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*Inside back cover:* Directory of Contacts for Searches in 2010-2011



## INTRODUCTION

The following guidelines are designed to outline the responsibilities of individuals and groups involved in the searches for faculty. Those engaged in searches for professional staff may also find the guidelines useful, if modified to the needs of the particular search. They are also proposed as an aid to assist departments, schools, colleges, and search committees in streamlining the processes of seeking appropriate approvals, identifying candidates to be recommended for interviews, and completing the hire and documentation of the search. Finally, they are proposed to ensure that professional standards and SUNY Fredonia's commitments to quality and to Affirmative Action and Equal Opportunity are maintained.

At SUNY Fredonia, academic searches are important responsibilities for the faculty and staff who serve on committees and for the administrators these committee advise. Our institution's values and priorities are reflected in the selection of candidates, and we approach this process mindful of the impact a hire will have on the quality and character of a department and SUNY Fredonia.

Two valuable tools are part of every search. People Admin is a web-based system that allows candidates to apply on line and upload documents as part of the application; this system also allows committees and administrators to review materials electronically and to archive materials from the search. SUNY Fredonia also uses HireRight, a service for pre-employment background screening. Candidates are informed and consent to this screening, which includes identity verification, criminal background checks, highest degree verification, and check of the National Sex Offender Registry.

A successful search depends on following established policies carefully and committing to principles that should direct all individual and committee efforts:

- professionalism in all oral and written communications
- confidentiality in all deliberations and protection of confidential materials
- care in documenting the work of the search committee
- consistency in applying the search criteria to evaluate candidates
- respect for candidates and clear communication with them about the process
- timeliness in responding to candidates and processing paperwork
- clear communication with colleagues about the search

These guidelines are organized around responsibilities of 1) the Department Chair/School Director and College or School Dean, 2) the Search Committee Chair, and 3) the members of the search committee. This document covers the period from the preparation of position requests to the point of hire.



## SUGGESTED TIMELINE FOR FACULTY SEARCHES

*This timeline presents the steps that occur in academic searches, with suggested dates for an anticipated hire the following fall. Searches for library faculty are not generally tied to the academic calendar, so this timeline should be customized for those searches. The dates and people responsible for each step will vary, based on the staffing of particular departments/schools/colleges, the academic discipline of the appointment, and the circumstances of the search.*

### **April-May**

Chairs and program directors review departmental/college enrollment trends and projected needs, clarify these in annual reports, and discuss possible positions and priorities with appropriate deans.

### **June-July**

Once the Administration division has identified the number of new positions, if any, based on the anticipated budget, Deans present their College priorities to the Vice President's Council and to the Planning and Budget Committee. If the state budget is late, this conversation can still occur at this time so that the priorities are identified.

### **August**

Deans finalize requests for approval to search for new and replacement positions by the Vice President's Council, the Vice President, and the President.

### **August-September**

Department chairs begin the search process for approved positions by forming appropriately representative search committees, consulting with the Affirmative Action Officer, completing the People Admin template (Appendix C.4), and preparing advertisements (Appendix A.1). The PeopleAdmin Posting Template and Advertisements must be forwarded via email, and approved by the Department Chair/Director, Dean, VP, Human Resources, Purchasing, and Affirmative Action.

Representatives from Academic Affairs (Deans and Vice President for Academic Affairs), Human Resources, Budget, Purchasing, and Affirmative Action meet to review and approve People Admin templates and advertisements.

**September-October**

Advertisements for positions are placed, including print and online advertisements, listservs, and advertisements in *The Chronicle of Higher Education*, *Diverse*, and *Hispanic Outlook*. Departments should choose to advertise in the best sources for their disciplines, making sure that they make every attempt to reach a qualified, diverse pool of applicants.

**September-October**

Workshop on Faculty Searches is facilitated by the Office of Academic Affairs, Human Resources, Purchasing, and the Office of Affirmative Action.

**September-October**

In preparation for the arrival of applications, the Search Committee Chair prepares drafts of routine correspondence (see Appendix A), and rubric for first reading of the applications (Appendix A.6).

**September-November**

Before applications arrive, the search committee meets to discuss the position, and required/desired qualifications, finalize the rubric for screening applications, review the search process, learn how to access applications and applicant documents via the PeopleAdmin portal, and review and Affirmative Action guidelines (see Appendix B). Please contact Human Resources after the positing and ads have been placed to arrange for PeopleAdmin training.

A strong, diverse applicant pool is developed through advertising, contacts at disciplinary conferences and in scholarly organizations, and active recruiting through listservs, mailings, and networking.

As applications are submitted, candidates receive a confirmation automatically generated through People Admin. The Search Committee Chair may inform candidates if parts of the application are not complete.

**October-December**

Following the review posted date to begin, the search committee members independently read complete applications and use the rubric to evaluate candidates according to the advertised criteria.

The search committee meets to discuss the applications and select those they wish to consider further. The narrowed pool may include 10-20 applicant files at this point, depending on the size of the initial applicant pool; there is no “magic number.”

The committee establishes and follows a process for narrowing the pool further; this may include preliminary telephone interviews (see Appendices E.1 and E.2) and reference checks (see Appendix A.13). The Search Committee Chair notifies candidates and seeks their permission to call references or others at the candidates’ institutions.

### **October-March**

Preliminary interviews, if the committee chooses to do this, may be conducted by telephone or videoconferencing. Search committee members complete reference checks for all candidates being considered for on-campus interviews. The goal is to identify three candidates to bring for initial interviews; more interviews can follow if the committee would like to invite more candidates later.

### **November-March**

Before arranging the campus interviews, the Search Chair ranks the applicants in PeopleAdmin as Tier 1, Tier 2, or Tier 3 and sends an email to the Dean, Vice President for Academic Affairs, and Affirmative Action Officer indicating the committee’s Tier 1 candidates. The Dean, Vice President for Academic Affairs, and Affirmative Action Officer may ask for clarification or amendment. When they approve, they send an email to Jodi Rzepka, and Leah Betts in Human Resources, with copies to the department chair, search committee chair, Dean, Vice President for Academic Affairs, and Affirmative Action Officer. When the Tier 1 applicants are ranked in PeopleAdmin, HR contacts the applicants to initiate the pre-employment screening. As results of the HireRight screening are returned, Human Resources notifies the chair, search chair, Dean, and Vice President of Academic Affairs. If there are any issues, the Vice President for Academic Affairs and Human Resources Director will initiate conversation with the Chair and Dean about whether to pursue candidacy.

Once the approvals and successful screening notifications are received, the search committee chair sets up campus interviews, with appropriate involvement of the Department, School, College Dean, and Vice President for Academic Affairs.

Campus interviews are conducted, and members of the department and others who met the candidates are asked to provide feedback. (see Appendix A.10 and A.11)

### **December-March**

The Search Committee meets soon after the last candidate interview to finalize its list of finalists. The unranked list (created as a Word doc) should include all acceptable finalists and the strengths and weaknesses perceived about all candidates who completed on-campus interviews. The Search Committee Chair sends an email with these strengths and weaknesses to the Department Chair or School Director, Dean, and Vice President for Academic Affairs, and Human Resources (Jodi Rzepka). This document is added, by HR, as an official, internal PeopleAdmin search document.

### **December - April**

Relying on the recommendations from the committee and other information, the Department Chair/School Director recommends the candidate to be offered the position and consults with the Dean about the choice and the salary. The Dean and the Vice President for Academic Affairs discuss the offer, including rank, salary, and any special circumstances.

The Department Chair or School Director then makes a verbal offer to the candidate. Any negotiations about salary, rank, or other special conditions of hire should be completed at this time, and the Chair should consult with the Dean and Vice President for Academic Affairs.

If the candidate verbally accepts the offer, the Chair/Director completes the New Hire Info Form (Appendix C5) and sends the form by e-mail to the Dean, who will approve it and forward it to the Vice President for Academic Affairs so that a formal offer letter can be drafted and mailed to the candidate. Copies are sent to the department, Dean, President, and Human Resources.

If the candidate does not accept the initial or negotiated offer, the department Chair and Dean discuss next steps – subsequent offers, additional interviews, readvertising, or closing the search.

**December-May**

When the contract letter is returned to Human Resources with the candidate's signature, the Human Resources Office uploads the signed contract letter as an official, internal, PeopleAdmin document and notifies the Department Chair, Search Committee Chair, Dean, Vice President for Academic Affairs, and the President's Office. The search is then considered closed, the candidate is flagged as "Hired" in PeopleAdmin, and the department starts the COS. The Human Resources Office will remove the position vacancy notice from the SUNY Fredonia Human Resources website.

**January-April**

The Search Committee Chair communicates with all applicants about the conclusion of the search. Upon request, Human Resources can provide a list of names and address of the applicants that may be used in a mail merge.

The Department Chair or School Director announces the appointment to the department/school. The Chair/Director also assigns a mentor to the new faculty member to assist him or her in the transition to SUNY Fredonia. The Chair/Director initiates the COS for the appointment.

**January-April**

As contract letters are returned, the Vice President for Academic Affairs notifies the university community, the Director of the Professional Development Center, and the Public Relations officer.

The Human Resources Office ensures that key documents of each search are uploaded in PeopleAdmin: ANGEL: committee recommendations, New Hire Info Form, signed contract letters.



## RESPONSIBILITIES OF THE DEPARTMENT CHAIR OR SCHOOL DIRECTOR

1. Well before a search begins, discuss staffing needs with department or school faculty and with the Dean. Prepare a tentative position description and rationales for hiring in the spring before the proposed search is to begin.
2. Develop an advertising plan which ensures that the position vacancy is known to a diverse audience of talented candidates in your field. Your discipline is likely to have specific sources for reaching job candidates, and you are encouraged to use these. The Office of Affirmative Action has posted an extremely valuable document that suggests places to advertise: [http://www.fredonia.edu/aaoffice/forms/Ad\\_Resources.doc](http://www.fredonia.edu/aaoffice/forms/Ad_Resources.doc). Check with the Director of the Office of Affirmative Action, Sandra Lewis, for additional suggestions as you complete the People Admin Template.

Be sure that you know of costs and deadlines for placing advertisements in the most appropriate disciplinary publications, job lists, and online resources, and allow enough time for approvals.

Prepare three different advertisements: a short version which may appear as part of a block advertisement for SUNY Fredonia tenure-track positions in the *Chronicle of Higher Education*, *Diverse*, and *Hispanic Outlook*; a medium version which may appear on listservs and in discipline-based publications; and a long version which may appear on the university or department/school/college website.

Appendix A.1 includes sample advertisements, with boilerplate language about SUNY Fredonia, Affirmative Action, and background screening.

3. Appoint the search committee and its Chair. The importance of careful selection of the committee cannot be overemphasized. Individuals who are in a similar role of the position to be filled are knowledgeable about the background and skills needed, but a variety of backgrounds adds strength to a committee. A student member can be very valuable, not only in providing a different perspective on candidates but in making clear to candidates the importance of student participation in campus decision-making. Additional factors to be considered in composing the committee

are racial and ethnic diversity, gender, years of service at the university, and a balance of departmental/school specialties.

Search Committee Chairs should have served on search committees at SUNY Fredonia prior to their appointment, but this is not required. Deans and Chairs should meet before the committee is charged to clarify responsibilities, ways of handling communication, and budgetary issues related to the search.

4. Charge the Search Committee, and be sure that the Search Committee Chair and committee members receive these guidelines. It is up to you whether to meet with the search committee or to convey the department expectations through the Search Committee Chair. These might be the typical points to discuss with the committee:
  - A. Describe the functions of the committee, which include
    - to familiarize themselves with the procedures and guidelines for faculty searches, including Affirmative Action guidelines;
    - to encourage the applications from a diverse pool of candidates;
    - to establish the process and criteria by which applicants will be evaluated;
    - to conduct preliminary and campus interviews as appropriate;
    - to present the Department Chair and Dean a slate of acceptable candidates, along with a list of their strengths and weaknesses.
  - B. Describe the nature of the position to be filled and ways the successful candidate will contribute to the mission of the department, school, or college. Distribute and discuss the approved position description.
  - C. Explain SUNY Fredonia's commitment to Affirmative Action and Equal Opportunity, and allow committee members to ask questions related to this issue. Appendix B is especially useful background for this discussion.
  - D. Outline a general time frame for operation of the search committee, and show members of the committee how to access candidate materials in PeopleAdmin.
  - E. Review the guidelines and procedures for candidates' travel, accommodations, and meals, including those with the committee members (Appendix F).

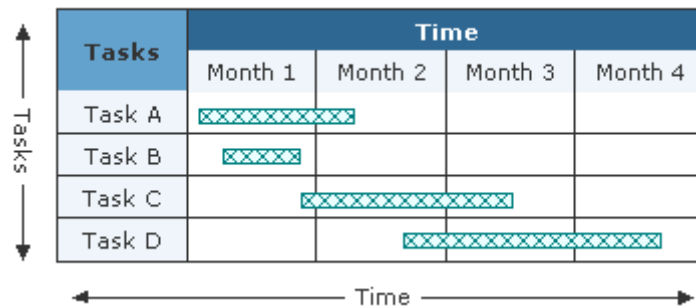
5. With the Search Committee Chair, develop a method for receiving, acknowledging, and protecting the confidentiality of applications, and ensure that the method is being followed.
6. Ensure that the Dean, Vice President, Affirmative Action Office and Human Resources have approved the candidates to be invited to campus.
7. Meet with candidates during their campus interviews, being careful to ask the same questions of each candidate. Take time to familiarize candidates with the department, its strengths, its needs, and the nature of the position for which he or she is interviewing.
8. In consultation with the College Dean, make the final candidate selection. When the Dean has received approval from the Office of Affirmative Action, make the offer to the candidate. Communicate the result immediately to the Dean and the Vice President for Academic Affairs so that a written offer can be sent or another candidate be offered the position.
9. Inform the other members of the Department or School about the status of the search, including when an offer has been accepted.
10. Once the candidate has accepted the offer, ask a colleague to serve as a mentor and to assist in a successful transition to campus. Include the candidate on the department's listserv and other routine correspondence.
11. The department will initiate the COS after a copy of the signed contract letter is received by Human Resources and communicated to the department.



## RESPONSIBILITIES OF THE SEARCH COMMITTEE CHAIR

1. Provide overall leadership to the search committee, including working with the committee to establish the process and criteria for evaluating applications and serving as a liaison between the search committee and the Department Chair or School Director. Coordinate, with the Department Chair or School Director, the completion and approval of the PeopleAdmin positing, template, and the print ads.
2. Call and chair the meetings of the search committee, including reserving rooms. Encourage frank, confidential discussion at those meetings.
3. Oversee the record-keeping of the search. Date all materials. When possible, delegate record-keeping and preparation of correspondence to available secretaries.
4. Assume responsibility for all outgoing correspondence (see Appendix A for examples). Any correspondence related to the search should go out under your signature, even if the letter is prepared by someone else.
5. Assign responsibilities to committee members, such as providing deadlines for application reading and evaluation, making reference calls, and assisting with arrangements on interview days.
6. Remind the committee that their work is to remain confidential, professional, and consistent with guidelines of the SUNY Fredonia and the Office of Affirmative Action (see in Appendix B and online at <http://www.fredonia.edu/aaoffice/>).
7. Ensure that policies about Recruitment Account expenses are followed (Appendix F). It is the Search Committee Chair's responsibility to know about these guidelines and communicate the process for arranging travel and accommodations with candidates who will be coming to campus for interviews.
8. Work with the search committee to establish and follow a timetable for the search process, planning around breaks, campus events, and events in your field that may be critical in recruiting. Be sure to allow enough time for PeopleAdmin training, approvals and consultations. A Gantt chart—a project management tool set up like

the chart at the top of the next page—can be useful to organize the search and keep everyone on schedule.



9. Work with the committee to establish criteria for screening applications before they begin to read them. The sample rubric in Appendix A.6 may be useful; be sure that committee members screen candidates in light of the established, advertised qualifications for the position.
10. Send to Sandra Lewis, Director of Affirmative Action a blank copy of whatever screening tool you use, as well as the planned interview questions and reference check questions.
11. If you use a telephone interview, arrange for a room equipped for conference calls or videoconferencing; Appendix E.2 lists rooms available for this purpose.

Work with the committee to ensure that all candidates are asked the same questions, and facilitate at that meeting. Communicate with the candidates in advance, providing details about who will be at the other end of the phone and how they might prepare for this interview. Facilitate this interview, reminding all participants at your end to identify themselves before asking a question or making a comment (see Appendix E.5).

12. Work with the committee to establish questions for reference calls (see Appendix A.13 for sample questions). Discuss the results of those reference calls before inviting candidates for on-campus interviews.
13. Guide committee deliberations through the difficult process of narrowing the pool. Rank the applicants as Tier 1, 2, or 3, and coordinate the approval of the ranking with the Department chair or Director, Dean, Vice President, Affirmative Action and Human Resources. It may be useful to remind the committee of these common mistakes to avoid throughout the screening and selection process:

- *Gut Feeling*: developing an intuitive judgment about an applicant without substantiating facts.
- *Halo Effect*: allowing favorable traits of an applicant, such as a degree from a prestigious institution, to bias judgment favorably on unrelated skills, knowledge, and abilities.
- *Stereotyping*: forming a standard mental image of the members of a particular group.
- *Similar-to-Me Effect*: evaluating certain applicants higher, regardless of their qualifications, because they resemble the evaluator in some way or evaluating candidates lower because they are dissimilar in some way.
- *Contrast Effect*: comparing an applicant against another applicant rather than to the specific requirements of the position.
- *First Impressions*: forming a favorable or unfavorable judgment about an applicant while reading the opening paragraph of the application letter or when participating in the first few minutes of the interview.

14. Human Resources will, in conjunction with HireRight, conduct a background investigation that includes identification and educational credential confirmation, criminal conviction verification, and sexual offender registry status. The customary turnaround time for a background screen is ~~three~~ five business days following the applicant contacting Human Resources within formation required to conduct screening.

Human Resources will contact you—along with the Department Chair, the Dean, and the Vice President for Academic Affairs—when the results of the background screen are received. If the screen reveals any issues, the Human Resources Director will initiate consultation with you, the Department Chair, the Dean, and the Vice President. ***A candidate is not to be invited to campus until his/her background check is completed and the results discussed, if necessary, and until the ranking is fully approved.***

15. Invite candidates for on-campus interviews, following the guidelines for travel, accommodations, and meals (Appendix F). Often this is done by telephone, followed with written communication confirming schedules and other details.
16. In planning an interview, develop an itinerary for each candidate (see the sample in Appendix A.8), and reserve campus rooms for group interviews. Although the times may be different for each candidate, interviews should all have the same components.

You may wish to assign a search committee member to be the candidate's host for the entire day, so that the candidate is not shuffled among people and so that committee members share this responsibility. Here are some typical features to include:

- Tour of the campus
- Tour of the community
- Meeting with the search committee
- Meeting with the Department Chair/School Director
- Meeting with the College Dean
- Meeting with the Vice President for Academic Affairs
- Meeting with members of the hiring department
- Opportunity to meet with students
- Teaching demonstration and pedagogical colloquium
- Scholarly presentation or performance
- Meals
- Travel arrangements (who is picking the candidate up, flight numbers, etc.)
- Send a copy of his/her vita to the appropriate Dean and Vice President

Before their arrival on campus, candidates should be asked whether there are additional persons with whom they would like to meet.

Consider realistic blocks of time for meeting and time in between (for travel, coffee, rest room breaks) so as not to get behind schedule.

Make certain candidates are transported to and from their campus accommodations or hotels and properly escorted or directed from one meeting to the next.

In the event the candidate elects to bring a spouse or partner along (at his/her own expense), it may be appropriate to provide some opportunities for that person to become acquainted with the community or investigate career opportunities in his/her field. It is best to discourage a spouse or partner from coming on the initial visit.

It is important to communicate with campus colleagues and students during this time and advertise opportunities for individuals on campus to meet the candidates (see Appendices A.9 and A.10).

Interviews for internal candidates are slightly more limited in nature, since those who already work at SUNY Fredonia will not require tours. However, every effort should be made to treat internal candidates the same as all others: they should receive

the same mailings, be accorded the same schedule courtesies, and be asked the same interview questions as candidates the committee is meeting for the first time.

17. Make the candidate's schedule available to those meeting the candidate at least three days in advance (see Appendix A.8). Posting this schedule on department/school bulletin boards, listservs, and other noticeable places is a good idea for publicizing the search and encouraging participation in the interview. An e-mail reminder the day before the visit is also recommended.
18. Develop a one-page biographical statement (see Appendix A.9) about each candidate to be given to interview participants in advance. This should include such details as
  - Current and previous positions
  - Degrees and institutions where conferred
  - Key career accomplishments
  - Recent publications/performances
19. Because of SUNY Fredonia's strong emphasis on excellent teaching, you may wish to include a meaningful teaching demonstration in the interview. Ideally, this is a real classroom situation, with the candidate taking over instruction for the day in a course or studio that he or she is likely to teach if hired. Encourage the candidate and the course instructor to communicate before the interview day, so that the candidate understands the syllabus, assignments, and learning goals for that particular day.

If the candidate has an additional assignment, be sure that students receive it in time to prepare. If it is a small class, provide name tags for students so that the candidate is encouraged to facilitate discussion and collaborative learning as well as lecture. Be sure that the regular instructor communicates clearly with students about what is happening that day and what role they will have in the process.
20. If you include a teaching demonstration, you may want to include a pedagogical colloquium as well (see Appendix E.3). Meeting with colleagues who may have observed the teaching demonstration allows the candidate to talk about the choices he or she made in the classroom that day and how the class exemplifies the candidate's teaching philosophy and practices.
21. Prepare an array of literature about SUNY Fredonia and the community for each candidate invited for a telephone or on-campus interview. Be sure to make good use of online resources, including campus and department/school/college web pages. It

would be nice to include a copy of the Department's tenure and promotion guidelines.

22. Prepare evaluation forms for each candidate, to be used in all interview sessions (including a student evaluation of the teaching demonstration). Sample evaluation forms are in Appendices A.11 and A.12. The host for each candidate could assure that these are distributed and collected at each interview session throughout the day. Prepare summaries of these evaluation forms to share with the committee when you meet to discuss all interviewed candidates; staff support can be very useful in this task.
23. Communicate with the Department Chair/School Director and your colleagues other throughout the process.
24. At the end of the last interview, summarize the strengths and weaknesses of each acceptable candidate and present this list to the Department Chair or School Director, who completes the process. Communicate with the committee that this is the end of their formal role; the appointment is made by the Chair/Director, in consultation with the Dean and the Vice President for Academic Affairs.
25. Arrange for storage of materials not stored in PeopleAdmin once the search is completed. The unsuccessful candidate files can be destroyed after four years.
26. Thank all committee members and inform them of the outcome. Ensure that the successful candidate has a contact person on campus once the offer has been accepted: the Department Chair/School Director may assign a mentor at that point, or you or a search committee member could offer to stay in communication with your new colleague to assist in the transition to SUNY Fredonia.



## RESPONSIBILITIES OF THE SEARCH COMMITTEE

1. Familiarize yourself with the requirements of the vacant position, the SUNY Fredonia policies and guidelines for faculty searches, and the policies of the Office of Affirmative Action.
2. Assist the Search Committee Chair in developing screening criteria based on the advertised requirements of the position. Many committees find it useful to use a rubric so that committee members assign a rating to each of the stated criteria before the first discussion (see Appendix A.6).

This kind of rubric is intended to promote discussion and assist the committee in identifying tiers of candidates, according to the established criteria of the position description. Committee discussions should always allow full discussion of candidates, including a re-evaluation of those whose initial numbers put them below a cut-off level.

3. Adhere to established dates and procedures for screening applications. A date to begin reviewing completed application files should be established, along with a deadline for completing application review before the first meeting to discuss applications. A log—most likely developed and updated by secretarial staff—should be available with the application files, so that Committee members may see at a glance all persons who have applied for the position (see Appendix A.2). Once the review has begun, the Search Committee Chair needs to establish a means of communicating with committee members about any additions to the applicant files.
4. Work with the Search Committee Chair and other members of the committee to choose the strongest candidates to move forward in the search process. Committee members meet and narrow down the list, possibly through the use of a rubric to begin and focus discussion. This short list of semifinalists, normally around 10-15 candidates, will be evaluated with greater scrutiny so that the list can be narrowed. This may include telephone or videoconferenced interviews and reference checks.
5. Participate in a telephone interview. Although it is not required, a conference call with a candidate can be very helpful at this stage. By using a conference call or

videoconferencing, all members of the committee can participate at once, and there is opportunity for conversation that may distinguish one qualified candidate from another before the list is narrowed to a handful.

For many candidates, however, this is a difficult experience, and the committee members should approach a telephone interview with professionalism, good preparation, and consideration of the candidate's position. The Chair should send the candidate information about those present for the interview, so that the situation is as comfortable as possible. Questions should be established in advance, with everyone on the committee knowing the agenda and the question that he or she is supposed to ask.

Appendices E.1 and E.2 offer additional suggestions for conducting a successful telephone interview, including a list of available conference call rooms on campus.

Following all phone interviews, the committee continues the discussion, eventually narrowing the group to those whose names will be submitted to the Department Chair or School Director for recommended campus visits.

6. When directed by the Search Committee Chair, call references of candidates. The Chair may divide these responsibilities among the members of the search committee, but the same questions should be asked of all references. Letters of reference will be in the application file, so read those to avoid repeating the same questions. See Appendix A.13 for a sample Telephone Reference Check form that your committee can use or adapt.
7. Through the Search Committee Chair, submit to the Department Chair/School Director an unranked list of up to **three** persons to be interviewed on campus
8. Assist in organizing and hosting campus visits. Once the Search Committee Chair learns that the candidates are approved, he/she arranges for interviews. The committee assists in setting up the schedule and ensuring that the policies and guidelines for accommodations, meals, and travel are followed. The Search Committee Chair invites finalists, generally by telephone, with follow-up communication confirming schedules and arrangements for travel and accommodations.

The candidates should be sent, in advance, a substantial array of literature about SUNY Fredonia, including a list of Search Committee members and others with whom she/he will meet during the visit.

9. After all interviews have been completed, meet with the committee to discuss the acceptability of each candidate and each candidate's strengths and weaknesses in filling the advertised position. When this list of finalists and their strengths and weaknesses has been submitted to the Department Chair or School Director, the formal responsibility of the search committee is finished. The Chair/Director, in consultation with the Dean and the Vice President for Academic Affairs, makes the decision about the candidate to be offered the position.

Once an offer has been accepted, members of the search committee may want to keep in contact with their new colleague and assist him or her in making the transition to campus. The Department Chair/School Director or College Dean may assign a mentor to the faculty member soon after the offer is accepted.

## APPENDIX A:

### Sample Correspondence, Announcements, and Records Documents

- A.1 Sample Position Descriptions and Advertisements
- A.2 Sample Log of Applicant Data
- A.3 Sample Acknowledgment Letter to Candidate with Request for Affirmative Action  
Data Collection Form
- A.4 Sample Letter to Candidate about Incomplete Application
- A.5 Sample Letter to Candidate Who Does Not Meet Minimum Qualifications
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## Appendix A.1: Sample Position Descriptions and Advertisements

### Long Version

(appropriate for discipline-based listserv or other independent advertisement)

Assistant Professor  
Physics  
State University of New York at Fredonia

The Physics Department at SUNY Fredonia seeks a tenure-track assistant professor, beginning Fall 2008, with responsibility for teaching courses in the physics major, as well as general education and service courses. The search is open to all fields of physics, but experimentalists are preferred, particularly candidates who propose a practical plan for engaging undergraduates in their research. A Ph.D. in physics or a closely related field is required by the time of hire.

Part of the State University of New York, SUNY Fredonia is a selective, primarily residential undergraduate institution. It is located in a beautiful region of Western New York near Lake Erie, about 45 miles southwest of Buffalo.

Review of applications will begin on January 2, 2010, and continue until the position is filled.

To review the complete vacancy announcement, and or to apply, please visit (HR will complete this section with the PeopleAdmin link)

*SUNY Fredonia prides itself on an outstanding workforce. To continually support organizational excellence, the university conducts background screens on applicants. An affirmative action/equal opportunity employer, SUNY Fredonia encourages and actively seeks applicants from minorities, women, and people with disabilities.*

**Medium Version**  
**(appropriate for discipline-based listserv or other independent advertisement)**

Assistant Professor  
Physics  
State University of New York at Fredonia

Tenure-track assistant professor, beginning Fall 2008, with responsibility for teaching courses in the physics major, as well as general education and service courses. Open to all fields of physics, but experimentalists preferred, particularly candidates with a practical plan for engaging undergraduates in research. Ph.D. in physics or a closely related field required by the time of hire.

Review of applications will begin on January 2, 2011, and continue until the position is filled.

To apply, consult the specific guidelines for this position on the Human Resources page of the SUNY Fredonia website: <http://www.fredonia.edu/humanresources/faculty.htm>  
For more information go to our Human Resources website  
(<http://www.fredonia.edu/humanresources>)

*SUNY Fredonia prides itself on an outstanding workforce. To continually support organizational excellence, the university conducts background screens on applicants. An affirmative action/equal opportunity employer, SUNY Fredonia encourages and actively seeks applications from minorities, women, and people with disabilities.*

**Appendix A.2:**  
**Sample Acknowledgment Letter to Candidate**  
*[print on department or school letterhead]*

Date

Applicant's Title and Full Name

Address

City, State ZIP

Dear [title] [last name]:

Thank you for your interest in the \_\_\_\_\_ position at the State University of New York at Fredonia. To apply for this position, please visit [www.fredonia.edu](http://www.fredonia.edu) click on Employment (on the left), and follow the steps to apply. You will receive a confirmation number upon successful completion of the application process. If you need assistance in applying, please contact Human Resources at 716-673-3434.

Soon we will be reviewing the applications and credentials of all candidates with complete applications. Individuals who most closely meet the requirements for this position will be contacted for an interview.

If you have any questions, please call me at (716) 673-\_\_\_\_\_ or write at \_\_\_\_\_ [email address].

Sincerely,

Your name

Chair, \_\_\_\_\_ Search Committee

Title [rank and discipline]

Appendix A.3:  
Sample Letter to Candidate about Incomplete Application

*[print on department or school letterhead]*

Date

Applicant's Title and Full Name

Address

City, State ZIP

Dear [*title*] [*last name*]:

We have received your application materials for the position of \_\_\_\_\_ at the State University of New York at Fredonia.

The position announcement requested that applicants send \_\_\_\_\_ [*list briefly*], but as of today we have not received \_\_\_\_\_ [*list*].

Please submit these materials as soon as possible, since our committee plans to begin reviewing applications on \_\_\_\_\_. Thank you for your interest in this position.

Sincerely,

Your name

Chair, \_\_\_\_\_ Search Committee

Title [rank and discipline]

Appendix A.4:  
Sample Letter to Candidate  
Who Does Not Meet Minimum Qualifications

*[print on department or school letterhead]*

Date

Applicant's Title and Full Name

Address

City, State ZIP

Dear *[title]* *[last name]*:

We have received your application materials for the position of \_\_\_\_ at the State University of New York at Fredonia.

As the advertised position description states, the minimum qualifications for this position include *[specific requirements]*. Because your materials indicate that you do not meet this qualification, we cannot consider your application further.

Thank you for your interest in SUNY Fredonia.

Sincerely,

Your name

Chair, \_\_\_\_ Search Committee

Title [rank and discipline]

## Appendix A.5: Sample Screening Rubric

*This rubric is based on the position description in Appendix A.1. It focuses the committee's attention on the criteria defined in the advertised position and may be used by the committee as a tool in the first "sort" of candidates into tiers. The rubric should be used to begin discussion—but not to replace discussion.*

Instructions to members of the Search Committee:

Evaluate each applicant listed below on the basis of evidence for the qualifications stated in the advertisement.  
0=no evidence, 1=some evidence, 2=good evidence, 3=strong evidence

Candidate	Academic Credentials	Current Position	Interest, ability in undergraduate teaching	Plan for involving students in research	Scholarly promise	Strength as an experimentalist	TOTAL
Jennis Robinson	PhD, Biochem, Columbia MSEd. Cleveland SU BS, Biology, Spelman Coll	Asst Prof SUNY New Paltz					
Ishmael Sanders	BS, Chemistry, Stanford	PhD Candidate Cornell					
Mark Young	PhD, Chemistry, Ohio SU MS, Biology, S. Illinois SU BS, Chemistry, Earlham Coll	Postdoc U of Michigan					

Appendix A.6:  
Sample Recommendation for Campus Interview

To: Dr. \_\_\_\_ [*name*]  
\_\_\_\_ Department Chair/School Director/College Dean

From: \_\_\_\_ [*Your name*]  
\_\_\_\_ [*position*] Search Committee Chair

Subject: Recommendations for Campus Interviews

Date:

After reviewing \_\_\_\_ application files and [summarize other steps in the committee's process], the search committee for a tenure-track position in \_\_\_\_ recommends that the following candidates (listed alphabetically) be invited to SUNY Fredonia for a full interview:

[*list candidates*]

These recommendations are based on the committee's view that these candidates demonstrate particular promise in meeting the major criteria for the position: [*list major criteria*]. Each of these candidates meets the minimum advertised requirements for the position.

Application files of the candidates with *curriculum vitae*, letters of reference, correspondence, and materials provided by the search committee are submitted for your review.

Enc: Application files

Appendix A.7:  
Sample Candidate Itinerary

**[Name]**  
**Candidate for Assistant Professor, [Discipline]**

SUNY Fredonia Host: Prof. [Name]

**Date**

3:25 PM Candidate arrives at \_\_\_\_\_ Airport via \_\_\_\_\_ [carrier] flight \_\_\_\_\_ [number], arriving from \_\_\_\_\_ [city of origin]. \_\_\_\_\_ will meet in the baggage claim area, holding a sign with the candidate's last name. They will drive to \_\_\_\_\_ [location of accommodation]. The reservation, number [reservation number], is in the candidate's name, with the VPAA Recruitment Account to be billed directly for the room. For off-campus accommodations, the candidate will need to provide a credit card for incidental expenses (such as room charges, extra persons, and movies).

6:45 PM Candidate meets \_\_\_\_\_ and \_\_\_\_\_ [names of faculty] in the lobby of \_\_\_\_\_ [location] to go to dinner. Reservation for three at 7:00 is under the name \_\_\_\_\_ at \_\_\_\_\_ Restaurant [give address], which will direct bill the VPAA Recruitment Account.

**Date**

7:30 AM Candidate meets \_\_\_\_\_ in the lobby of \_\_\_\_\_ [location] for breakfast and transport to campus. The candidate will need to check out at this time and stow luggage in \_\_\_\_\_'s car until departure this evening.

8:45 AM Meet \_\_\_\_\_ in Room \_\_\_\_ to begin a brief tour of the campus and community

10:00 AM Teaching demonstration (Room \_\_\_\_\_)

11:00 AM Pedagogical colloquium (Room \_\_\_\_\_)

- 12:00 PM Lunch in \_\_\_\_\_ [*location*] with \_\_\_\_ and \_\_\_\_\_, who will pick up the VPAA Guest FREDCard in the Vice President's Office, Reed Library, at 11:45 and return it after the lunch.
- 1:00 PM Break
- 1:30 PM Meet with students (Room \_\_\_\_\_)
- 2:00 PM Meet with Department Chair (Room \_\_\_\_\_)
- 2:45 PM Meet with College Dean (Room \_\_\_\_\_)
- 3:15 PM Meet with Vice President for Academic Affairs (Room 119, Reed Library)
- 4:00 PM Meet with search committee (Room \_\_\_\_\_)
- 5:30 PM Leave with \_\_\_\_\_ for the \_\_\_\_\_ Airport. Departure is on \_\_\_\_\_ [*Carrier*] flight \_\_\_\_\_ [*number*], departing at 8:12 PM.

\* There will be considerable variations in these schedules due to disciplinary differences, varying involvement from departmental/school colleagues, and the availability of other faculty and staff. Most candidates will arrive the evening before the full day of interviewing, and some are likely to stay a second night because of travel arrangements.

Appendix A.8:  
Sample Biographical Statement and Announcement of Interview

Dr. [*Name of Candidate*]  
Candidate for Assistant Professor, [*discipline*]

will be on campus for an interview on

[*date*]

Teaching Demonstration: 10:30 in \_\_\_\_\_ [*Building and Room*]

Scholarship Presentation: 2:00 in \_\_\_\_\_ [*Building and Room*]

Professor \_\_\_\_\_ received the Ph.D. in \_\_\_\_\_ from [*institution*] in [*year*]. Her dissertation, [*“Title,”*] was [*include appropriate details from the most recent graduate work, including dissertation title and areas of specialty or distinction*].

Dr. \_\_\_\_\_ is currently \_\_\_\_\_ [*title*] at [*institution*] in [*location*]. She has taught [*list courses taught at this institution and other special projects, such as coordinating programs, working with grants, community partnerships, or other areas of distinction*].

Professor \_\_\_\_\_’s scholarship focuses on [*explain the subject of the candidate’s scholarly inquiry, mentioning conference presentations, publications, and grants*].

Dr. \_\_\_\_\_ earned a baccalaureate degree in [*discipline*] from [*institution*], and a Master’s degree in [*discipline*] from [*institution*].

Appendix A.9:  
Message to Colleagues about Candidate Interviews  
(appropriate for e-mail)

To: Faculty in \_\_\_\_ Department/School/College

From: \_\_\_\_ [ *Your Name*]  
Chair, \_\_\_\_ [ *position* ] Search Committee

Subject: Candidates' Visits and Evaluation Procedures

Date:

The candidates listed below will be visiting SUNY Fredonia to be interviewed for the position of \_\_\_\_\_. Application files of these candidates will be available for your review prior to each visit. These may be checked out from \_\_\_\_ [ *location or person* ] but may not be removed from [ *designated space* ].

Specific details for each of the meetings with the candidates will be distributed shortly, along with brief sketches of each candidate's academic accomplishments. You are welcome to attend the teaching demonstration, pedagogical colloquium, and scholarship presentation for each candidate. If you are interested in joining a candidate for lunch or dinner, be sure to let me know your availability and interest by \_\_\_\_ [ *one week before the first visit* ]. We are limited to two SUNY Fredonia hosts for each meal with the candidate.

Evaluation forms will be available for you to share your observations with the members of the search committee.

Name of Candidate	Current Institution	Date(s) of Visit
-------------------	---------------------	------------------

The Search Committee and I appreciate very much your willingness to participate in this interview process, and we will welcome your comments. Comments concerning the candidates should be sent directly to me as Chair of the Search Committee.

Appendix A.10:  
Sample Evaluation of Candidate

Dr. [*Name of Candidate*]  
Candidate for [*Rank*] Professor, [*discipline*]

*Please submit this form to \_\_\_\_\_, the Chair of the search committee,  
within 24 hours of the on-campus interview.  
Fax \_\_\_\_\_*

My evaluation of the candidate is based on these interactions with the candidate (check all that apply):

- |   |   |
|---|---|
| <input type="checkbox"/> teaching demonstration     | <input type="checkbox"/> evaluation of application/c.v. |
| <input type="checkbox"/> pedagogical colloquium     | <input type="checkbox"/> scholarship presentation       |
| <input type="checkbox"/> meal with candidate        | <input type="checkbox"/> tour of campus/community       |
| <input type="checkbox"/> search committee interview | <input type="checkbox"/> other interview                |
| <input type="checkbox"/> informal conversation      | <input type="checkbox"/> other (specify _____)          |

When I consider the position description, I believe the candidate's greatest strengths are

When I consider the position description, I believe the candidate's primary shortcomings are

Additional comments (*use the reverse side if necessary*):

In my estimation, this candidate is

- Outstanding
- Acceptable
- Unacceptable

\_\_\_\_\_  
Signature (optional)

Appendix A.11:  
Sample Student Evaluation of Candidate

Dr. [*Name of Candidate*]  
Candidate for Assistant Professor, [*discipline*]

*Please submit this form to \_\_\_\_\_, the Chair of the search committee,  
within 24 hours of the on-campus interview.*

From my observation of this candidate today, her strengths as an instructor are

From my observation of this candidate today, her weaknesses as an instructor are

Please rate the candidate in these critical areas of teaching performance. If you did not observe a particular characteristic, leave the question blank.

	poor	adequate	good	excellent
Ability to communicate effectively	1	2	3	4
Ability to engage students in learning	1	2	3	4
Ability to explain ideas clearly	1	2	3	4
Ability to use AV materials/board well	1	2	3	4

If this candidate were hired and you needed to take a course in this field, how likely would you be to sign up for his or her course?

- very likely
- possibly
- not likely

Additional comments (*use the reverse side if necessary*):





Appendix A.13:  
Sample Letter to Candidate Not Selected for Interview

*[print on department or school letterhead]*

Date

Applicant's Title and Full Name

Address

City, State ZIP

Dear [title] [last name]:

Thank you for applying for the advertised \_\_\_\_\_ position at the State University of New York at Fredonia.

We appreciated the opportunity to review your credentials. We have narrowed our search to those few applicants who appear to have the specific qualifications, experience, and interests we seek for this position. Although your credentials do not specifically match our current needs, we wish you well in your job search.

Sincerely,

Your Name

Chair, \_\_\_\_\_ Search Committee

Title [rank and discipline]

Appendix A.14:  
Sample Letter to Candidate Interviewed but Not Selected

*[print on department or school letterhead]*

Date

Applicant's Title and Full Name

Address

City, State ZIP

Dear [title] [last name]:

Thank you for visiting the State University of New York at Fredonia to interview for the \_\_\_\_ [*rank*] position in \_\_\_\_ [*discipline*]. [*You may wish to personalize the letter by commenting on a particular feature of that candidate's interview.*]

After careful deliberation about the candidate who best fits our current campus needs, we have completed our search. While you were not selected, we would like to express our appreciation for your time and your interest throughout the search process.

Best wishes in your continued career search.

Sincerely,

Your Name

Chair, \_\_\_\_ Search Committee

Title [rank and discipline]

Appendix A.15:  
Sample Memo Summarizing Acceptable Candidates

To: Dr. \_\_\_\_\_ [*name*]  
\_\_\_\_\_ Department Chair/School Director/College Dean

From: \_\_\_\_\_ [*Your Name*]  
\_\_\_\_\_ Search Committee Chair

Subject: Summary of Candidates

Date:

After completing reference checks and conducting on-campus interviews with \_\_\_\_ [*number*] of candidates, the search committee for a tenure-track position in \_\_\_\_ [*department and specialty, if appropriate*] offers this summary of the candidates' strengths and weaknesses:

**Acceptable candidates** (in alphabetical order)

Name	Strengths	Weaknesses
------	-----------	------------

**Unacceptable candidates** (in alphabetical order)

Name	Strengths	Weaknesses
------	-----------	------------

These strengths and weaknesses are based on the committee's view of these candidates in light of the major criteria for the position: [*list major criteria*]. In addition, \_\_\_\_ [*number*] of evaluations from faculty, staff, and students who met the candidate informed our discussions and recommendations.

We look forward to hearing from you about the conclusion of this search.

Appendix A.16:  
Sample Memo Requesting Mileage Reimbursement

To: Dr. Virginia Horvath  
Vice President for Academic Affairs

From: [ *Your Name* ]  
\_\_\_\_ Search Committee Chair  
\_\_\_\_ Department

Subject: Reimbursement for \_\_\_\_\_ [SUNY Fredonia colleague]

Date:

Please reimburse \_\_\_\_\_ [*name of SUNY Fredonia faculty or staff member*] in the amount of \_\_\_\_\_ [*total*] for these costs of mileage and tolls incurred while escorting \_\_\_\_\_ [*name of candidate*], who was here for a campus interview:

<b>Date</b>	<b>Activity</b>	<b>Amount</b>
December 11	Travel to and from Buffalo Airport (100 miles round trip @ \$.50/mile)	\$50.00
	Tolls	\$ 3.60
December 13	Dinner for candidate <i>en route</i> (receipt attached)	\$27.22
December 13	Travel to and from Buffalo Airport (100 miles round trip @ \$.50/mile)	\$50.00
	Tolls	<u>\$ 3.60</u>
	TOTAL	\$134.42

Enclosure: meal receipt, with candidate's name printed

## APPENDIX B:

### Affirmative Action Office Documents

(also available online at <http://www.fredonia.edu/aaoffice/>)

- B.1 Recruitment Policy and Procedures
- B.2 Information to Help Recruiting: Assessing Candidates' Qualifications within a Diverse Environment
- B.3 Screening and Evaluating Applicants
- B.4 Selecting Finalists
- B.5 What Can I Ask?



**Affirmative Action Office**

## **RECRUITMENT POLICY AND PROCEDURES**

### **INTRODUCTION**

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SUNY Fredonia is committed to providing equal opportunity in employment by prohibiting employment discrimination because of age, color, disability, marital status, national origin, race, religion, gender, sexual orientation and veteran's status.

Fredonia, moreover, has a commitment to the principles of affirmative action, which, for recruitment purposes, entail positive ongoing efforts to achieve a representative workforce of women and minorities in all offices and departments. Affirmative action in hiring is required of all New York State agencies, but for SUNY campuses affirmative action in hiring is not only state policy; it is good educational practice.

Institutions of higher education have a special responsibility to provide their students with diverse faculty and staff who not only bring unique and valuable perspectives to their disciplines, but also provide students with different models and mentors. Students of the State University at Fredonia must interact with diverse faculty and staff as part of their preparation for an increasingly racially and ethnically diverse world of work.

Fredonia is well aware of the desirability of diversifying its workforce by criteria other than race, ethnicity or gender. This Recruitment Policy, however, does not speak to this further diversification, but only to that diversity mandated by federal and state affirmative action regulations.

In all stages of the recruitment process, therefore, faculty and staff entrusted with recruiting responsibilities shall strive to fulfill this university goal. Throughout the recruitment process affirmative action shall be a criterion for the evaluation of applicants and candidates. At every step of the search process we need to ensure that persons with ethnic and gender diversity are present. All decision makers will be guided by the principle that whenever candidates appear equally qualified for a position; the candidate whose hiring will contribute most to the achievement of the university's affirmative action goals shall be selected.

## **EXTENT OF POLICY**

This recruitment policy applies to all searches for full-time (temporary and term), faculty and professional staff positions.

### **Adjunct Faculty**

While searches are not required for part-time faculty, special efforts should be made when minorities and women are underutilized in the department involved to identify and appoint protected class candidates. (Periodically, the university shall place advertisements in area newspapers to augment its pool of adjunct faculty applicants.)

### **Assistant/Associate Chairpersons**

When a department is seeking to appoint a member of the department as assistant or associate chairperson, the position shall be announced to all eligible members and affirmative action should be a consideration in the selection.

### **Temporary Appointments**

In cases when a comprehensive search is not possible, a more limited recruitment effort may be made to fill the position with a temporary appointment. If the position is filled without a comprehensive search, a full affirmative action search shall be completed in the usual manner during the following academic year before the position is filled with a more stable appointment.

Before any temporary appointment can evolve into a tenure track appointment, a comprehensive search is required.

## SEARCH PROCEDURES

### 1. Beginning a Search: Authorization to Recruit

The formal phase of the recruitment process begins when the department/office receives authorization to recruit.

### 2. Initiating the Search Process

Once a department has been authorized to recruit, the Department Chair or Director, or the Search Chair, obtains a PeopleAdmin Posting template from Human Resources. Once this form and the advertisements are approved by the Dean, Vice President, Human Resources, Purchasing and Affirmative Action, the position is posted and ads are placed. Review of applications can generally begin 3 weeks after the ads are placed.

### Advertising

All ads must contain the following statement *“SUNY Fredonia prides itself on an outstanding workforce. To continually support organizational excellence, the university conducts background screens on applicants. An affirmative action/equal opportunity employer, SUNY Fredonia encourages and actively seeks applicants from minorities, women, and people with disabilities.”*

The vice president or dean shall consult with the affirmative action officer and respond to the department administrator within at least 48 hours. As part of this consultation, **the affirmative action officer will determine if affirmative action policies and procedures have been followed, and this determination is required in order to invite candidates for an interview.**

### 5. Offer of Employment

Before a verbal or written offer is made to the recommended candidate, the department administrator or the chair of the search committee shall contact the vice president/dean. The verbal offer cannot be made without the approval of the vice president/dean. These approvals will be given within a 48-hour period.

After the vice president/dean and department administrator agree to extend an offer of appointment, the offer should be made promptly, usually by the department administrator. The vice president/dean shall be consulted regarding any negotiations or contract demands which could affect a candidate's decision to accept the verbal offer. Any special conditions to be negotiated such as, salary, workload, work schedule, or resource expectations should be clearly defined in writing and have the approval of the vice president/dean.

When the candidate has accepted the offer, the department administrator should inform the dean, vice president, and Affirmative Action officer.

**6. Formal Appointment Letter**

The official appointment is made in writing by the appropriate vice president.

**7. Notification of Applicants/Candidates**

After the position has been filled, the department administrator or search committee chair shall inform all remaining candidates promptly of the status of the search.

**8. Reopening the Search**

A decision to extend a search will only be made after consultation with the vice president/dean.

## **EXCEPTIONS TO THE SEARCH PROCESS**

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The Affirmative Action Committee affirms the general policy that, whenever possible, full open affirmative action searches be conducted for all faculty and non-teaching professional positions, including administrative and management/confidential positions. Under this policy, search waivers will be considered exceptions and will be judged on the merits of each situation according to these guidelines.

It is important to distinguish between those situations where it is advisable to waive a full national search and those where even a local limited search would be waived.

a. A first necessary criteria to apply to a search waiver request is the principle of "utilization of minorities and females." In areas and/or departments of the campus where minorities and females are significantly under-utilized, search waiver requests should be reviewed first in relation to this under-utilization.

b. When the position must be filled in less than 60 days from the beginning of the period when the normal duties of the position would begin, a national search may be waived. These situations would occur only when death, illness, disability, or a last-minute resignation causes a position to be vacant. In the case of resignation, the resignation must have been submitted and dated within the less-than-60-days period.

c. A local search should usually be conducted, even in emergency situations, in order to insure that an attempt to meet affirmative action guidelines be made in every case.

d. There will always be an opportunity to fill positions on an "acting" or temporary basis; however, in every case, "acting" or not, according to the affirmative action guidelines of the documents mentioned above, an appropriate affirmative action search during the year following the appointment must be conducted for every term appointment.

e. There should be opportunity to waive searches that might be non-productive; for instance, in a case where the salary level of the position is so low that a national search might not be likely to turn up qualified candidates. However, in all such cases, at least a campus search and local area search should be conducted in an effort to reach all possible minority and female candidates.

If affirmative action goals would be enhanced by a search waiver, especially if a minority person or a female is already in the position, the request for a search waiver should usually be granted, and the "under-utilization" principle should be a factor in making the decision.

Where the person already occupying a position is not a minority member or female and a search waiver request is made, then the waiver should be granted only in the "uniquely qualified" phrase mentioned in the guideline documents apply. Such cases

would probably be rare, but it is necessary to provide some opportunity for the person who is not a minority member or a female and who is hired in an emergency situation to have the job protected if that person is doing the job exceptionally well. It should be reiterated, however, that even in emergency situations, positions should be filled if at all possible by searching for qualified minority and female candidates in order to eliminate to the greatest extent possible search waiver requests when the position comes up for more stable appointment.

Recognizing the desirability of maintaining opportunity for "promotion from within," one reason for a search waiver might be where there is chance for such a promotion on this campus. In such cases, a full national search might well be waived and also even a local beyond-the-campus search. However, we suggest that for every position which becomes open on this campus where the possibility of promotion exists, the complete staff on campus be searched for every possible candidate among minorities and women who might be eligible and/or qualified for such promotion and that announcement of the vacancy be made campus-wide. This should especially apply to short-range temporary periods in administrative areas which would provide minority candidates and women with opportunity for learning administrative skills.

When the situation is one of reorganization (a reassignment of duties and changing responsibilities or when a new president wants a chance to put together a staff according to his/her working style) the following should apply:

- a. When the reorganization is simply reassigning duties to the same personnel and no new positions are created, a search is not required.
- b. Where a new position is created, an appropriate search is required.

For every request for a search waiver, a spokesperson may attend the meeting at which the waiver is discussed in order to speak on behalf of the person for whom the waiver is requested. Where possible, that spokesperson should be the person making the waiver request-that is, the administrator involved.

# Recruitment Policy and Procedures

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## Information to Help Recruiting

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### Assessing Candidates' Qualifications Within a Diverse Environment

Each member of the college community contributes to the development and maintenance of SUNY Fredonia as a healthy environment in which diversity is valued. Search committees can use the following methods to recruit and assess candidates who will lead the college toward excellence. The suggestions provided here are not designed to probe a candidate's personal beliefs. These suggestions are designed to help the search committee ascertain effective teaching, research and scholarship for an increasingly diverse, multicultural workforce.

**Position Description:** Valuing and assessing a candidate's experience with multicultural issues can begin at the beginning by including in the job description's listing of qualifications such qualities as "demonstrated commitment to diversity," "experience promoting a diverse environment," or "experience working effectively in diverse environments." This informs candidates from the outset of the University's commitment and encourages them to be forthcoming about such experience during the interview process.

**Position Announcement:** The same language used in the job description can then be used in the text of the advertisement. In addition to soliciting prospective candidates, the ad text serves to communicate the University's mission to the general public. *"An affirmative action/equal opportunity employer, SUNY Fredonia encourages and actively seeks applications from minorities, women, and people with disabilities."*

**Recruitment Strategies:** Attention needs to be paid to recruitment strategies designed to reach diverse applicants for all positions. Personal and professional contacts can be helpful in exploring creative avenues that reach diverse groups. Examples include culturally targeted publications and/or scholarly journals, electronic bulletin boards, professional newsletters, and conferences.

**Search Committee Membership:** The search committee should be comprised of individuals who reflect the diversity of the campus. To achieve this goal it may be necessary to include a member from related departments or units on the search committee. Additionally, arranging for candidates to meet with diverse University constituencies may be appropriate so those candidates can gain a more direct sense of the community with which they will work and live.

**Interview Questions:** Inquiries about equity and affirmative action need to be consciously incorporated throughout the interview and raised in varied contexts. Avoid compartmentalizing questions about fairness, equity, and affirmative action as if they were separate from issues regarding effective teaching, research and scholarship.

Similarly, questions about diversity and multiculturalism need to be asked by various members of the search committee. Frequently, members of constituency groups assume the responsibility for asking the "diversity" questions during the meeting. Making a conscious effort to share responsibility for questions regarding diversity ensures that diversity issues will be raised regardless of the gender and racial composition of the group.

**Initiatives:** Ask the candidate about specific kinds of studies, policies, procedures, or programs initiated to further develop the campus or workplace as a multicultural environment. Examples may include work already done or a statement of initiatives a candidate would propose if appointed.

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# Screening and Evaluating Applicants

**MYTH:** Affirmative Action will result in lowering the standards and reputation of my department.

**REALITY:** This will not happen if a qualified candidate is selected for the position. A heterogeneous employee population, providing diverse experience, points of view, and talents increases the effectiveness and vitality of a department, as well as the stature and prestige of a university.

The search committee should make every effort to include members of under represented groups among the persons to be interviewed. Before identifying the group, however, the committee should discuss and come to some consensus about the standards for evaluating the applications. Where affirmative action candidates are not included among the candidates to be interviewed, the committee must be prepared to discuss, with the Affirmative Action Officer and the hiring official, how the qualifications of the candidates selected exceed those of affirmative action candidates.

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## Screening Applicants

In their evaluations, members of the committee should be sensitive to the following:

1. Biases against individuals from lesser known or Historically Black Institutions. An insistence on considering only candidates with degrees or prior work experience at large, mainstream or elite universities is incompatible with affirmative action goals, since such schools have historically denied admission and professional opportunities to women and or people of color. While assessing merit of credentials from lesser known institutions may require more work, to NOT do so is to penalize individuals for a lack of access over which they had no control. It becomes, in essence, penalizing the victims of past discrimination.
2. Biases against candidates who are not active participants in mainstream organizations or networks (i.e. persons of which no one has heard.)
3. Devaluing research and scholarship which focuses on non-white populations or concerns, or which is published in journals considered outside of the "mainstream." Historical biases against work focusing on non-white or female populations are well documented; hence much of this work has not been accepted by mainstream publishers until recently and barriers continue to exist. Consequently, affirmative action applicants should not be evaluated primarily by where they have published, but on the quality of their research including such dimensions as: methodological and/or quantitative skills of analyses, the depth and scope of their research agenda, and their potential for future activity. (It should also be noted that while the numbers of journals willing to accept such research remain small, several major external agencies are interested in funding such research, and thus affirmative action

candidates may make a unique contribution to the department in terms attracting outside support for their research.)

4. Devaluing candidates with lukewarm letters of recommendation from professional or graduate school references. Women and persons of color have historically had greater difficulty in attracting mentors in both the graduate school and professional setting. The lack of a mentor or close working relationship with faculty is not always a reflection of the students' level of competence or performance. Consequently, uninspired letters of recommendation may be more a function of a lack of knowledge about the candidate than a reflection of the candidate's true ability. The committee may wish to contact the reference by phone to get a more accurate reading of the relationship between the him/her and the candidate.
5. Devaluing candidates whose prior professional experience focused on working with special populations. Frequently is an incorrect assumption that such positions call for a narrow or restrictive set of skills that are not transferable to other positions. Such assumptions presuppose that only marginally qualified persons or persons with limited professional interests accept such positions. These assumptions also ignore the reality that the majority of persons of color in academe enter higher education initially through affirmative action or special populations positions, and that this phenomenon is a function of hiring practices rather than candidates' professional interest.

*In order to safeguard against such biases, committees may wish to employ one or more of the following strategies:*

- a. Invite all affirmative action candidates meeting the minimum requirements to campus for interviews.
- b. Ask the Affirmative Action Officer to review the applications of all affirmative action candidates; this review should be done in the context of other candidates selected for interviews.
- c. Conduct telephone interviews with affirmative candidates as a means of gathering more information when determining whom should be invited for campus interviews.
- d. Ask other members of the hiring unit to conduct "*blind reviews*" of the applicants, with names, gender and ethnicity concealed where possible.
- e. Where some questions persist about candidates' credentials, ask for additional references, copies of research articles or other samples of work, etc. to assist in the evaluation.)
- f. Resist eliminating any affirmative action candidates exclusively on the basis of a paper review, i.e. without at least one "personal" contact, whether it be a telephone call to a reference, a nominator or to the candidate.

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## **Interviewing Applicants**

The goals of the interviewing process should include selling the candidates on the merits of the position as well as offering a more thorough opportunity for evaluating candidates' credentials. To make the most of the time intensive interviewing process, advance

preparation on the part of the committee should be utilized as much as possible. The following steps are useful in preparing for interviews and conveying a sincere interest to the candidates:

### **A. Preparation**

1. Be as thorough in attention to detail as possible when making arrangements for campus visits; haphazard planning communicates a lack of real interests.
2. Confirm arrangement for campus visits as far in advance as possible, and in writing; with the advent of fax machines, even last minute arrangements can be confirmed in writing. The arrangements should include where the candidate will be picked up and by whom, where she/he will be housed during the visit, and when they can expect the visit to formally conclude. An itinerary for the day should be included or made available as soon as the candidate arrives.
3. Be thoughtful in determining whom it will be that candidates meet; do not unnecessarily extend the interview by including numerous "courtesy calls." Do include persons with whom the candidate may interact, and do explain to the candidate the relevance of each person on the interview schedule. Ask candidates if there are individuals with whom they may like to meet, or if there are particular questions that may best be answered by individuals outside of the interview process.
4. Prepare a list of questions that will be posed to all of the candidates. Review the questions in advance to be certain that they do not reflect any hidden biases or assumptions, and that they will not unfairly penalize affirmative action candidates.
5. Avoid altering the agreed upon itinerary. Confirm appointments with persons on the interview schedule the day before each interview to avoid no shows and, if necessary, to identify possible replacements.
6. Avoid large unscheduled gaps of time; although, schedule breaks during the day for the candidate to breathe and reflect on the day.

In order to facilitate full participation it is useful to distribute a schedule, listing all interviews, dates, and times, to affected individuals including the hiring official, Affirmative Action Officer, search committee, department staff and others on the interview schedule.

### **B. Conducting the Interviews**

1. Encourage candidates to ask questions; answer them as candidly as possible.
2. Do not attempt to ignore a candidate's gender or ethnicity out of politeness; acknowledge these characteristics, however, it does not entitle the committee members to ask discriminatory or illegal questions (see appendix F for a list of questions you may and may not ask of a candidate.) It does mean that the candidate should be exposed to other members of the campus community with similar backgrounds and that the committee should be prepared to respond to concerns or questions that are specifically related to the candidate's ethnicity or gender. Such questions may relate to the number of women or persons of color on campus, opportunities for advancement, the quality of life on the campus and in the community, and professional, educational, and personal opportunities for their spouse and children where applicable.

3. For faculty searches, discuss the standards for promotion and tenure with all candidates. Be specific about expectations concerning research, teaching and service. Have all candidates attest to the accuracy of their vitae by signing and dating it before they leave the campus (a signed and dated vitae is required for all academic appointments.)

4. Inform candidates of the process and timeline for making a decision. Ask if there are any mitigating circumstances, other offers, extended travel plans, etc. of which the committee should be apprised. Offer the candidates the name and telephone number of the committee Chair, in the event they may have further questions about the position.

If no women or minority candidates are included on the "short list" to be interviewed, the committee chair must meet with the Affirmative Action Officer, prior to beginning the interviews to discuss how the qualifications of the candidates selected for the interview exceed those of the women and minority candidates.

# Selecting Finalists

**MYTH:** Affirmative Action means settling for second best.

**REALITY:** Affirmative action is not synonymous with mediocrity or second best.

In the evaluation process, however, the most qualified candidate may not necessarily be the individual with the most traditional publication record, academic or administrative experience. The criteria for selection should therefore include the ability of a candidate to enhance the quality and/or scope of services offered, or in the case of faculty, to enlarge research and pedagogical interest and to contribute to the life and cultural diversity of a department.

The committee should identify at least two finalists, and preferably three, whom they will recommend to the hiring official. They should identify, in writing, each candidate's relative strengths and weaknesses, and indicate in which ways the candidate could contribute to the unit. Again the commitment to diversity must be an essential factor in this decision making process. Therefore assessing a potential hire's contributions might include consideration of one or more of the following:

1. Ability to enhance services to meet the needs of previously unserved or under served populations.
2. Ability to diversify curriculum and pedagogy to meet multiple or different interest.
3. Ability to be a role model or mentor to majority as well as minority students.
4. Ability to extend the boundaries of current research by directing or supervising in non-traditional areas.
5. Ability to attract targeted external funds.

Where an affirmative action candidate is not included among the finalists, the committee should be prepared to discuss, with the Affirmative Action Officer and the hiring official, how the qualifications of the candidate(s) recommended exceed those of the affirmative action candidates.

Upon conclusion of the evaluation process the search committee must forward its recommendations and the Recruitment Form to the department unit head.

The unit head should review the documents and then forward them to the Affirmative Action Officer, who will then conduct a review and advise the Deans, Vice Presidents, or President as to whether the search was bona fide i.e. conformed to campus guidelines and other relevant laws, statues, etc.

## APPENDIX C:

### Forms Used in the Hiring Process

- C.1 Purchase Requisition Form
- C.2 Request for Waiver of National Search  
(available at <http://www.fredonia.edu/aaoffice/forms/SearchWaiver.doc>)
- C.3 Statement of Automobile Travel  
(available at <http://www.fredonia.edu/admin/accounting/TravelPolicy.asp>)
- C.4 Travel Authorization Form
- C.5 Travel Voucher Form  
(available at <http://www.fredonia.edu/admin/accounting/TravelPolicy.asp>)
- C.6 Hire Info Form

[Insert Purchase Requisition Form here.]



# REQUEST FOR WAIVER OF NATIONAL SEARCH

Title of position: \_\_\_\_\_ Rank: \_\_\_\_\_

Is this position: Professional Development? \_\_\_\_\_  
Tenure-track? \_\_\_\_\_  
Short-term? \_\_\_\_\_ (indicate duration) \_\_\_\_\_

Reasons for waiver request (✓ check one or more):

- \_\_\_\_\_ 1. Utilization of minorities. The position would be filled by a qualified, current employee who is African American, Asian, Native American or Hispanic.
- \_\_\_\_\_ 2. Utilization of other protected classes. The position would be filled by a qualified, current employee who is female, a Vietnam-era veteran, a disabled veteran, or other person with a disability capable of performing the duties of the position.
- \_\_\_\_\_ 3. Emergency situation. The position must be filled with sixty (60) days. The vacancy has been created by \_\_\_\_\_ death, \_\_\_\_\_ disability, \_\_\_\_\_ resignation of the incumbent on \_\_\_/\_\_\_/\_\_\_\_. A campus and local area search will be conducted in an \_\_\_\_\_ effort to reach all possible minority, female, veteran, and disabled candidates.
- \_\_\_\_\_ 4. Promotion from within. The position affords a promotional opportunity for qualified, current campus employees. A campus search will be conducted in an effort to reach all possible minority, female, veteran, and disabled candidates.
- \_\_\_\_\_ 5. Utilization of a uniquely qualified individual. A current campus employee has truly rare and unique qualifications for the vacant position.
- \_\_\_\_\_ 6. National search deemed non-productive. The position is such (due to low salary, short-term or other special circumstances) that it is unlikely a national search will yield quality candidates.

Requested by: \_\_\_\_\_

Date: \_\_\_/\_\_\_/\_\_\_

Please submit this form, along with a written justification, to  
**Chair, Affirmative Action Committee**  
**Affirmative Action Office**  
**143 Fenton Hall**

[Insert Statement of Automobile Travel here.]

[Insert Travel Authorization Form here.]

[Insert Travel Voucher Form here.]

Signing Meeting

**NOTE ON ALTERNATIVE SIGNATURES**

If Sandra Lewis is unavailable, Dennis Hefner can sign in her stead.

If Christine Givner is unavailable, Cheryl Budniewski can sign in her stead.

If John Kijinski is unavailable, Julie Sticek or Tracy Horth can sign in his stead.

If Virginia Horvath is unavailable, Melinda Karnes can sign in her stead.

If Michael Daley is unavailable, Jodi Rzepka can sign in his stead.

If Judy Langworthy is unavailable, Ann Aldrich can sign in her stead.

## 2010-11 Checklist for New Full-time Faculty Hires: Steps After Hiring

This checklist provides an overview of the steps to follow after successfully hiring a candidate. Please send comments/questions on this document to Chris Givner:

[christine.givner@fredonia.edu](mailto:christine.givner@fredonia.edu).

1. After the Department Chair verbally makes an approved offer to the candidate and the candidate accepts, the Chair should send the following information about the candidate, in an email or memo, to the Dean, with copies to the Director of Human Resources, the Budget Director, and the Dean's secretary:
  - Full *Curriculum Vitae*
  - Name (Dr./Mr./Ms.): (Full legal name required]
  - Home Address (street, city, state/province)
  - State Budget Title: (Assistant Professor, Instructional Support Assistant)
  - Campus Title: (if different from the state budget title, i.e., Assistant Director)
  - Position Title: (area of specialization)
  - Department or School:
  - Salary:
  - Start Date: (almost always September 1, 20XX)
  - Amount of Moving Expenses Committed\*:
  - Amount of Start-up Funds Committed\*:
  - Amount of Travel or Library Funds Committed\*:
  - Specifications of computer, printer, and other technology or equipment approved: (Dell and Macintosh computers with Office 2007 and OSX Operating Systems are the standards supported by ITS. All machines are installed with Microsoft Office Suite and Symantec Anti-virus protection. Specialty software licensed by the institution—SPSS, SAS, Mini-tab, ESRI –can be added to an individual's computer if requested.)
  - Any other stipulations to be stated in the contract letter:
2. The Dean will forward to the VPAA an email or memo recommendation to hire the candidate. The recommendation should include the above information for development of the contract letter.
3. When the VPAA approves the Dean's recommendation to hire, the Secretary to the VPAA sends the contract letter to the candidate (with copies to the President, the Director of Human Resources, the Department Chair, and the Dean) with a website for the *SUNY Policies of the Board of Trustees*, information about moving expenses and a Human Resources new-hire packet.

4. When the signed contract is returned to the Director of Human Resources, the Human Resources office notifies everyone electronically they have received it and it is available to copy.
5. Once the signed contract is received in the department, the Department Secretary creates the SAL COS (Change of Status) and forwards it to the Chair. The Chair verifies this information, approves, and sends the COS through the usual chain of approvals in the COS system: Secretary to the Dean, Dean, Secretary to the VPAA, VPAA, University Controller, Financial Analyst, Payroll Director, Human Resources, and Assistant to the President.
6. An approved COS will initiate creation of network, e-mail, and ANGEL accounts, as well as subscription to the News listserv. A memorandum describing access to e-services is included in Human Resources new-hire packet.
7. The Department Chair or his or her designee should complete these tasks before July 1:
  - Assign an office.
  - Assign a mentor.
  - Have keys to the office and building made.
  - Assign a PIN for photocopying and telephone accounts.
  - Order a business card for the new faculty member through Purchasing.
  - Order a sign for the faculty member's office (Call John Hebner, x. 3484).
  - Follow up on interview discussions of Prior Service Credit and, if appropriate, encourage new faculty to apply for Prior Service Credit, using the form on the Human Resources website.
8. The Dean or his or her designee should complete these tasks before July 1:
  - Order computer equipment and software negotiated as part of the contract.
  - Notify the ITS HelpDesk of computer installation priority
  - Subscribes voting faculty to the Voting Faculty listserv, and teaching faculty to the Teaching Faculty listserv

## APPENDIX E:

### Additional Suggestions

- E.1 Suggestions for Telephone/Video Interviews
- E.2 Suggestions for Teaching Demonstrations
- E.3 Suggestions for Pedagogical Colloquia
- E.4 Suggestions for Scholarship Presentations/Performances
- E.5 Suggestions for Interview Sessions

## Appendix E.1: Suggestions for Telephone/Video Interviews

- Schedule phone interviews carefully, making sure that you have communicated with the candidate that you are scheduling in *Eastern Standard Time*.
- For long-distance calls, instead of using your personal or departmental code, please use the PIN for the VPAA Recruitment Account 07091 so charges do not have to be transferred from one account to another.
- Well in advance of the interview, be sure to reserve a room with teleconferencing ability. Phones that have a button saying “Conf 6” have the ability to connect six lines; there must also be a “Handsfree” button to use the speakerphone option. Some departments have phones with these capabilities in the chair’s or another office. Others who want to do phone interviews will need to reserve one of these rooms, which may be more accommodating to a larger committee:
- At this point, just one room on campus has videoconferencing capability: Thompson E-335, which is reserved through Colin Plaister (x. 3407). Use this option with caution: videoconferencing can be very expensive, since we are charged based on both minutes and distance; a single interview can cost well over \$100. In addition, the candidate must have access to videoconferencing at the other end (often through a copy center or business center).
- Make arrangements prior to the interview call so that the candidate may prepare and be in a quiet and private setting. Evenings and weekends may work best for these interviews.
- Before the interview, provide information about SUNY Fredonia and the position, and suggest that candidates visit the university web site. Tell who will be interviewing, giving a few details and pictures if you have them.
- Allow at least a half hour for each interview, but no more than about 40 minutes.
- Schedule breaks for the committee between phone interviews. The committee should try to avoid noise, side conversation, or movement around the room during the interview, as these can be very distracting—even confusing—to a candidate.
- Introduce the committee at the start of the interview. Be sure that each speaker identifies himself or herself whenever asking a question or making a comment.

- To ensure consistency in these interviews, stick to a script. Ask each candidate the questions developed by the committee to learn more about the candidate's match with advertised criteria. Usually 5 or 6 questions are appropriate for a 30-minute interview. Allow opportunities for follow-up and for the candidate to ask questions when the established questions have been answered.
- Don't rush. Although it is tempting to try to fill silences or to march through the questions like a checklist, let the candidate know that he or she has about 5 minutes for each question, and ask for elaboration and examples.
- It is generally not a good idea to make any firm commitments in terms of follow-up interviews. Although you may end the interview with an explanation of your process and anticipated timetable, simply tell a candidate that you will be in touch with him or her soon. The Chair should make good on this promise and inform those who will not be invited to campus that this next step is continuing.
- Ask the candidate if he or she has any questions. Follow up on items which you are unable to address immediately. It is useful to have information handy—such as the SUNY Fredonia viewbook, department/school publications, a copy of the *Catalog*, and fast facts (available on the campus website) so that common questions may be answered.
- Thank the candidate.
- Keep your notes from each interview. Include the date, time, questions, and responses and retain the record with the other application materials.

## Appendix E.2: Suggestions for Teaching Demonstrations

Teaching demonstrations can be a very useful way of seeing the candidate's ability to organize a class, explain ideas, and communicate effectively with students. A good teaching demonstration reveals the candidate's knowledge about his or her discipline, but it also shows how well the candidate understands students and their learning needs. Here are some suggestions for this part of an interview day:

- Work with your colleagues to provide an opportunity for candidates to teach a real class at the regular time. Although you can assemble a group of students to pretend that they are a class, it would be better to have the candidate come into a real class that he or she would be likely to teach if hired.
- Once the date for the interview has been established, have the candidate contact the faculty member whose class he or she will visit. The SUNY Fredonia faculty member should send a copy of the syllabus and course description, so the candidate has some context for the course. The faculty member should also tell the candidate about the goals for that day and the preparation that the students would have done for the day of the visit.
- Depending on the discipline and the flexibility in the course plan, it may also be appropriate for the candidate to suggest an assignment for students to complete. This should be sent well in advance so that there is time to duplicate material and distribute it to students.
- Before the interview date, have the instructor explain to the students that a candidate will be teaching their class that day.
- Have the SUNY Fredonia host introduce the candidate to the students at the beginning of class. If it is a small class, have name tags for students so that the instructor may call on students and more readily engage them in discussion.
- Be sure that there are enough seats for observers (committee members or other colleagues).
- Give out the evaluation sheets (Appendix A.11) and the student evaluation sheets (Appendix A.12) before class begins. Collect any sheets that may be left behind, and give these to the Search Committee Chair.

## Appendix E.3: Suggestions for Pedagogical Colloquia

*Background on the Pedagogical Colloquium* (from the website of the American Association for Higher Education)

In his 1993 *Change* article, “Teaching as Community Property: Putting an End to Pedagogical Solitude,” Lee Shulman proposed the use of the “pedagogical colloquium,” in which prospective faculty members address the pedagogy of their discipline during the hiring process (just as they do their research interests in the usual research colloquium). As Shulman envisioned it, the pedagogical colloquium requires the candidate to explain a course’s design, showing how the course is an act of disciplinary scholarship, how the course represents the discipline’s central issues, and how its pedagogy will afford students the opportunity to engage in the intellectual and moral work of the discipline.

### *Implications for Prospective SUNY Fredonia Faculty*

Because so much emphasis is placed on teaching at SUNY Fredonia, it makes sense to focus attention on the prospective faculty member’s role as a teacher. A teaching demonstration can give the search committee and other members of the department a chance to see the candidate speak publicly, explain concepts in his or her discipline, and interact with students. The pedagogical colloquium, which usually follows the teaching demonstration, can be an added *scholarly* component: by asking a candidate to reflect on the session just taught, the university is laying the groundwork for the scholarship of teaching and conveying the message that teaching is taken seriously here.

### *Suggested Questions for the Pedagogical Colloquia*

Inform the candidate in advance about what a pedagogical colloquium is and how he or she should prepare. Usually, the audience consists of faculty and administrators from the department/school/college, some of whom may have been present for the teaching demonstration. Although some members of the audience may have the same discipline as the candidate, the presentation should be for a general faculty audience. After a brief introduction of the candidate, he or she should give a presentation of about 20-30 minutes in response to a few questions determined by the search committee. Here are some suggestions from which to choose:

- What principles about teaching and learning guided your planning for today’s teaching demonstration?

- How did the teaching demonstration rely on your experiences with undergraduate/graduate students? What adjustments did you find yourself making with these particular students?
- What do you consider the greatest challenges of teaching your discipline these days? How does the teaching demonstration reflect your attempts to meet these challenges? What would you do over the course of a semester to address these challenges?
- Choose a particular course you have taught, and give an overview of the syllabus and course description. This kind of presentation should focus not only on the content of the course, but the design of learning experiences and the assessment of that learning.
- What reading or professional training has been most influential in your role as a teacher-scholar?

Allow the candidate to give a formal presentation, and then have time for questions and discussion. The facilitator at the colloquium should set the tone: this is not an interview *per se*, but a chance for the candidate to talk with prospective colleagues about teaching.

Provide an evaluation form (Appendix A.11) for all participants, so that the committee members are informed about responses to the candidate's presentation.

## Appendix E.4: Suggestions for Scholarship Presentations/Performances

A research presentation or performance can be a valuable part of a candidate interview. It allows colleagues to learn about the candidate's previous work and to hear the candidate speak or perform before a group of disciplinary and other peers. Here are some suggestions for this part of the interview:

- When arranging the interview date with the candidate, let him or her know that a scholarly presentation or performance will be part of the itinerary. Ask the candidate to provide you, at least a week before the interview day, with a title for this talk or the work that he or she will be performing.
- Explain to the candidate that the audience for this presentation or performance is likely to include both specialists and non-specialists. In addition, he or she should know the planned time for the presentation, including some time for questions and answers.
- Reserve an appropriate room for this event, based on the discipline and the expected size of the audience.
- Publicize this event so that you have as many people in the audience as possible. Appendix A.9 could be adapted and posted as a flier about this candidate interview and the open sessions. Appendix A.10 could be adapted and sent as an email or print message to colleagues.
- Have the SUNY Fredonia host, the Search Committee Chair, or the Department Chair introduce the candidate before the presentation.
- Be sure to distribute evaluation forms (Appendix A.11) to everyone who attend the presentation or performance. Check the room at the end to be sure that none of these are left behind.

## Appendix E.5: Suggestions for Interview Sessions

- Be sure to bring copies of the candidate’s biographical summary and the evaluation forms.
- Introduce yourself as the facilitator of the interview, and introduce the candidate. Unless there is a particularly large group, have those participating in the interview introduce themselves. Have colleagues wear name tags, or provide place cards for participants to write their names so the candidate can see them.
- Allow the candidate a few minutes to make general comments about the position, his or her background, and the reasons for interest in this position and in SUNY Fredonia.
- Allow each member of the interviewing group an opportunity to ask questions. For formal sessions, be sure to develop questions prior to the on-campus visit and ask the same questions of each candidate. Be sure to review with the Search Committee the Affirmative Action guidelines, “What Can I Ask?” (Appendix B.5) to ensure that appropriate questions are asked at the interview and at other times (such as meals and travel).
- Work with the committee to plan to ask several kinds of questions:
  - Direct Questions: used to obtain specific information
    - What steps are left in the completion of your Ph.D.?
    - What kinds of training have you had in teaching with technology?
  - Open-Ended Questions: encourage candidates to express ideas and information based on their judgment about what is important
    - Please tell us about your experience with advising.
    - Please give us some examples of innovative ways that you have involved undergraduate students in your research.
  - Situational Questions: pose situations that candidates may be likely to face if hired
    - What would you do if you discovered a student had plagiarized on a major assignment?
    - What would you do to establish a professional development plan at SUNY Fredonia?

- Allow follow-up questions to the candidate's remarks. These are valuable segments of an interview and allow for a more relaxed, conversational tone.
- Generally focus on the candidate's fit with the advertised criteria for the position. You may explore areas of concern that have been enumerated by the committee so long as these are consistent with Office of Affirmative Action guidelines.
- Allow the candidate an opportunity to ask questions. His/her choice of question can reveal quite a bit.
- Encourage full participation from those who are part of the interview. Specific questions, even those that may make a candidate uncomfortable, are fine. However, you should intervene if anyone begins to badger a candidate.
- Thank all participants and invite them to submit their comments on an evaluation form provided at the session (see sample, Appendix A.11).

APPENDIX F:

Purchasing Department  
Guidelines for Advertising

Advertising is Expensive	Long Version Display Ad	Shorter Version Line Ad
Buffalo News	\$3,229.15	\$844.90
Erie Times	\$1,250.23	\$383.17
Rochester Democrat	<u>\$4,075.28</u>	<u>\$983.19</u>
Total	\$8,554.66	\$2,211.26

### Ways to Save Costs

- Shorten your ad and reference the Human Resources website; contact HR at x. 3434.
- Utilize any organizations you belong to that offer free advertising.
- Web ads normally cost less than printed publications.
- Ask for **Line Ads**, instead of display ads. Display ads have our logo and pictures and are usually needed for Presidential and Vice Presidential searches.

Every ad **must include** the following Affirmative Action statement:

*An affirmative action/equal opportunity employer, SUNY Fredonia encourages and actively seeks applications from minorities, women, and people with disabilities.*

### Deadlines for Applications

- It is preferred that the deadlines be open, not closed. “Deadline for applications is October 30, 2010” is a closed statement.
- “Review of applications will begin on October 30, 2010” or “Review of applications will begin immediately and continue until the position is filled” are open statements.
- A closed statement will prevent you from considering applicants that may be perfect for the position but for some reason did not see your recruitment ad in time.

### How to Obtain Quotes for Ads

- If you are advertising in a journal or organization that you belong to, please find out the costs and steps for placing the ad, and also include that information.

APPENDIX G:

SUNY Fredonia Policies on Travel, Accommodations,  
Meals, and Reimbursement

## SUNY Fredonia Policies on Travel, Accommodations, Meals, and Reimbursement

*Careful attention to these policies and procedures will ensure that the process moves along smoothly, costs are kept as low as possible, and candidates are treated respectfully.*

### **AIR FARE**

- Arrange at least two weeks in advance for the best possible price.
- The Search Committee Chair or a designated staff member may call Albany Travel (1-800-774-0655) or AAA (366-8225 – Debbie or 366-3599 ext. 73151 – Paula) for an airfare quote. They can direct bill SUNY Fredonia for airfare, which is a better option for candidates than having them pay and then be reimbursed. Check both the refundable rate, which will ensure full reimbursement if there is a cancellation, and the non-refundable rate. It is preferred that we use the refundable rate if possible, *but* if the difference is too great, then use the non-refundable rate. The person who calls will need to know the traveler's full name (as it appears on document that the candidate will show at the airport, drivers license, passport, etc), date of birth, sex, starting airport (city and state), and dates of travel. They may also recommend a cheaper rate on a different date, if the traveler is flexible.
- The VPAA office will reimburse the candidate for any fees associated with ONE checked bag. Any additional bags checked in are at the expense of the candidate. At the time of check-in, the candidate will pay for any baggage and be reimbursed for ONE checked bag through a travel voucher. To avoid any misunderstanding, please inform the candidate of this policy when arranging his/her travel.
- Request that the travel agency hold the itinerary until the end of the day and email it to you directly.
- The Search Committee Chair completes the Travel Authorization (TA) for airfare, based on the quote received from the travel agency:
  - The Search Committee Chair signs for the candidate.
  - The Department Chair/School Director and College Dean also sign the TA.
  - If the airfare is over \$600, the Vice President must approve and sign the TA.

- The Dean or Vice President's Office faxes the TA back to AAA (366-4859) or Albany Travel (1-518-292-9090). If possible, it is advisable to obtain the quote and fax the TA on the **same day** to guarantee the quoted price.
  - The Travel Authorization will then be sent to Evelyn Fintzel in the Accounting Office.
- Electronic ticket receipts, which include the traveler's name, Travel Authorization number, invoice number, electronic ticket number, itinerary, and cost of ticket, will be emailed from the travel agency to the person who called for the quote and to Evelyn Fintzel in Accounting. This information would need to be sent on to the candidate.
  - If a TA has been approved, and the candidate does not come for the interview, the Search Committee Chair should notify the travel agency for a refund and Evelyn Fintzel in Accounting (x. 3467) so that she can unencumber the funds.

#### **PERSONAL CAR MILEAGE FOR THE CANDIDATE**

- The Search Committee Chair fills out a Travel Authorization (TA) form and estimates the cost, using the current New York State rate of 55.5 cents per mile (subject to change after January 1, 2012). The current mileage rate can be found on the Accounting Office website. MapQuest and Yahoo Maps provide estimates of the miles between two addresses.
- If the candidate is driving instead of flying, his or her personal car mileage should not exceed what would have been the cost of airfare.
- The Search Committee Chair signs the TA for the candidate.
- The Search Committee Chair sends the completed TA to the Appropriate Dean's office, and if necessary, the Dean's office will forward to the Vice President for approval.

#### **CAR RENTAL**

- The state will allow the reimbursement of a car rental if it is used as the mode of transportation from the candidate's home to SUNY Fredonia for example, if he/she does not own a car and lives relatively close.

- If the candidate is being reimbursed for a rental car and gas, do not put in for mileage also.
- Car rental costs should not exceed the cost of what the airfare would be.

## ACCOMMODATIONS

- As soon as the dates for the interview are determined, the Search Committee Chair should arrange for housing in one of these locations on campus:
  - Alumni House Guest Room (FSA Office, x. 6227)
  - LoGrasso Apartment (President’s Office, x. 3456)
- If none of the campus accommodations are available, the Search Committee Chair should make a reservation at one of these hotels, which will direct bill our account:
  - The White Inn—52 East Main Street, Fredonia (672-2103)
  - Days Inn – 10455 Bennett Road, Fredonia (673-1351)
  - Brookside Manor Bed and Breakfast—3728 Route 83, Just off of Route 60 South (672-7721)
  - Clarion Hotel – 30 Lake Shore Drive East, Dunkirk (366-8350)

When making the reservation, the Search Committee Chair or secretary will need to request the state rate of \$70/night and clarify that this is to be charged to the **SUNY Fredonia VPAA Recruitment Account**. Also include the name of the person making the reservation, the candidate’s name, and the name of the department or school.

If you find it necessary to have the candidate stay overnight close to the airport in Buffalo, we have set up direct billing with the Days Inn, 4345 Genesee Street (716-631-0800). When calling, instruct them to bill the room to the VPAA Recruitment Account at SUNY Fredonia. The Days Inn includes a complimentary breakfast and free shuttle service to and from the airport.

- The Search Committee Chair should provide candidates with the contact information for accommodations and let them know that they will be asked for a credit card when they check into off-campus locations. *Please inform the candidate in advance that any incidental charges—such as additional guests, long-distance calls, Internet access, laundry, alcoholic beverages, and movie rentals—are to be paid by the candidate at the time of check out.*

## MEALS

- Up to **two** SUNY Fredonia representatives may accompany the candidate to a meal at the university's expense.
- **Breakfast** should be eaten at on-campus dining facilities (such as the Center Point Lounge, Cranston Marché, or Erie Dining Hall) or, in the case of off-campus accommodations, at the hotel where the candidate is staying. One of the campus representatives should obtain the Recruitment FREDCard from the VPAA's Office to be used for payment for on-campus meals and return the card immediately after the meal.
- **Lunch** should be eaten in our on-campus facilities such as Cranston Marché, the Centre Point Lounge, or Erie Dining Hall. One of the campus representatives should obtain the Recruitment FREDCard from the VPAA's Office to be used for payment and return the card immediately after the meal so it is available for another search committee.
- **Dinner** should be eaten in one of the area restaurants which has agreed to direct bill the VPAA Recruitment Account:
  - Ellicottville Brewing Company—34 W. Main Street, Fredonia (679-7939)
  - Fireside Manor – Rt. 5 West Lake Rd., Dunkirk (679-1199)
  - Shorewood Country Club—Rt. 5 West Lake Rd., Dunkirk (366-1880)
  - White Inn—52 East Main Street, Fredonia (672-2103)
  - The Brick Room – 49 W. Main St., Fredonia (672-5547)
  - White Horse Inn- Rte. 60, Cassadaga (595-3523)
  - Windjammers at the Clarion (366-8350)

Be sure to make reservations, as some restaurants may not serve dinner every night. Some restaurants include the gratuity on the check, so look for this before adding a tip.

- **IMPORTANT NOTES FOR OFF-CAMPUS MEALS:** The person accompanying the candidate should inform the server ahead of time that the meal will be charged to **SUNY Fredonia VPAA Recruitment Account**, which is exempt from state sales tax. Please *print* your name, the name of the candidate, and the campus representatives on the receipt. Be sure that no state tax is computed on the bill. A 15% gratuity should be included; Ellicottville Brewing Company automatically adds an 18% gratuity. *By state law, reimbursement for alcoholic beverages is not allowed.* If anyone in your party decides to have alcohol, please have the alcohol put on a separate bill, and pay for it at that time.

- If you choose to take the candidate to a restaurant which is not on the above list, the Search Committee Chair or other campus representative must pay for the meal, save the receipt, and send it to the VPAA Office with a memo listing the name of the candidate, the position for which he/she is a candidate, the date of the dinner, and names of those who accompanied the candidate to dinner. *There can be no reimbursement for alcohol on the bill.*

## **REIMBURSEMENT TO THE CANDIDATE**

- After the interview is complete, the Search Committee Chair is responsible for the processing of all travel reimbursement forms for the candidate. The Chair should have the candidate complete the Travel Voucher for all out-of-pocket expenses (such as mileage, tolls, and parking) before he/she leaves campus. The Travel Voucher must include the candidate's home address, Social Security number, and signature.
- If mileage is being claimed, the candidate must also complete and sign the Statement of Auto Travel form. Currently, mileage is reimbursed at the state rate of 55.5 cents per mile (subject to change on January 1, 2012). Check the Accounting Office website for the current amount.
- The Search Committee Chair should provide the candidate with a return envelope to send all receipts, an itemized list of expenses, and mileage.
- The Search Committee Chair holds the partially completed, signed Travel Voucher and Statement of Auto Travel until all receipts have been received from the candidate. The Chair then sends these forms and receipts to the VPAA Office for signature.
- If airline and accommodation arrangements were made through the campus and there are no other expenses for the candidate, a Travel Voucher is not necessary.

## **REIMBURSEMENT TO CAMPUS REPRESENTATIVES**

- Prior to travel, faculty and staff must submit Travel Authorization (Appendix C.5) forms for any travel related to the search. The travel authorization should be marked, "for insurance purposes only." Do not put any dollar amounts on the Travel Authorization.

- The Search Committee Chair writes a memo (*not a Travel Voucher*) to the VPAA requesting reimbursement for mileage and tolls on behalf of a faculty member or staff member. Buffalo Airport and Erie Airport are each approximately 100 miles round trip from Fredonia. Mileage will be reimbursed at the state rate (currently 55.5 cents per mile, subject to change on January 1, 2012).
- The Chair's memo can include meal reimbursement if the candidate was taken to a restaurant *en route* to or from the airport. The receipt must be included. *Remember that state law does not allow reimbursement for alcoholic beverages.*

#### CHARGES FOR PHONE CALLS AND COPIES

- Use a campus phone to make long-distance calls for this search. Instead of using your personal or departmental code, please use 07091 (the PIN for the VPAA Recruitment Account) so charges do not have to be transferred from one account to another.
- The same PIN, 07091, should also be used for copies related to this search.

If you have any questions about these policies or procedures, please call Pam Fabritius in the VPAA Office (x. 3335) at any time.

## Directory of Contacts for Searches in 2010-2011

<b>Name</b>	<b>Office</b>	<b>Location</b>	<b>Role in Searches</b>	<b>Phone</b>
Leah Betts	Human Resources	AOC	Position announcements on website	3434
Cheryl Budniewski	COE Dean Office	Reed Library	Scheduling for COE Dean	3311
Russell Boisjoly	Dean, School of Business	Thompson Hall	Approvals for SOB, interviewing candidates, conferring with chairs	4813
Mike Daley	Dir. of Human Resources	AOC	HR questions, background checks, processing prior service credit requests	3434
Pam Fabritius	VPAA Office	Reed Library	Scheduling for VPAA, processing for travel, meals, lodging, and airfare	3335
Lisa Giordani	Campus Life	Williams Center	WILLIAMS CENTER CLOSED Reserves meeting rooms in the Williams Center	3143
Chris Givner	Dean, COE	Reed Library	Approvals for COE, interviewing candidates, conferring with chairs	3311
Tracy Horth	A&S Dean Office	Reed Library	Scheduling for A&S Dean, processing for travel, meals, lodging, and airfare	3173
Ginny Horvath	VPAA	Reed Library	Interviewing candidates	3335
Ann Aldrich	Budget	AOC	Approvals for budget	3145
John Kijinski	Dean, A&S	Reed Library	Approvals for A&S, interviewing candidates, conferring with chairs	3174
Sandra Lewis	Affirmative Action	Fenton Hall	Assistance in hiring for diversity, Affirmative Action approvals	3358
Shari Miller or Donna Howard	Purchasing	AOC	Block ads, quotes for some advertisements	3438
Jayne Delcamp	President's Office	Fenton Hall	Scheduling for Affirmative Action Officer	3456
Julie Sticek	A&S Dean Office	Reed Library	Scheduling for A&H Dean processing for travel, meals, lodging, and airfare	3174
Bobbi Tabak	School of Bus. Dean Office	Thompson Hall	Scheduling for SOB Dean	4813