

BOWDOIN COLLEGE

SENIOR VICE PRESIDENT AND DEAN FOR ACADEMIC AFFAIRS

Target of Opportunity Hiring Procedures 2021-2022

Updated November 29, 2021

Advancing our commitment to diversity, equity and inclusion, including continuing our efforts to increase diversity among the faculty, is an essential component of realizing Bowdoin's mission. The purpose of this memo is to highlight our Target-of- Opportunity (also known as Special Opportunity) Hiring Policy and Procedures. A Target-of- Opportunity position is a tenure-track faculty position at any level that can be filled without a national search by a person who fulfills certain criteria. Bowdoin's criteria establish that the hire will help the College fulfill its mission of promoting a more diverse and inclusive campus community, enhance the curriculum of the College, and recruit a candidate of quality commensurate with that of top candidates from national searches. This process allows speed and flexibility in securing extraordinary candidates. It also creates a mechanism for identifying and recruiting individual scholars who might not apply for a position as well as effectively competing with other institutions for outstanding candidates.

Procedures

1. Identification

A potential target-of-opportunity candidate may come to the attention of the College in a variety of ways, including faculty searches, postdoctoral fellowships, visiting faculty positions, and professional networks. Any faculty member may identify a potential target-of-opportunity candidate. However, the department or program should refrain from discussing the possibility with the individual until the nomination has been approved by the Dean.

2. Nomination

After an individual has been identified and endorsed as a nominee by one or more departments/programs, a nomination proposal is submitted to the Dean for Academic Affairs, normally by a department chair or program director. The nomination should be in the form of a written proposal to the Dean, addressing the following:

- **Potential**

The nomination proposal should make a case for the exceptional potential of the candidate to enhance the community as a teacher and scholar, the curricular needs the candidate would fill, and the ways in which the candidate would contribute to the College's commitment to diversity and inclusion.

- **Source**

Describe how the candidate came to the department/program's attention (through outreach efforts, a prior search, other contact).

- **Rationale**
The rationale for nominating a particular individual should include their potential for contributing to the College's commitment to diversity and inclusion, as well as their ability to introduce a new subfield, enhance offerings in an established subfield, or meet existing or anticipated curricular needs.
- **Field or Subfield**
Describe how the individual's area of expertise would benefit the College and/or the department/program.
- **College-wide Curricular Needs**
As appropriate, comment on the potential contributions this candidate could make to the college-wide curriculum, such as distribution requirements or interdisciplinary offerings.
- **Enrollment and Workload Pressures**
Note that a target-of-opportunity hire is not solely dependent on enrollment pressures. However, as appropriate, share and explain any relevant trends in departmental or program course enrollments and in the numbers of majors and minors.
- **Departmental Vision for Promoting Diversity and Inclusion**
Describe the department/program's ongoing efforts in relation to recruiting diverse job candidates, developing a more inclusive curriculum, and/or meeting the needs of an increasingly diverse student body.
- **Mentoring and Retention Plan**
The nomination proposal should include a comprehensive plan that incorporates strategies for effective mentoring and retention of the person who would be hired through this process.

3. Evaluation

The Dean for Academic Affairs evaluates the nomination proposal in a timely manner, ensuring that it meets the criteria for target-of-opportunity hires, that it makes a compelling case for the excellence of the individual as a scholar and teacher, and that it outlines the anticipated curricular contributions to the department/program and college. As stated above, the main criteria for a target-of-opportunity hire are that it will help the College fulfill its mission of promoting a more diverse and inclusive campus community, enhance the curriculum of the College, and recruit a candidate of quality commensurate with that of top candidates from national searches.

The Dean may consult with CAPT, CEP, the Committee for Faculty Diversity and Inclusion, the associate deans, and/or members of the department on aspects of the proposal. The Dean will consult with the President and then respond with either a) approval to proceed with the recruitment phase or b) an explanation for why the proposal is not approved.

4. Recruitment

With approval from the Dean, the department chair/program director contacts the candidate to determine their level of interest in being considered for such a position at Bowdoin. Confidentiality and discretion should be maintained, appropriate to the candidate's professional situation.

If the individual is interested in being considered, the department chair/program director will request that they submit a dossier, to include:

- A curriculum vitae and letter of interest/application which, in addition to discussing the candidate's accomplishments in teaching and scholarship, specifically addresses the following topics:
 - Examples of the candidate's prior contributions to diversity and inclusion efforts;
 - The candidate's commitment to mentoring students, including students from groups historically excluded in their field;
 - How the candidate envisions their academic research contributing to the College's mission of promoting a more diverse and inclusive campus community; and
 - What ideas, if any, the candidate has for supporting the education of students of diverse backgrounds.
- Three letters of recommendation
- Departments/programs or the Dean may also request additional elements for the dossier (i.e., a statement of teaching philosophy, student evaluations, writing sample, research statement, performance piece and/or descriptions of proposed courses).

An appropriate timeline will be developed and a standard tenure-track campus visit will be scheduled in coordination with the Dean's and President's offices.

Following the campus visit, feedback from all participants including a recommendation from the department or program will be gathered. Based on this feedback, the Dean and President will determine whether or not an offer of appointment should be made to the candidate.

5. *Appointment*

If all prior steps are completed and result in a positive decision, the Dean will contact the candidate and offer an appointment to the faculty. If the appointment is made at the rank of Assistant Professor, it will include a timeline for a future tenure review. If the appointment is made at the rank of Associate Professor or Professor, it will be conditional upon a tenure review to be conducted as soon as possible, following the usual steps for tenure reviews including review and recommendation by a departmental review committee, CAPT, the Dean and the President, and approval by the Trustees.

With positions funded through the target-of-opportunity hiring process, when/if the position is vacated, it may be subject to a review that affirms the principles outlined in the Target-of-Opportunity Hiring Policy.