

Chapter 2—FACULTY

2.1 PERSONNEL

The basic function of a university is to acquire knowledge, add to it, and pass it on for the benefit of society. At Oral Roberts University this function is performed by a community of Christian scholars who are free to exercise their best judgment in a Christian context for the planning and execution of their professional responsibilities.

2.1.1 Faculty Appointments

Oral Roberts University is committed to appointing faculty members who maintain the academic integrity of the University, who support and promote the University's mission and vision, and who are committed Christians seeking to grow in their own walks with God. The Board of Trustees appoints faculty members who confess Jesus Christ as Lord and Savior, who are competent educators, and who are willing to be part of a healing ministry founded upon the fullness of the Holy Spirit. As educators, faculty members demonstrate a high level of expertise in their disciplines and communicate it skillfully to students.

As Spirit-filled Christians, faculty members demonstrate or develop a lifestyle founded upon the Word of God; seek a personal communication with God through the prayer language (praying in the Spirit) in a manner described in 1 Corinthians 14:14-15; and pursue a personal wholeness and harmony of mind, body, and spirit, as exemplified by Jesus Christ of Nazareth. The faculty member who has not released his or her prayer language must affirm an openness to this experience.

Appointments to the University are of two types: regular (full-time) and adjunct (part-time and seasonal). All faculty members are assigned rank according to training, experience, professional competence, and the position being filled. The ranks of appointment for faculty members are described in the section titled “[Faculty Ranks](#)” of this handbook. Meeting the necessary degree and experience requirements for a particular rank does not assure one of that rank.

2.1.1.1 ORU's Commitment to Professional Development and Diversity

Among the most important factors in recruiting is presenting Oral Roberts University as a good place to work. ORU offers opportunities for culturally diverse employees and provides means for faculty development, and some potential candidates may be more likely to select the University if they realize these multiple opportunities. Applicants should be made aware of ORU's opportunities for continuing educational enhancement and for professional development and promotion.

A key priority for ORU is to enhance the diversity of the community. To fulfill the educational mission, as well as to ensure meeting the educational needs of ORU's constituencies, Oral Roberts University must persist in its efforts to diversify its community and its curriculum. The University does not seek to achieve quotas, but every faculty search should seek ways to find diversity among highly qualified candidates. Although ORU is a meritocracy, it seeks to increase the number of women and minorities in its pool of prospective candidates for faculty appointments. A faculty search committee should not recommend anyone just because of her or his demographic characteristics, but because the individual is immanently qualified for the position. Broadening the base of qualified candidates considered will, over time, increase diversity among the faculty, especially in tenure-track positions. Consequently, a national search is used to fill most tenure-track positions.

2.1.1.2 Faculty Position Procedures

To fulfill the mission of educating whole persons, faculty members are appointed to positions that are created and maintained through appropriate approval procedures.

Approval to Create a New Faculty Position

1. When a dean or department chair identifies a need for a new faculty position, a “Request to Create a New Faculty Position at Oral Roberts University” form is submitted through the dean to the Vice President for Academic Affairs. Included on this form should be information detailing the changes generating the need for the additional faculty position, the consequences of not creating the position, and reasons as to why the college cannot address the changes with existing faculty. The form should also provide a description of the position including major functions, responsibilities, and required qualifications. For appointments with more than one title (e.g., department chair plus professor), information about all titles should be included.
2. When in agreement with the request, the Vice President for Academic Affairs requests endorsement of the new faculty position from both the Provost and the President and requests approval from the Board of Trustees through the Academic Affairs Committee. After receiving verification of the Board of Trustees’ approval of the new faculty position through the Vice President for Academic Affairs, the dean and department chair work with the Faculty Hiring Coordinator to begin the procedures to fill the open faculty position as outlined in this section based on the “Faculty Hiring Guidelines” and summarized in [Appendix A](#).

Approval to Fill an Existing Faculty Position

1. When a dean or department chair identifies a need to fill an existing faculty position, a “Request to Fill an Existing Position at Oral Roberts University” form is submitted through the dean to the Vice President for Academic Affairs. Included on this form should be information detailing the changes generating the need to fill the position, the consequences of not filling the position, and reasons as to why the college cannot address the changes with existing faculty. The form should also provide a description of the position including major functions, responsibilities, and required qualifications. For appointments with more than one title (e.g., department chair plus professor), information about all titles should be included.
2. When in agreement with the request, the Vice President for Academic Affairs requests approval to fill the existing faculty position from both the Provost and the President. After receiving approval through the Vice President for Academic Affairs, the dean and department chair work with the Faculty Hiring Coordinator to begin the procedures to fill the open faculty position as outlined in this section based on the “Faculty Hiring Guidelines” and summarized in [Appendix A](#).

2.1.1.3 Procedures to Fill Open Faculty Positions

Faculty candidates are selected using procedures that attempt to maximize the quality and diversity of the faculty. These procedures are listed below and summarized in [Appendix A](#).

Development of Search Plan

1. The dean or department chair working with the Faculty Hiring Coordinator and following the “Faculty Hiring Guidelines” prepares a preliminary search plan and identifies resources available for advertising and networking with diversity in mind. In formulating and executing the search plan, the chair or dean should begin by reviewing the departmental composition, the availability of women and minority individuals in the discipline, and the results from previous recruiting and search efforts. The chair or dean needs to make certain the open position is adequately advertised in a variety of venues. An advertising strategy should employ a public search that targets appropriate professional publications and electronic media designed to attract a diverse and qualified applicant pool. Widespread use of technology (such as email and the ORU Website) as a recruitment tool introduces low-cost alternatives to some of the more traditional advertising choices.
2. The chair or dean determines the deadline for receiving applications. Nominations may not be accepted after the deadline unless the search is reopened or extended. A search may be reopened or extended when the size, quality, or composition of a pool is not satisfactory. If a search is reopened or continued, the chair or dean needs to inform the current applicants of

their status and that of the search, including the reason the search is being reopened or continued and the revised time frame for the search.

Notification of a reopened or continued a search should be sent to the Vice President for Academic Affairs and needs to include the following:

- a. The reason for the extension or reopening of the search.
- b. The new time frame, deadline or “until position is filled” statement and expected appointment date.
- c. A description of the revised recruitment strategy—including which methods will be used to ensure a stronger pool of qualified applicants.

Search Committees and Applications

3. The college dean appoints a search committee for each full-time (regular) faculty vacancy. The search committee itself should reflect the diversity of the faculty, administration, and students of Oral Roberts University. The college dean submits the complete list of search committee members to the Faculty Hiring Coordinator. The committee is composed of a search committee chair and four other faculty members representing the criteria below. Note: Several of these criteria may be met by one committee member (e.g., an Asian female faculty member who has tenure fulfills three of the committee criteria).

- a. Chair of the department or dean of the college seeking the new faculty member.
- b. Faculty members from the discipline(s) seeking a new faculty member.
- c. A female faculty member.
- d. A tenured faculty member.
- e. One of the following representatives from outside the discipline:
 - (1) A faculty member from another discipline.
 - (2) A member of the Board of Trustees.
- f. One of the following ethnic categories (may be self-identified):
 - (1) Asian/Pacific Islander.
 - (2) American Indian/Alaskan Native.
 - (3) Black.
 - (4) Hispanic.

If the committee so desires, student representation in the search process is possible through (a) having one student on the search committee or (b) having applicants present a sample lesson to students in order to demonstrate teaching skills and allow for student feedback.

4. The chair of the search committee is responsible for the following duties:
 - a. Gathering a completed application from each applicant. (The [application](#) is available on the ORU website.)
 - b. Ensuring that complete records are kept during the search. Search files must be kept for seven years; files on searches that have been litigated must kept for seven years after completion of litigation.
 - c. Documenting the activities of the search, including contacts with applicants.
 - d. Sending a letter of acknowledgment to each applicant submitting a completed application. (e.g., “This is to acknowledge receipt of your application for the position of _____ at Oral Roberts University. I shall notify you of your status after the initial screening of applicants. In the meantime, please provide official transcripts of all your college work and three letters of reference for your file and sign the enclosed “Consumer Disclosure and Authorization Form.”
 - e. Apprising applicants of their status throughout the search process.
 - f. Calling together committee members to meet to discuss applications, applicants, and other matters concerning the search.

Evaluation of Applicants

5. The search committee evaluates the pool of applicants to determine if it is adequate in number, quality, and diversity of applicants. If the applicant pool does not meet expectations, the following questions should help pinpoint problems and replenish the pool:
 - a. Were the announcements and advertisements timely?
 - b. Did the criteria exclude otherwise qualified individuals from the pool of applicants?
 - c. Did the committee members make individual contacts with potential nominators or candidates?
 - d. Were nominees contacted and encouraged to apply?
 - e. Did the search proceed fast enough so that applicants did not lose interest?
 - f. Were candidates kept informed of the progress of the search?
 - g. How interested in the position are the potential interviewees?
 - h. Are the criteria gender-neutral and culturally bias-free?
6. The search committee screens each applicant's file—including completed application form, curriculum vita, references, transcripts, "release to conduct Background Check," letters of recommendation, and other relevant material—to determine which applicants meet the essential qualifications.
7. The search committee identifies a list of applicants, based on the screening of the application files, who are to be asked to submit a written statement of faith by answering the spiritual-fit questions (Questions are in [Appendix C](#)) and any other questions (such as experience, scholarly research, and pedagogical) the committee deems relevant. Questions concerning an applicant's age, race, ethnic background, or financial information are not permissible. When applicants return their statements of faith and their answers to any additional questions, committee members evaluate the answers, meet to discuss their findings, and decide if further information is needed. Committee members may decide to conduct telephone interviews with the applicants. Applicants not selected are to be notified that they are no longer being considered for the open faculty position.

Interviewing the Candidates

8. The search committee identifies applicants who are still viable candidates for the faculty position based on their statements of faith and the answers to any additional questions. These candidates are to be interviewed (Questions are in [Appendix D](#)) by the committee. Applicants not selected are to be notified that they are no longer being considered for the open faculty position. The committee chair arranges for an interview of each candidate still under consideration and completes the following duties:
 - a. Arranges for each candidate to receive a copy of the interview questions.
 - b. Arranges for a department chair, dean, or search committee member to meet the candidate when he or she first arrives.
 - c. Provides each candidate a schedule so the candidate knows with whom she or he will be meeting during the interview (e.g., search committee members, dean, Provost, students).
 - d. Convenes the interview to discuss academic issues, department needs, and spiritual fit, as suggested by the interview questions.
 - e. Invites the candidate to give a talk, teach a class, etc.
 - f. Arranges a campus tour.
 - g. Invites the candidate to a University event when appropriate.
 - h. Arranges for an exit interview with the candidate during which timetables of both the candidate and the department are clarified and the candidate has the opportunity to ask about anything else that has not been covered.
9. The search committee meets to discuss the results of the interview(s), completes the "Faculty Appointment Evaluation Form" (See [Appendix B](#)) for each applicant, and recommends a candidate to the college dean. The college dean may endorse the choice of the search committee or recommend reopening the search process to expand the pool of applicants or close the search and possibly reopen it at a later time. If the college dean endorses the

committee's choice, the dean then recommends the candidate to the Vice President of Academic Affairs, Provost, and President. The committee chair notifies the other candidates that the position has been filled. Reasons for not hiring a candidate need to be kept within the search committee's internal documents and should not be volunteered in the notification letter.

Appointment to Faculty

10. The Vice President for Academic Affairs after receiving endorsements from the Provost and the President notifies the chair of the Academic Affairs Committee of the Board of Trustees of the recommendation.
11. The Academic Affairs Committee forwards the recommendation with comments concerning whether or not to make the candidate an offer to the Board of Trustees for their approval.
12. The college dean extends a conditional offer to the candidate after receiving approval from the Board of Trustees.
13. A representative from the Vice President for Academic Affairs office works with the faculty candidate to conduct a background check. Results are analyzed by Human Resources and sent to the Vice President for Academic Affairs who informs the Board of Trustees.
14. The Board of Trustees appoints the candidate to the faculty after verifying that the background check contains satisfactory feedback.
15. The Vice President for Academic Affairs sends a contract to the college dean. The candidate's signature on the contract should be procured as soon as possible and submitted to the Provost for a final signature. The Vice President for Academic Affairs notifies the Finance Department, the Human Resources Office, and the Director of Faculty Development of the newly hired faculty member so that arrangements can be made for the new faculty member to sign necessary forms (e.g., Drug-Free Workplace form, Network and Computer Systems Acceptable Use Agreement, Honor Code Pledge, I-9 and W-4) and to attend meetings for new ORU employees.

2.1.2 Faculty Ranks

Faculty appointments to the University are of two types: regular (full-time) and adjunct (part-time and seasonal). All faculty members are assigned rank according to training, experience, professional competence, and the position being filled. Meeting the necessary degree and experience requirements for a particular rank does not assure one of that rank. The potential ranks for newly appointed faculty members are as follow:

Lecturer: Bachelor's degree from an accredited institution. Experience desired but not required. Typically part time. All other available data evaluated. Non-tenure track. (The number of lecturers per college is limited.)

Professional-in-Residence: Outstanding professional experience and skills appropriate for the position. All other available data evaluated. Terms and conditions of employment must be agreed upon in writing by all parties involved (chair, dean, Vice President for Academic Affairs, etc.) prior to the appointment. Appointed at instructor, assistant, or associate pay levels, based on experience and skills. Non-tenure track. (The number of professionals-in-residence per college is limited.)

Instructor: Master's degree from an accredited institution. Experience desired but not required. Non-tenure track. All other available data evaluated.

Assistant Professor: Doctorate or terminal degree from an accredited institution appropriate to the instructional assignment, experience desired but not required; or master's degree and special circumstances such as special University need. Tenure track for faculty members with terminal degrees. All other available data evaluated.