spouse/child? With whom do you reside? Do you live with your parents? How old are your children? Do you plan to have a family? How many kids do you have? What are your child care arrangements?

**Legal:** What are the names of relatives already employed by the company or a competitor? Are you willing to relocate if necessary? Are you willing to travel as needed by the job? (Must be asked of all applicants) Are you willing and able to work overtime as necessary? (Must be asked of all applicants)

### 2. Subject: Residence

**Illegal:** With whom do you reside? Do you rent or own? Do you live in town?

**Legal:** Inquiries about address to the extent needed to facilitate contacting the applicant are O.K. Will you have problems getting to work by 9 a.m.?

### 3. Subject: Pregnancy

**Illegal:** Questions relating to pregnancy and medical history concerning pregnancy are illegal. Do you plan on having more children?

**Legal:** Inquiries to duration of stay on a job or anticipated absences which are made to males and females alike are legal. Do you foresee any long term absences in the future?

### 4. Subject: Physical Health

**Illegal:** Over general questions which would tend to divulge handicaps or health conditions which do not relate reasonably to fitness to perform the job are illegal. Do you have any handicaps or disabilities? What caused your handicap? What is the prognosis of your handicap? Have you ever had any serious illness? Please complete the following medical history. Have you had any recent or past illnesses or operations? What was the date of your last

physical exam? How's your family's health? Have you ever been treated for a mental condition? Are you taking prescribed drugs? Have you ever been treated for drug or alcohol addiction? Have you ever filed a worker's compensation claim?

**Legal:** Can you lift 40 lbs? Do you need any special accommodations to perform the job you've applied for? How many days did you miss from work (or school) in the past year? The questions have to relate to the job. Are you able to perform the essential functions of this job with or without reasonable accommodations?

### 5. Subject: Family

**Illegal:** Questions concerning spouse, or spouse's employment, salary, child care, arrangements, or dependents are illegal. How will your husband feel about the amount of time you will be traveling if you get this job? What kind of child care arrangements have you made?

**Legal:** You may ask whether an applicant can meet specified work schedules or has activities or commitments that may prevent him or her from meeting attendance requirements. Is there any reason why you can't be on the job at 7:30 am? This job requires that you work overtime on occasion. Would you be able and willing to work overtime as necessary?

### 6. Subject: Name

**Illegal:** Any inquiries about an individual's name which would divulge marital status, lineage, ancestry, national origin or descent are illegal. If your name has been legally changed, what was your former name?

**Legal:** Whether an applicant has worked for the company or a competitor under any other name and if so, what name was used is legal. Name under which applicant is known to references if different from present name. i.e. By what name do your references know you? Have you ever been convicted of a crime under another name?

### 7. Subject: Sex

**Illegal:** Any inquiry that relates to sex is illegal. Do you wish to be addressed as Mr., Mrs., Miss, or Ms.? Do you have the capacity to reproduce? What are your plans to have children in the future?

**Legal:** None

### 8. Subject: Photographs

**Illegal:** Requests that an applicant submit a photo at any time prior to hiring is illegal.

**Legal:** Photos may be requested after hiring for identification purposes.

### 9. Subject: Age

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**Illegal:** Any question that tends to identify applicants age 40 or older are illegal. How old are you? When did you graduate from college? What is your birthday? Requests for birth certificate or record.

**Legal:** Are you 18 years of age? If hired, can you furnish proof of age?

#### 10. Subject: Education

**Illegal:** Any question asking specifically the nationality, racial or religious affiliation of a school is illegal.

**Legal:** All questions related to academic, vocational or professional education of an applicant, including the names of the schools attended, degrees/diplomas received, and dates of graduation and courses of study are legal. What is the highest grade you have completed?

#### 11. Subject: Citizenship

**Illegal:** Asking whether an applicant is a citizen or requiring a birth certificate, naturalization or baptismal certificate are illegal. Any inquiry into citizenship that would tend to divulge an applicant's lineage, descent, etc. are illegal. Are you a citizen of the US? Are your parents or spouse citizens of the US? On what dates did you, your parents or your spouse acquire US Citizenship? Are you, your parents or your spouse naturalized or native-born US citizens? What is your native tongue?

**Legal:** Questioning whether applicant is prevented from lawfully being employed in this country because of visa or immigration requirements is illegal. It is legal to ask an applicant to provide proof of citizenship (passport), visa, and alien registration number after hiring. If you are not a US citizen, do you have the legal right to remain permanently in the US? What is your visa status (if no to the previous question.)? Are you able to provide proof of employment eligibility upon hire? Are you authorized to work in the United States? What languages do you read, speak or write fluently? (Ability must be relevant to performance of the job).

#### 12. Subject: National Origin/Ancestry

**Illegal:** What is your nationality? How did you acquire the ability to speak, read or write a foreign language? How did you acquire familiarity with a foreign country? What language is spoken in your home? What is your mother tongue?

**Legal:** What languages do you speak, read or write fluently. This is only legal when the inquiry is based on a job requirement.

#### 13. Subject: Race or Color

**Illegal:** Any question that directly or indirectly relates to a race or color is illegal. What is your race? What is your complexion?

**Legal:** None

#### 14. Subject: Religion

**Illegal:** Any question that directly or indirectly relates to a religion is illegal. What religious holidays do you observe? What is your religious affiliation?

**Legal:** Can you work on Saturdays? (Only if it relevant to the job.)

#### 15. Subject: Organizations

**Illegal:** To what organizations, clubs, societies and lodges do you belong?

**Legal:** To what professional organizations do you belong which you consider relevant to your ability to perform this work? (Exclude those names that indicate the race, religious creed, color, national origin or ancestry of its members. These inquiries must only relate to the applicant's professional qualifications.)

#### 16. Subject: Military

**Illegal:** It is illegal to ask the type or condition of military discharge or an applicant's experience in other than US armed forces. A request for discharge papers is illegal. Were you honorably discharged? In what branch of the Armed Forces did you serve?

**Legal:** Inquiries concerning education, training or work experience in the armed forces of the United States are legal. What type of training or education did you receive in the military?

#### 17. Subject: Height & Weight

**Illegal:** Any inquiries not based on actual job requirements are illegal. How tall are you? How much do you weigh? What color are your eyes/hair?

**Legal:** Inquiries about the ability to perform a certain job are legal. Being of a certain weight or height will not be considered a job requirement unless the employer can show that no employee with the ineligible height and weight could do the work. Are you able to lift a 50 pound weight which is an essential function required by the job?

#### 18. Subject: Arrests & Convictions

**Illegal:** All inquiries relating to arrests are illegal. Have you ever been arrested? (Arrests are not the same as convictions. An innocent person can be arrested.)

**Legal:** Legal inquiries about convictions are: Have you ever been convicted of any crime? If so, when, where and what was the disposition of the case. Have you ever been convicted under criminal law within the past five years (excluding minor traffic violations)? It is permissible to inquire about convictions for acts of dishonesty or breach of trust. These relate to fitness to perform the particular job being applied for.

**SCHEDULE FOR TENURE REVIEWS  
FALL 2012**

**If any of these deadlines cannot be met, you must request permission from the Dean of the College prior to the deadline.**

- April 18:** Group meeting with the Dean of the College, Department Chair, and Division Chairs to discuss tenure review schedule and procedures.
- June 15:** List and credentials of four possible Outside Reviewers to Dean's Office.
- August 30:** Three sets of candidates' materials for the Outside Reviewers due in the Dean's Office.
- August 31:** Materials mailed to outside reviewers with request for reply by October 26. List of 15 students (since last review) for oral and written comments due in Dean's Office.
- September 7:** List of 12 alumni (from the last five years) due in the Dean's Office. Must have current address and e-mail address of alumni.
- September 21:** Colleagues invited to send letters of comment to the Dean's Office (due October 17).
- October 9:** Letters from alumni and students' comments due in Dean's Office. Reminders will be sent prior to this date.
- October 17:** Colleagues' letters of comment due in the Dean's Office.  
Division Chairs' summaries of student interviews due in Dean's Office.  
Faculty member's materials to the Department Chair. The Department Chair will review these materials with the faculty member, asking for clarification, if necessary, and additional information, if needed.
- October 26:** Outside Evaluators' reports due in Dean's Office.
- November 8:** Department's letter of evaluation and recommendation, with all supporting materials, sent to the Dean of the College. All materials submitted by the faculty member are given to the Dean. If the Dean determines that clarification or additional information is necessary, he will consult the Department Chair.
- November 9:** Meeting with faculty and Dean to verify the list of materials in the review dossier and confirmation that all steps in the process have been taken.
- December 14:** President reports to the faculty member the College's decision. Shortly after, the Dean, Dept. Chair, and appropriate Division Chair discuss the results of the review with the faculty member. A memo of this discussion will be placed in the review dossier.

**SCHEDULE FOR SECOND YEAR REVIEW  
FALL 2012**

**If a deadline cannot be met, you must request permission from the Dean of the College prior to the deadline.**

- April 18:** Group meeting of the faculty member, Department Chair, appropriate Division Chair, and Dean of the College to confirm procedures and schedule.
- August 30:** Faculty member's list of 10 students for oral and written comments due in Dean's Office.
- October 15:** Summaries of student comments due in the Dean's Office.
- October 18:** Faculty member's materials to Department Chair. The Chair will review these materials with the faculty member, asking for clarification, if necessary, and additional information, if needed.
- November 7:** Department's letter of evaluation and recommendation, with all supporting materials, sent to the Dean of the College, with a copy of the letter to the Division Chair. All materials submitted by the faculty member are given to the Dean.
- November 8:** Meeting to confirm review materials.
- November** All review materials discussed by the appropriate Division Chair and the Dean. If the Dean determines that clarification or additional information is necessary, he will consult with the Department Chair.
- December 14:** The Dean notifies the faculty member of the President's decision. Shortly after, the Department Chair and the Division Chair will discuss the results of the review with the faculty member. The Division Chair will provide a memo of this meeting for the review dossier.

**SCHEDULE FOR FOURTH YEAR REVIEW  
SPRING 2013**

**If a deadline cannot be met, you must request permission from the Dean of the College prior to the deadline.**

- April 18:** Meeting with faculty member, Department Chair, Division Chairs, and Dean of the College to discuss review schedule and procedures.
- January 15:** Faculty member's list of 15 students for oral and written comments due in Dean's Office.
- February 11:** Colleagues are invited to write individual letters of comment (due in Dean's Office by March 11).
- February 27:** Students' written responses due in the Dean's Office.
- March 11:** Colleagues' letters of comment due in the Dean's Office.
- March 12:** Department and Division Chairs' summaries of the student interviews are due in Dean's Office.
- March 13:** Faculty member's materials to the Department Chair. The Chair will review these materials with the faculty member, asking for clarification, if necessary, and additional information if needed.
- March 28:** Department's letter of evaluation and recommendation, with all supporting materials, sent to the Dean of the College, with a copy of the letter to the Division Chair. All materials submitted by the faculty member are given to the Dean.
- March 29:** Meeting to confirm review materials.
- April** All materials discussed by the Division Chairs and the Dean. If the Dean determines that clarification or additional information is necessary, he will consult the Department Chair.
- May 15:** The Dean notifies the faculty member of the President's decision. Shortly after, the Dean, Department Chair, and the appropriate Division Chair will discuss the results of the review with the faculty member. A memo of this discussion will be placed in the review dossier.

