











## 6. University Diversity Monitoring

**Maura Ryan**, Vice President and Associate Provost for faculty affairs, oversees university efforts at hiring for diversity.

The University has implemented a diversity search process for all tenured and tenure-track faculty hires. This process monitors and encourages sufficient representation of underrepresented minorities and women at two specific stages of the search process: the closing date for applications, when a full applicant pool is identified, and the “shortlists” from which final, on-campus candidates are chosen. Each full applicant pool and each shortlist will be compared to the percentages of minorities and women in the same department at peer institutions, the AAU benchmark. Where a full applicant pool does not meet this benchmark, the search committee will be encouraged to work with the OIE to take action to expand recruitment efforts. Where a shortlist does not meet this benchmark, the search committee is expected to work with the OIE to expand the search or supplement the existing shortlist so that it becomes sufficiently representative. Committees proceeding without sufficiently representative shortlists must provide an explanation to the department chair and their dean. At this time, this process does not apply to targeted hires, teaching, clinical, advising, research, library faculty or professor of the practice hires, or spousal hires. Implementation of the new process began on August 22, 2019.

For more information, see <https://provost.nd.edu/administrative-resources/diversity-search-process/>

An overview of this process:

- The Office of Institutional Equity (OIE) will review the overall applicant pool (in Interfolio) for each search in the College. If the pool is deemed to be insufficiently diverse based on demographics of the field, OIE will advise the search committee on strategies for increasing the diversity of the pool.
- Departments will then submit the long-shortlist for each open tenured/tenure-track position for review by the Vice President and Associate Provost for Faculty Affairs. Each long-shortlist will be compared to the percentages of minorities and women in the same department at peer institutions.
- If the diversity of the long-shortlist does not resemble the diversity of peer departments, the Vice President and Associate Provost for Faculty Affairs will either request that the search committee add candidates and resubmit the list, in coordination with the College or Department diversity coordinator, or recommend candidates from the pool to supplement the list if necessary.
- The College recommends taking care to ensure the long short-list is sufficiently diverse, as defined by peer norms, to avoid having to add names or resubmit the list, which will add time to the process and could delay issuing invitations for campus visits.

Key steps for search committees are:

1. Post the position as usual.
2. Use Interfolio to collect applications. A close date is strongly encouraged; at a minimum, a specified date for the review of applications is required.
3. Submit the Provost position form at: <https://facultypositions.nd.edu/submit-a-job/>

4. On the close date or the date specified for review of applications, contact the OIE.
5. Within 2-3 days the OIE compares the applicant pool to the AAU benchmark and informs the Search Committee Chair whether the applicant pool is sufficiently representative.
6. If the applicant pool is not sufficiently representative, the committee decides whether to work with the OIE to expand the search.
7. Search Committee selects the candidates for the “shortlist,” designates those applicants in Interfolio, and notifies the OIE. The search committee applies a disposition code to those not selected in the shortlist.
8. Within 2-3 days, the OIE compares the shortlist to the AAU benchmark and informs the Search Committee Chair whether the shortlist is sufficiently representative.
9. If the shortlist is not sufficiently representative, the committee may choose to work with the OIE to expand the search or supplement the shortlist.
10. If the search proceeds without a sufficiently representative shortlist, the Search Committee Chair provides an explanation on the search process form, which is forwarded to the Department Chair, Dean and the OIE.

The Dean’s Office also holds departments to a high standard of accountability for diversity and mission hiring in approving final candidates for campus visits. If the final list of three candidates to be brought to campus does not include a woman, a member of an under-represented group, or a Catholic, a detailed statement explaining why the list of finalists does not include a member of one of these groups must be included. The College reserves the right to reopen or to cancel a search before campus interviews if the pool is unjustifiably narrow.

## **7. Reviewing, Sifting, and Selecting Candidates**

Once the deadline for applications has passed, the search committee turns to the work of reviewing, sifting, and selecting candidates for initial interviews, which may be conducted at disciplinary conferences or remotely by Skype or Zoom.

Recommended practices for ensuring a fair review of the applicant pool include the following:

1. **Implicit Bias Training.** The Office of Institutional Equity (OIE) offers workshops on implicit bias during the academic year, which search committees may consider attending. Some departments require that search committees attend such training, or request the OIE to meet with the committee and discuss issues surrounding implicit bias. In addition, committees may find it useful to take one of the several implicit bias tests available online, for instance the Harvard Implicit Bias Test ([link](#)) or the UCLA Implicit Bias Test ([link](#)).
2. **Rubrics or Templates.** One of the most effective ways to conduct an inclusive and fair search is to create consistent, well-documented criteria for evaluation. The search committee should agree on these criteria well in advance of the start of the search; ideally, they should be formulated at the same time that the advertisement is drafted. The search committee may develop a rubric, template, worksheet or form that articulates these criteria. A committee may decide – or a department may require – that each member of the committee should fill out such a form for each candidate under review. While using templates may add to the workload of the committee at this stage of the process, research shows that they are highly effective in keeping search committees mindful of their original intentions and criteria for a search, and in ensuring fair and consistent evaluations.

3. Conditions for Reading. Committees may decide, or departments may require, that they will read applications blind (with identifying information stripped or obscured), or to read work blind. Committee members should read all parts of every application, and at the time of departmental deliberations, all faculty who take part in discussions should engage with the entire file of a candidate, not just the job talk or cover letter. Departments may, as part of their Organizational Plan, specify criteria for voting on job candidates (such as: voting members must have attended job talks, or read work, or similar).
4. Points and terms to avoid in deliberations. Search committees, and all faculty at the time of departmental discussions, should avoid relying on vague criteria like “fit” or concentrating on the affect or demeanor of candidates. Departments should not consider personal details received from colleagues nor public knowledge about a candidate’s private life (e.g. marital status or sexual orientation). Nontraditional career paths should not be considered disqualifying.

## 8. Interviews: Logistics and Legal Requirements

When planning preliminary interviews, it is best to organize all interviews on the same format: all at the national conference, or all via Skype or Zoom, where possible. All committee members should attend each interview, and a consistent set of questions should be asked of all candidates.

If a candidate is already on campus (as a student or postdoc, e.g.) or already resident in South Bend, they should still be offered an interview in the same format as others on the shortlist.

It is a good idea to supply interview candidates with information about the university and department, and any special programs or initiatives relevant to their interests, as well as the university’s mission statement, in advance of the interview.

Candidates should also be told, in advance of their interview, that the committee will ask about their interest in the University’s Catholic mission (the “Catholic Question”) and, if applicable, about their interest in and commitment to diversity and inclusion.

Catholic Question: in both preliminary and on-campus interviews, candidates should be asked the so-called “Catholic Question” in a consistent way, and at each interview. There is no formula for this question: different committees will find their own way to inquire into the candidate’s commitment to, interest in, and potential contributions to the University’s distinctive Catholic mission.

Interview questions that can be helping in gauging a potential candidate’s potential contribution to the university’s Catholic mission include:

- How might being at a Catholic university animate your teaching and research?
- Notre Dame is at one and the same time a residential liberal arts college, a dynamic research university, and a Catholic institution of international standing. We have discussed your teaching and research. What contribution might you be able to make to the Catholic mission of the University, broadly defined?
- What attracts you about Notre Dame’s distinctive identity?
- In what way would you view being at a Catholic university as an asset? What contributions could you bring to the University’s distinctive mission?



Diversity Question: in both preliminary and on-campus interviews, committees may want to ask a parallel question regarding the candidate's interest in and commitment to the principles of diversity and inclusion. Questions on this topic might include:

- How have you engaged with questions of diversity in your teaching and/or research?
- How does your teaching and/or research promote diversity within your field or within higher education more generally?
- What strategies have you developed for teaching in a culturally responsive way?
- What contributions would you hope to make to diversity and inclusion in this department and at this university?

Impermissible Questions. The Office of Human Resources maintains a list of questions, and types of questions, that may not be asked of job candidates *including faculty candidates*. Consult this list here: <https://hr.nd.edu/nd-faculty-staff/toolkits/hiring-manager-toolkit/#PCI>

In general, candidates should not be asked about their age, religion (or lack thereof), nationality, ethnicity, sexual orientation, health, disability status, marital status, or whether they are pregnant, have children, or plan to have children. Below, some examples (by no means exhaustive) of questions that ought not to be asked during interviews or at any point in the search process including by email, over meals, or in transporting or escorting candidates around campus or town.

- What kind of a name is that?
- Where are you from originally, or where is your family from?
- How old are your kids?
- What's your spouse's name?
- Will your spouse come with you?
- Do you have plans to have children?
- Are you pregnant?
- When are you due?
- Do you have a disability?
- What is your condition?
- How is your family's health?
- Have you ever been unable to cope with work related stress?

## **9. Bringing candidates to campus**

All campus visits must be approved by the appropriate divisional Associate Dean. The department chair should send a memo to the divisional Associate Dean with:

- a brief description of the position
- the time-frame for the proposed visits
- a description of the process used to develop the applicant pool
- a detailed description of the pool
- a paragraph on each of the proposed finalists and/or their c.v.s
- a paragraph providing an assessment on the success or failure to identify viable candidates to promote diversity and mission
- any other relevant information.

Departments are responsible for arranging campus visits, once approved, including interviews with relevant administrators. Each interviewing office must be provided with the following documents, at least 24 hours in advance of the interviews:

### **DEAN'S OFFICE INTERVIEW CHECKLIST FOR T-TT FACULTY CANDIDATES**

Departments are responsible for arranging campus interviews for T-TT candidates. No later than 24 hours prior to the scheduled interview with the appropriate Dean, the following seven items in a folder must be forwarded to the Dean's Office for all interviewees being routed to the Dean's office:

- The candidate's campus/interview itinerary
- Most recent CV
- Letter of application, if available
- Copy of the job advertisement
- An abstract of the candidate's dissertation, if available
- A brief narrative by the chair describing the rationale or support of this candidate
- A label on the folder which includes:
  - Name of Candidate
  - Department
  - Rank
  - Date and Time of interview

Please check that all items are included in the candidate's folder that is forwarded to the Dean's Office. If subsequent changes are made to the candidate's itinerary after the folder is forwarded to the Dean's Office, a revised itinerary must be sent as an attachment to the appropriate dean's administrative assistant. Interview cancellations must be communicated as soon as possible via an e-mail or phone call to the appropriate dean's administrative assistant.

Departments and programs should arrange interviews for junior candidate with the divisional associate dean to whom the department or program reports. If the candidate is to be considered for a tenured appointment, please schedule an interview with the Dean.

If the candidate is a woman, make sure that she meets other women during her visit. Some candidates in the past have remarked that all of their interviews involved only male administrators, giving them the false impression that women do not hold positions in upper administration at Notre Dame.

If the candidate is a member of an underrepresented group, make sure that he or she has the opportunity to meet and interview with underrepresented faculty, staff, students, and/or the Office of Institutional Equity (OIE).

Make sure that all candidates are given sufficient information about the on-campus interview process, schedule, and expectations in advance of their visit. This includes information on the number and type of interviews they will have, the format and expectations for the job talk, the kinds of questions they may expect in interviews, whether teaching presentations or sample classes will be required, and how they should expect to get to and from the airport or station, if applicable.

Avoid bringing in candidates for on-campus interviews during the days in which PAC meetings are in session and many faculty and administrators are not available: February 20 and 21 and March 20.

#### **Administrative interviews:**

- Associate or Full Professor Level:  
30 minutes with the Dean, scheduled through the Dean's Assistant.  
30 minutes with the Director of ISLA.
- Assistant Professor Candidates:  
30 minutes with the divisional Associate Dean or, if unavailable, with another Associate Dean.  
30 minutes with the Director of ISLA.
- Teaching Faculty, Advising Faculty, Professor of the Practice Candidates:  
30 minutes with the divisional associate dean or, if unavailable, with another Associate Dean.
- Visiting positions: consult with the divisional Associate Dean.

Because meetings may not take the entire time, ensure that your candidates can find their next appointment.

Provide opportunities for the candidate to interact with students and faculty in the department and with strong scholars from beyond the department.

All candidates should be reviewed with regard to their teaching potential. Submission of student reports on teaching should be routine at the finalist stage. During campus visits, candidates should meet with graduate and undergraduate students. They should also be asked to take over a class session in disciplines where this is practical and advisable. Where this is not the case, the question-and-answer period after a talk should be viewed as a partial window onto teaching ability. Chairpersons and CAP committees should make clear in the packet their understanding of the candidate's teaching potential.

### **10. Negotiating with the Candidate and Offer Letters**

When the chairperson and departmental CA have settled on a candidate, the chairperson should discuss the recommendation with the appropriate Associate Dean. The chairperson and the designated dean, working in consultation with the Dean, will work out the terms of the offer including salary, research support, and any other provisions. For spousal hires and dual career support, see below. Chairpersons do not send official offer letters. All offers must first be approved by the Provost and approved offer letters are sent under the Dean's signature. If you are sending terms to a prospective hire in a letter or e-mail, the following language must be included:

Assuming our recommendation is approved by the President and Provost of the University, you will receive an offer letter from the Dean of the College offering you this position with a beginning salary of \$XXXX, and any other items, i.e., research and professional development fund, teaching schedule, moving, etc.

All offers to faculty at other institutions **must be made prior to May 1** according to recommended national guidelines. Any offer extended after that date requires the negotiation of a release by the dean of the college where the candidate is employed. The appropriate associate dean handles such negotiations.

The hiring process, as well as the search process, is done through Interfolio. A checklist of the necessary documents for processing a hire can be found on the Provost's website [here](#). Select *Search Support Materials* and then download *Required Documents for Appointment Packets*.

Documents in the hire packet for a regular hire include:

**Cover letter:** From chair to dean addressing

- candidate's credentials as a teacher;
- candidate's credentials as a researcher;
- candidate's promise as an academic citizen;
- candidate's potential contribution to the unique mission of Notre Dame
- funding source

**CA minutes:** The minutes should include the membership of the committee, an accurate and thorough record of the discussion, and a record of any vote. They should be signed and dated by all members of the committee. The minutes should not include references to any other cases pending before the department.

**Candidate's c.v.**

### **Pay schedules**

There is a difference between the **contract period** (9 months tenure track and tenured faculty) and the **pay schedule**. All new regular hires will have a twelve-month pay schedule that runs July 1 through June 30. This means that some faculty will receive their first paycheck prior to the beginning date of their contract. This is **not true for non-regular faculty** who are paid over either 5 months (Aug.-Dec or Jan.-May) if a semester hire only or 10 months if an academic year hire (Aug-May).

### **Offer letter: teaching language**

If the offer does not include a course release, the teaching language should read:

Typically, you will have a X:X teaching schedule. All teaching schedules are subject to change based on performance and at the discretion of the Dean of the College.

If the offer includes a course release, the teaching language should read:

Typically, you will have a X:X teaching schedule. During year XXXX and/or XXXX you will have one course reduction; at no time can you reduce to a zero teaching schedule. All teaching schedules are subject to change based on performance and at the discretion of the Dean of the College.

### **Offer letter: research and professional development fund language**

You will receive a research and professional development fund in the amount of \$XXXXXX. These funds are reviewed annually and additional funds are added according to the availability of funds and evaluation of your scholarship and/or professional activity. Please note: all expenditures made from a faculty research and professional development account must comply with all applicable University policies and procedures. All items/assets purchased or reimbursed with the account remain the property of the University.

### **Visa Expenses**

There are costs associated with hiring faculty from abroad. **Deborah Gabaree**, Assistant General Counsel, provides faculty with legal assistance in the procurement of H-1B Visas and J-1 Visas. The following link provides procedural information as well as FAQ's to help you navigate the process for international visitors, please click [here](#).

### **Moving Expenses**

#### **A) Full, Endowed, and All Foreign Moves\***

You may include the following language in an offer letter to a full or endowed professor or a new faculty member coming from abroad:

The University will pay all reasonable moving/relocation expenses as defined by Notre Dame Policies. Taxable moving expenses include all items found [here](#). For your convenience, you may arrange to have one of the preferred moving vendors directly bill the University. Otherwise, reasonable expenses will be reimbursed upon submission of receipts and filing of an expense report. The University has three preferred moving vendors: Wiltfong/United Van Lines, Wheaton/Crown Moving & Storage, and Stevens Worldwide Van Lines. The use of one of our preferred vendors is optional but offered as a convenience. If you have any questions, please contact T.D. Ball (ball.24@nd.edu), Staff Accountant or Michelle LaCourt (mlacourt@nd.edu), Sr. Director of Finance and Administration and they will be happy to address any questions associated with your move. Please note: All moving and relocation expense reimbursements, whether paid directly to an individual employee or paid indirectly on the employee's behalf to a third-party vendor, will be considered taxable income to the employee and will be reported as income.

\*Foreign Moves are moves from outside the 50 states of the USA. Regular faculty of all ranks: (assistant, associate, full, and endowed, whether T/TT, CTAPF, or Research) who are moving here from outside the USA are eligible to have all reasonable expenses covered.

#### **B) Assistant and Associate T/TT and all CTAPF and RF (unless Foreign):**

Effective January 1, 2018, new assistant or associate faculty (T&TT, SPF & Research) will receive up to 1/9th of their initial annual salary with a maximum of no more than \$12,000. When their 1/9th is under \$12,000, the language should read as follows:

The University will pay up to 1/9th of your initial salary for reasonable moving/relocation expenses as defined by Notre Dame Policies. Taxable moving expenses include all items found [here](#). The University has three preferred moving vendors: Wiltfong/United Van Lines, Wheaton/Crown Moving & Storage, and Stevens Worldwide Van Lines. The use of one of our preferred vendors is optional but offered as a

convenience. You will be reimbursed upon submission of receipts and filing of an expense report. If you have any questions, please contact T.D. Ball (ball.24@nd.edu), Staff Accountant or Michelle LaCourt (mlacourt@nd.edu), Sr. Director of Finance and Administration and they will be happy to address any questions associated with your move. Please note: All moving and relocation expense reimbursements, whether paid directly to an individual employee or paid indirectly on the employee's behalf to a third-party vendor, will be considered taxable income to the employee and will be reported as income.

If their 1/9th exceeds \$12,000, the language should read as follows:

The University will pay up to \$12,000 for reasonable moving/relocation expenses as defined by Notre Dame Policies. Taxable moving expenses include all items found here. The University has three preferred moving vendors: Wiltfong/United Van Lines, Wheaton/Crown Moving & Storage, and Stevens Worldwide Van Lines. The use of one of our preferred vendors is optional but offered as a convenience. You will be reimbursed upon submission of receipts and filing of an expense report. If you have any questions, please contact T.D. Ball (ball.24@nd.edu), Staff Accountant or Michelle LaCourt (mlacourt@nd.edu), Sr. Director of Finance and Administration and they will be happy to address any questions associated with your move. Please note: All moving and relocation expense reimbursements, whether paid directly to an individual employee or paid indirectly on the employee's behalf to a third-party vendor, will be considered taxable income to the employee and will be reported as income.

House hunting trips and associated costs are not considered reasonable moving expenses. See IRS Publication 521 Moving Expenses for additional details.

Visiting faculty are not eligible for moving expenses.

Notre Dame's preferred vendors are:

Wiltfong Moving & Storage, Inc.  
United Van Lines  
2612 N. Home St.  
Mishawaka, IN 46545  
Contact: Jerry Pelletier  
Phone: 574-259-8554

Crown Moving & Storage  
Wheaton Van Lines  
8040 Castleton Rd.  
Indianapolis, IN 46250  
Contact: Phil Beanblossom  
US Toll-Free: 800-248-7960

Michiana North American  
903 S. Main St.  
South Bend, IN 46601  
Contact: Ed Sikora  
Phone: 574-288-1229

## 11. Teaching Professor and Professor of the Practice Titles (as of January 1, 2020)

Per the Academic Articles effective January 1, 2020:

### **Article IV/Section 1/Subsection (a)(3) Teaching Faculty**

Teaching faculty are engaged primarily in teaching activities and academic program support. Teaching faculty hold appointments in academic units of the University and have the ranks of Teaching Professor, Associate Teaching Professor, and Assistant Teaching Professor.

### **Article IV/Section 1/Subsection (a)(4) Professors of the Practice**

Professors of the Practice are engaged primarily in teaching and research and/or other creative work. The designation of Professor of the Practice may be based primarily upon significant professional experience and achievement rather than academic achievement. Professors of the Practice hold appointments in academic units of the University and have the ranks of Professor of the Practice, Associate Professor of the Practice, and Assistant Professor of the Practice.

*In addition*, the Office of the Provost requires that professors of the practice, when applying for promotion, should have their research or creative work evaluated by three external experts from whom letters will be solicited. The Provost's Office further advises that the title is appropriate for faculty whose research forms a "significant" portion of their contractual duties.

Given these parameters, in the College of Arts and Letters, the title of **teaching professor** will be appropriate for most faculty hires. Faculty whose duties consist primarily of teaching and/or supporting academic programs as, for instance, program directors or directors of undergraduate studies, should be appointed as teaching professors.

Faculty may be appointed **professors of the practice** if they do not possess an advanced degree, and/or if they:

- a) have been hired in part because their research, professional experience, or creative practice brings essential expertise or benefit to the unit that hires them;
- b) have at least 20% of their contract devoted to research or creative practice, per their offer letter; and
- c) understand that their research or creative practice will be evaluated annually at the time of salary review; are willing to have their research or creative practice will be evaluated by external reviewers during promotion reviews; and understand that promotion will depend in part upon that external review.

These stipulations do not automatically qualify a new hire for the title professor of the practice. All appointments with the title professor of the practice must be approved by the dean.

## **12. Special Hires**

### **Instructor Appointments**

A candidate who has not yet been awarded the PhD may be appointed to a tenure-track line as an Instructor. The appointment is for one year with the assumption that the candidate will complete the degree by the end of the year. It is possible to retain someone for a second year, but the faculty member is ineligible for a salary increase. If the instructor receives his or her Ph.D. by the end of the summer after the first year, the appointment should be changed at the start of the second year to assistant professor, with an appropriate adjustment in the salary. If the instructor is awarded the degree before the end of the second year, the rank and salary should be adjusted at the beginning of the third year. In this case, the salary will be calculated as if the faculty member had received a standard pay raise for the second year. If the instructor has not been awarded the degree by the end of the second year, the department will undertake an open search to fill that faculty line. The instructor is eligible to apply.

### **Moreau Postdoctoral Fellows**

<https://postdocs.nd.edu/moreau-postdoctoral-scholars/>

The Moreau Faculty Development Program seeks to increase the number of scholars who will contribute to the intellectual vibrancy, cultural competency, and research excellence of The University of Notre Dame. Promising candidates in any discipline who meet one or more of the following criteria are eligible to apply:

- Scholars whose research focuses on Gender, First Nations/Native American, African/Africana/African-American, Asian/Asian American, Ethnic, Latino/a or Latin American Studies;
- Scholars whose experience, teaching and/or research promise to enhance cultural competency and diversity within the American educational landscape or who are interested in exploring the implications of such work for liberal education in the Catholic tradition;
- Scholars with a track record of involvement in initiatives aimed at promoting diversity in higher education through teaching or research;
- Scholars in any discipline from one of the populations underrepresented historically in American higher education (e.g., Women, Native American, African American, Asian American, or Latino/a).

Potential fellows may apply to the program directly, or departments may nominate candidates they have identified as potential fellows. To nominate a candidate, department chairs should contact the appropriate divisional associate dean.

### **Target-of-Opportunity Hires**

A department may identify a candidate who merits special consideration as a “target of opportunity” hire, because of the extraordinary quality of his or her research, because he or she may add to the diversity of the College, or because of contribution he or she may make to the Catholic character of Notre Dame.

If a department identifies a candidate who meets one (ideally more than one) of these criteria, the department may have a good case for a target-of-opportunity hire. Barring budget constraints, the College will consider covering the salary of a new faculty member with bridge funding until the



department has a departure or retirement. In this way, target-of-opportunity hires need not compete with other new initiatives. If a department has identified a target-of-opportunity hire but anticipates no retirements or departures in the coming years, options should be explored with the appropriate divisional associate dean. Pre-hires depend on the availability of resources and on the quality of the proposed pre-hire.

### **Presence Provision**

The statutes of the University require consideration of qualified Holy Cross. Appointment of qualified members of the Congregation of Holy Cross to positions at the University should be considered as action consistent with, and in furtherance of, Notre Dame's mission and identity as a Catholic university, one that has a unique and continuing relationship to the Indiana Province of the Congregation of Holy Cross. The "presence provision" refers to the important presence of the Holy Cross in fostering Notre Dame's distinctive mission. For information and advice on hiring CSC as faculty, consult the appropriate divisional associate dean.

### **Spousal Hires**

Search committees, committees on appointments, and chairpersons may not ask a candidate about his or her marital status. However, if a candidate raises a concern about employment for a spouse, it is important to communicate that concern to the Dean's office as early in the process as possible. Spousal hires are handled on a case-by-case basis. If a spouse has the potential to be successful on the tenure-track, we will explore whether creating a line is feasible. Add-on positions have become increasingly difficult, partly because of budgetary restrictions and competing demands and partly because of restrictions on the addition of new lines. Any add-on positions will be pre-hires for retirements or departures. For academic spouses who may not be appropriate candidates for the tenure track, we will make every effort to find other opportunities.

### **Dual Career Assistance**

The Dual Career Assistance Program is jointly run by the Office of the Provost and Office of Human Resources (<https://hr.nd.edu/employment-opportunities/dualcareer/>) and provides pre-offer consultation services during the interview process; and job search assistance, resume, CV, and cover letter critiques, etc., for a spouse after a candidate has accepted an offer. Referrals can be made by a chairperson, a member of the Dean's Office, or a member of the Provost's Office. Contact information is: 631-1858 or [Sara.J.Ermeti.4@nd.edu](mailto:Sara.J.Ermeti.4@nd.edu).