

## **Target of Opportunity Hiring Program**

For the vast majority of faculty hires, appointments will be made following a national search as described by the Academic Planning Committee (APC). In exceptional cases, however, a candidate may be considered for appointment to the faculty without conducting a national search. Such an appointment would be a Target of Opportunity Hire. Occidental's Target of Opportunity Hiring Program has been developed in the spirit of providing a more aggressive recruitment program as we seek to advance our academic and strategic initiatives. An opportunity hire recognizes the likelihood that demand in the curriculum, program, or department will support the position over time. In order to make progress on our fundamental goal of attracting and retaining a diverse faculty, broadly defined, it is important that we have procedures in place to conduct what is sometimes termed "strategic" or "opportunity" hiring.

This program will be available for offers extended during the 2012-13 academic year, and will be in place through the end of academic year 2014-15, when the program's impact will be reviewed by the APC.

Opportunity hires are made:

- 1) when an individual candidate is identified whose presence as a faculty member in the Occidental community would clearly further the college's mission ("to provide a gifted and diverse group of students with a total educational experience of the highest quality-one that prepares them for leadership in an increasingly complex, interdependent and pluralistic world"),
- 2) when it seems imperative to move rapidly to hire that candidate, and
- 3) when circumstances convincingly suggest that no better candidate could be found through the ordinary search process
- 4) when a curricular demand exists that the candidate could suitably fill.

### **Procedures**

These procedures have been designed to facilitate the hiring, in exceptional cases, of individuals whose potential contribution to the Occidental faculty is identified outside a normal search process.

- 1) After discussing the merits of hiring the candidate, particularly with regard to his/her potential for contributions to teaching, scholarship, and service, and upon determining that there is strong support for the candidate, the department or program submits a written proposal to the Dean of the College (specific guidelines for the proposal are provided below). The proposal must include an assessment of the professional accomplishments and the teaching and scholarly contributions of the candidate. The request also must include the candidate's curriculum vitae, an explanation of how hiring this candidate would advance the strategic initiatives of the College, and a statement of the strength of the department's support of the candidate. The proposal must include the signatures of all department/program members present for the discussion.
- 2) In contrast to regular staffing requests, which are ordinarily submitted to the Dean of the College by the first week of February, the Dean will receive Target of Opportunity hiring proposals at any time. The Dean will solicit advice on a proposal from the APC and the

Affirmative Action Committee. The Dean, APC and the Affirmative Action Committee will act expeditiously in responding to Target of Opportunity proposals.

- 3) The Dean, if he/she authorizes recruiting the candidate, shall constitute a recruitment committee, including the department head, at least two additional members of the department, an Affirmative Action Committee member, and 2 faculty members from other departments. The recruitment committee shall solicit further evidence of the candidate's success as a teacher and as a scholar, and shall invite the candidate for an on-campus visit. The visit shall include two presentations -- a presentation of scholarship and a teaching demonstration -- to which faculty and students shall be invited. During the visit, the candidate shall meet with the recruitment committee, with each member of the department, with faculty from related disciplines and programs, with Associate Deans, with the Dean, and with the President.
- 4) The recruitment committee will solicit and review feedback from the campus community.
- 5) The recruitment committee will make a recommendation to the Dean regarding the appointment of the candidate.

**Proposals to recruit a Target of Opportunity candidate must:**

- 1) demonstrate that the candidate is exceptional in her/his field.
- 2) demonstrate that the candidate's presence on the faculty will likely have an exceptional impact on the strategic goals of the College. These goals may include, but are not limited to, diversifying the faculty
- 3) demonstrate that the candidate's presence on the faculty will meet existing curricular demands.

**Proposal guidelines:**

Please adhere as closely as possible to the format of this application. Please post date of proposal submission, name of department(s)/program(s) making the proposal with name of chair, and email address(es) at the top of page 1 of your application.

**I. Description of Proposed Candidate and Position**

- Describe the subject area of the proposed position.
- Describe the candidate's research interests and teaching experience, and indicate the targeted faculty rank (Assistant, Associate, or Full/Tenure Track or Tenured) and justify this choice within the context of the needs of the department.
- Would the proposed position replace any faculty members already teaching in the department (e.g., one or more non-tenure track faculty, faculty entering phased retirement, faculty leaving Oxy, etc.)? If so, which faculty?
- Tell us how the proposed position supports priorities of the College's Strategic Plan.
- Describe how the candidate would meet existing demand in the department, division, and/or the college.
- Specify the resources—additions to the library collection, equipment, hardware/software, facilities, risk management issues, etc.—that this hire would require *at the time of their hire*,

as well as the *upkeep required over time* to sustain their teaching/research agenda. Also specify a range of what you believe would be the amount needed for the new hire's start-up package.

- Review the Department Profiles report and explain to us how the data provide further justification for your proposal, defining the strength of your arguments relative to other departments. (For help accessing the Departmental Profiles, contact Institutional Research.)
- Is this candidate's position related to your most recent department program review? If so, how? Please attach your most recent self-study and external review report.
- Where will the successful candidate's office be located?
- Describe the departmental deliberation process by which the need for this candidate was determined.
- Describe the process that brought this candidate to your attention.

## **II. Diversity (250 words or fewer)**

- Characterize your departmental conversations about how the proposed candidate is linked to a longer-term strategy for departmental and curricular diversity, and the search strategies and processes you have used to target diversity candidates (beyond the conventional job postings and colleague networking).
- Include information on under-represented groups specific to your discipline at the Ph.D. and above (recent Ph.D. and faculty by rank).

## **III. Pedagogical impact (200 words or fewer)**

- Should your application for the proposed position be approved, explain how this would enhance your department's ability to work with students (with regard to teaching, mentoring, advising, summer research, majors/minors, etc.).

## **IV. Final Remarks**

- Is there any additional departmental, institutional, intellectual rationale (not covered in the questions above) that you want to offer as justification for this position?

### **Criteria for evaluating Target of Opportunity candidates must include:**

- 1) an assessment of the likelihood that the individual will make a significant contribution to the department/program and the College, and
- 2) an assessment of the likelihood of the individual's success in the department or program through teaching, scholarship, and service.

### **Assessment**

The Target of Opportunity Hiring Program will be monitored annually by the APC and the Affirmative Action Committee.