



FREDONIA

STATE UNIVERSITY OF NEW YORK

FACULTY AND STAFF SEARCH GUIDELINES

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INTRODUCTION

The following guidelines are designed to outline the responsibilities of individuals and groups involved in searches for faculty and professional staff. The guidelines serve as an aid to assist departments, schools, colleges, and Search Committees in streamlining the processes of creating postings and advertisements, seeking appropriate approvals, identifying candidates to be recommended for interviews, evaluating finalists, and completing the hire. Finally, these guidelines serve to ensure that professional standards and Fredonia's commitments to quality, confidentiality, non-discrimination, and diversity, equity and inclusion are maintained.

At Fredonia, academic and professional searches are important responsibilities for the faculty and staff who serve on Search Committees and for the administrators these Search Committee advise. Our university'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 the university.

Two valuable tools are part of every search, the automated posting and application tracking system (Interview Exchange), and the automated pre-employment screen (HireRight). Interview Exchange (IE) is a web-based system that allows the university to post jobs electronically, and affords candidates the ability to apply on-line by uploading resumes/CVs, cover letters, and other documents; this system also allows Search Committees and administrators to review materials electronically, to request and communicate approvals, and to archive materials from the search. Fredonia also uses HireRight, a service for pre-employment background screening. Candidates are informed and consent to this screening, which includes identity, employment, and highest degree earned verification, as well as criminal background and sex offender registry clearance.

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

- confidentiality in all deliberations and protection of confidential materials;
- 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 and respectful communication with colleagues about the search;
- professionalism in all oral and written communications;
- care in documenting the work of the Search Search Committee; and
- protecting the integrity of the search process through awareness of bias and identification of potential conflicts of interest.

These guidelines are organized around responsibilities of the 1) Provost or Vice President, 2) the Dean, 3) the Department Chair/Director, 4) the Search Search Committee Chair, and 5) the members of the Search Search Committee. This document covers the period from the approval of filling the position to the point of hire.



This timeline presents the steps that occur in faculty searches, with suggested time-frames for hires anticipated by the following fall. Searches not tied to the academic calendar, including library faculty and professionals, will have a timeline 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.

SUGGESTED TIMELINE FOR FACULTY SEARCHES

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 Finance & Administration division has identified the number of new positions, if any, based on the anticipated budget, Deans present their priorities to the Provost's Council and to the Planning and Budget Search 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 Provost's Council, the Provost, and Cabinet.
August-September	Workshop on Faculty Searches is facilitated by the Provost, Human Resources, Accounting, and Office of Diversity, Equity, and Inclusion.
September-October	Department Chairs/Directors begin the search process for Cabinet approved positions by identifying a Search Chair, forming appropriately representative Search Committees, and consulting with the Associate Director of Human Resources. Human Resources will establish user access for the Hiring Department and Search Chair, and will initiate a Request to Fill (see Appendix A.2) in IE. HR will forward the Request to Fill to the Department Chair for completion, including Job Details, advertisements, and the evaluation rubric. The Request to Fill and corresponding Job Details (see Appendix A.2), advertisements (see Appendix A.5), and evaluation rubric (see Appendix B.3) will be routed via IE to the Dean, Provost, Chief Diversity Officer, and Budget for review and approval. Upon Budget approval, Human Resources will post the job on Fredonia's employment webpage, will send the campus listserv announcement, and will quote, place, and confirm advertisements with Chronicle.com, HigherEdJobs.com, InsideHigherEd.com, IMDiversity.com, Veterans Job Bank, and the appropriate regional newspapers, as approved by the Hiring Department and outlined in the Request to Fill. Hiring departments are responsible for placing ads, and confirming placement, with discipline specific recruitment sites, listservs, job boards, etc. See Appendix D for more information.
	Hiring departments should choose to advertise in the appropriate, discipline specific sources, making sure that they make every attempt to reach a qualified, diverse pool of applicants. 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. See Appendix D .
October-December	Search Chair schedules Search Search Committee training with Associate Director of Human Resources and Chief Diversity Officer. Search Search Committee training includes overview of navigating IE (see Appendix A.6), search processes and workflows (see Appendix A.1), and search guidelines. The Department Chair/Director should be included in the Search Training for training and information purposes, and to formally charge the Search Committee.
October-December	<p>After the full-consideration review date, the Search Search Committee members independently review candidates' applications and use the pre-approved evaluation rubric to evaluate candidates according to the advertised criteria.</p> <p>The Search Search Committee meets to discuss the applications and select those they wish to consider further. The narrowed pool may include any number of applicants at this point, depending on the size of the initial applicant pool; there is no "magic number."</p> <p>The Search Committee establishes and follows a process for narrowing the pool further; this <i>may</i> include preliminary telephone interviews (see Appendices G.1) and reference checks for the names provided as references in the candidate application (see Appendix C.9). The Search Search Committee Chair sends the phone and campus interview questions, and the reference check questions, to the Chief Diversity Officer for review and approval via IE.</p>
October-March	Preliminary interviews, if the Search Committee chooses to do this, may be conducted by telephone or videoconferencing. The goal is to identify three candidates to bring for initial interviews. The number of candidates to invite to campus for interviews is three regardless of the number of internal candidates. Fredonia does not provide "courtesy interviews" for internal candidates not identified as Tier 1/invite-to-interview qualified.
November-March	<p>Before arranging the campus interviews, the Search Chair uses the Review Notes function in IE to provide rationale (see Appendix C.3) for Tier 1 and Tier 2 ranked candidates, and then moves the applicants in IE to the appropriate Tier 1, Tier 2, Tier 3, or Tier 4 folders. The Search Chair notifies, via Review Notes in IE, the Department Chair/Director, Dean, Provost/VP, and Chief Diversity Officer that the ranking rationale has been completed and requires review and approval. The Department Chair/Director, Dean, Provost/VP, and Chief Diversity Officer may ask for clarification or amendment of the ranked candidates. When they approve, they enter "approve" in the Review Notes section of IE.</p> <p>When the Search Chair receives approval of ranked candidates, interviews are scheduled. Campus interviews are conducted, and members of the department and others who met the candidates are asked to provide feedback. (see Appendix C.7 and C.8).</p> <p>The Search Chair notifies all Tier 3 and Tier 4 candidates, via IE, that Fredonia is not considering their application at this time (see Appendix C.2).</p>

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December-March	<p>The Search Search Committee meets soon after the last candidate interview to finalize the strengths and weaknesses perceived about all candidates who completed on-campus interviews. The Search Search Committee Chair uses the Review Notes section in IE to upload a document outlining the interviewed candidates' strengths and weaknesses (see Appendix C.12). The Search Chair then notifies, via Review Notes in IE, the Department Chair/Director, Dean, Provost/VP, indicating strengths and weaknesses are complete.</p>
December - April	<p>The Provost and Dean consult with the Department Chair/Director regarding the finalist, including academic rank, salary, and any special circumstances.</p> <p>The Provost/Vice President or Dean contacts the finalist to confirm continued interest in position. If confirmed, the Dean makes a verbal offer to the candidate, contingent on successful pre-employment screen. Any negotiations about salary, academic rank, or other special conditions of hire must be discussed with, and approved by, the Provost or Divisional Vice President.</p> <p>If the candidate verbally accepts the offer, the Deans Office completes the Request to Hire (see Appendix A.) in IE, and sends to the Associate Director of Human Resources. Human Resources orders the pre-employment screen and sends email to finalist, via IE, with directions. When the screen is complete, the Associate Director approves the Request to Hire, sends an e-mail notification advising the Dean, Provost/VP, Department Chair/Director, and appropriate secretary support staff, that the screen has been successfully completed, and sends the Request to Hire to the Provost's Secretary through IE. The Provost's Secretary initiates the contract letter, attaches an electronic copy of the contract letter to the Request to Hire in IE, and routes the Request to Hire back to Human Resources.</p> <p>Note - If the candidate fails the pre-employment screen, Human Resources will contact the Dean and Provost/VP to discuss next steps. At that time, an alternate may be considered, or the search may be failed.</p>
December - May	<p>When the signed contract letter is received in Human Resources, Human Resources:</p> <ol style="list-style-type: none"> 1. Uploads the signed contract to the Request to Hire in IE; 2. Moves the candidate to the Hired Folder; 3. Removes the position from IE; and 4. Advises the Department Chair/Director, Dean, Provost/VP, and President's Office that the signed contract has been received. <p>Search Chair sends Position Filled/Note Selected (see Appendix C.10 and C.11) notification to any remaining candidates via IE.</p> <p>The hiring department secretary confirms the details in the contract letter are consistent with the Request to Hire, and initiates the Change of Status (COS).</p>

<p>January-April</p>	<p>The Department Chair/Director announces the appointment to the department/school. The Department Chair/Director also assigns a mentor to the new faculty member to assist him or her in the transition to Fredonia.</p> <p>The Search Search Committee Chair contacts the interview candidates via telephone and advises them another candidate has been selected and has accepted the offer.</p>
<p>January-April</p>	<p>As contract letters are returned, the Provost/VP notifies the university community, the Director of the Professional Development Center, and the Public Relations officer.</p>

RESPONSIBILITIES OF THE PROVOST/VICE PRESIDENT

1. Discuss staffing needs with direct reports and provide rationale for vacancy approval for Cabinet consideration. Rationale should include position title (campus and state/budget, salary level, and important budget information). Upon Cabinet approval to post, advise appropriate Dean of approval.
2. Establish budgetary limits for all hires including recruitment/advertising, on-campus interview related travel and meal expenses, finalist salary, moving expenses, start-up funds, visa sponsorship, etc.
3. In collaboration with Human Resources and Office of Diversity, Equity, and Inclusion, facilitate annual, faculty search training/workshop. This training/workshop is generally held in August-September and should include the following Academic Affairs considerations:
 - a. Formal charge to Deans and Chairs/Directors;
 - b. Recruitment budgets for ads and on-campus interviews;
 - c. Overview of important academic considerations; and
 - d. New, or improved, posting hiring criteria and procedural highlights

Human Resources and Office of Diversity, Equity, and Inclusion will review the entirety of the recruitment and hiring procedures and guidelines.

4. Review and approve Request to Fill, Job Details, advertisements, and rubric via IE.
5. Review and approve rationale for Search Search Committee's candidate ranking via IE.
6. In consultation with the Dean and Department Chair/Director, select finalist. Provost/Vice President may make final offer. If final offer is made by Dean (Faculty Searches) or Director (Professional Searches), Provost/VP must approve final offer including salary, start-up funds, equipment, moving expenses, etc.
7. Consult with Human Resources relative to inconsistencies in pre-employment screen.
8. Review and approve Request to Hire and signs offer of appointment (i.e. contract letter) following successful pre-employment screen.
9. Notify the university community, Professional Development Center, and Public Relations of all new hires.

RESPONSIBILITIES OF THE DEAN (FACULTY SEARCHES)

1. Review requests for positions and staffing with Department Chairs/Directors. Prioritize positions and, as applicable, submit to Provost's Council, Planning and Budget Search Committee, and Provost for review.
2. Upon Cabinet approval, notify Department Chair/Director that vacancy has been approved.
3. Attend annual, faculty search workshop. This workshop is generally held in August-September and will include the following:
 - a. Formal charge to Deans and Chairs/Directors;
 - b. Recruitment budgets for ads and on-campus interviews;
 - c. Overview of important academic considerations;
 - d. New, or improved, posting hiring criteria and procedural highlights; and
 - e. Human Resources and Diversity, Equity, and Inclusion recruitment and hiring procedures and guidelines
4. Provide oversight and direction to Search Chair relative to search procedures and guidelines, budgets, visa sponsorship, Search Search Committee composition, and search related timelines. Consult with Provost and Human Resources on issues or concerns and potential conflicts of interest.
5. Review and approve Request to Fill, Job Details, advertisements, and rubric via IE.
6. Review and approve rationale for Search Search Committee's candidate ranking via IE.
7. In consultation with the Provost and Department Chair/Director, select finalist. Provost/Vice President may make final offer, or may approve offer to be made by Dean. Provost must approve final offer including salary, start-up funds, equipment, moving expenses, etc.
8. Consult with Human Resources relative to inconsistencies in pre-employment screen.
9. Upon acceptance of verbal offer, initiate Request to Hire and forward to Human Resources for pre-employment screening.
10. Advise Department Chair/Director that verbal offer has been accepted.

RESPONSIBILITIES OF THE DEPARTMENT CHAIR/DIRECTOR

1. Well before a search begins; discuss staffing needs with department or school faculty and with the Dean or appropriate Vice President. To assist in providing rationale for position approval, may prepare a tentative position description including campus title, budget/state title, and salary level, and prepare rationale for hiring. This position description should be shared with the Search Chair to assist in drafting the Request to Fill, Job Details, advertisements, and rubric in IE.
2. Develop an advertising plan designed to ensure 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. Note - Human Resources will place advertisements in non-discipline specific publications (i.e. Chronicle, InsideHigherEd.com, HigherEdJobs.com, IMDiversity.com, and veteran specific job boards). It is up to the department to gather quotes, place ads, and confirm placement with discipline specific publications and job boards after the advertisements are fully approved in IE. See [Appendix D](#) for further information.
3. 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. The costs of all ads placed, including those placed by Human Resources, are funded by the hiring department, including recruitment allocations from the Provost/Vice President.
4. Prepare small and medium ads as per your advertising plan. The IE Job Details page will serve as the long ad, if needed. The small and medium ads will need to be shared with the Search Chair in order to be uploaded to IE. [Appendix A.5](#) includes sample advertisements, with boilerplate language about Fredonia, non-discrimination policies, equal opportunity, and background screening.
5. Appoint the Search Search Committee and its Chair. The importance of careful selection of the Search 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 add strength to a Search Committee, as well as members of other academic departments with knowledge of the discipline. If the courses to be taught are General Education courses, you should consider adding other Gen Ed faculty to the search. Also, 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 Search Committee are diversity, gender, protected classes/statuses, years of service at the university, a balance of departmental/school specialties, and possible conflicts of interest such as spouses/partners/couples (including former) serving on the same Search Committee or those with close, personal relationships to potential candidates.

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

6. Charge the Search Search Committee, and be sure that the Search Search Committee Chair and Search Committee members receive these guidelines. This is best done during the Search Search Committee training with Human Resources and Diversity, Equity, and Inclusion. The charge should cover the following:
 - a. Describe the functions of the Search Committee, which include:
 - i. to familiarize themselves with the procedures and guidelines for faculty searches, including Human Resources and Office of Diversity, Equity, and Inclusion policies and procedures;
 - ii. to follow the guidelines set forth in the Guidelines for Faculty Searches;
 - iii. to solicit and encourage applications from a diverse pool of candidates;
 - iv. to understand the process and criteria by which applicants will be evaluated; and
 - v. to conduct preliminary and campus interviews as appropriate to present the Department Chair/Director, Dean, and Provost 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 ad and discuss the posting documents.
 - c. Explain Fredonia's commitment to Non-Discrimination and Equal Opportunity, and allow Search 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 Search Committee. Review the guidelines and procedures for candidates' travel, accommodations, and meals, including those with the Search Committee members ([Appendix E](#)).
 - e. With the Search Search Committee Chair, stress importance of protecting the confidentiality of applications and the search process.
7. Ensure that the Dean and Provost/VP have approved the candidates to be invited to campus.
8. 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 they are interviewing.
9. Consult with the Dean and Provost/Vice President on the finalist selection.
10. Inform the other members of the Department or School about the status of the search, including when an offer has been accepted. Please remember that the details of the search must be kept confidential.
11. 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.
12. 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 SEARCH COMMITTEE CHAIR

1. Provide overall leadership to the Search Search Committee, including working with the Search Committee to establish the process and criteria for evaluating applicants and serving as a liaison between the Search Search Committee and the Department Chair/Director. Consult with the Department Chair/Director when drafting and completing Request to Fill, Job Details, advertisements, and rubric.
2. Schedule, arrange, and chair the meetings of the Search Search Committee, including Search Search Committee training with Human Resources and Office of Diversity, Equity, and Inclusion. Encourage frank, unbiased, confidential discussion at those meetings.
3. Oversee the submission and approval of required search documents using IE (see [Appendix A.6](#)), and if appropriate, GoogleDocs.
4. Assume responsibility for all outgoing correspondence (see [Appendix C](#) for examples).
5. Assume responsibility for all immigration reporting (see [Appendix F](#) for examples).
6. Assign responsibilities to Search Committee members, such as providing deadlines for application reading and evaluation, making reference calls, and assisting with arrangements on interview days.
7. Remind the Search Committee that their work is to remain confidential, professional, and consistent with all search and recruitment related guidelines. Provide copies of the search handbook and insure compliance with the practices and policies of the Office of Diversity, Equity, and Inclusion (see [Appendix B](#)).
8. Ensure that policies about Recruitment Expenses and Travel are followed (see [Appendix D](#) and [E](#)). It is the Search 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.
9. Work with the Search 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 Search Search Committee training, approvals and consultations.
10. Work with the Search Committee to establish a rubric for screening applications before they begin to read them. The sample rubric template in [Appendix B.3](#) may be useful; be sure that Search Committee members screen candidates in using the established, advertised qualifications for the position.
11. Send the planned interview (phone and campus) questions, and reference check questions (as appropriate), to the Chief Diversity Officer, via IE, for review and approval, prior to conducting interviews.
12. If you use a telephone interview, arrange for a room equipped for conference calls or videoconferencing.

Work with the Search Committee to ensure that all candidates are asked the same questions. 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 G.5](#)).

13. Work with the Search Committee to establish questions for reference calls (see [Appendix C.9](#) for sample questions). Discuss the results of those reference calls before inviting candidates for on-campus interviews, or prior to documenting strengths and weaknesses.
14. Guide Search Committee deliberations through the difficult process of narrowing the pool. Rank the applicants as Tier 1, 2, 3, or 4, and move the candidates to the correct folders in IE. Via IE, advise the Department Chair/Director, Dean, Provost/VP, and Chief Diversity Officer that the ranking and rationale have been completed and uploaded. It may be useful to remind the Search Committee of these common mistakes to avoid throughout the screening and selection process:
 - a. Gut Feeling: developing an intuitive judgment about an applicant without substantiating facts.
 - b. 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.
 - c. Stereotyping: forming a standard mental image of the members of a particular group.
 - d. 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.
 - e. Contrast Effect: comparing an applicant against another applicant rather than to the specific requirements of the position.
 - f. 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.
15. After all approvals have been notated in IE, invite candidates for on-campus interviews, following the guidelines for travel, accommodations, and meals ([Appendix E](#)). Often this is done by telephone, followed with written communication confirming schedules and other details. The interview date should be recorded in IE.
16. In planning an interview, develop an itinerary for each candidate (see example at [Appendix C.4](#)) 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 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 Search Committee members share this responsibility. Here are some typical features to include:
 - a. Tour of the campus
 - b. Tour of the community
 - c. Meeting with the Search Search Committee
 - d. Meeting with the Department Chair/School Director
 - e. Meeting with the College Dean
 - f. Meeting with the Provost or Vice President
 - g. Meeting with members of the hiring department
 - h. Opportunity to meet with students
 - i. Teaching demonstration and pedagogical colloquium
 - j. Scholarly presentation or performance
 - k. Meals
 - l. Travel arrangements (who is picking the candidate up, flight numbers, etc.)

Before their arrival on campus, candidates should be asked whether there are additional persons with whom they would like to meet and if they have any dietary restrictions.

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 C.5](#) and [C.6](#)).

Interviews for internal candidates are slightly more limited in nature, since those who already work at 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 Search Committee is meeting for the first time.

Make the candidate's schedule available to those meeting the candidate at least three days in advance (see [Appendix C.4-C.6](#)). 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.

Develop a one-page biographical statement (see [Appendix C.5](#)) about each candidate to be given to interview participants in advance. This can include such details as:

- Current and previous positions
- Degrees and institutions where conferred
- Key career accomplishments
- Recent publications/performances

If appropriate, provide copies of applicant's resume and cover letter, removing address.

17. Because of Fredonia's strong emphasis on excellent teaching, you may wish to include a meaningful teaching demonstration in the interview (see [Appendix G.1](#)). 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 nametags 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.

18. If you include a teaching demonstration, you may want to include a pedagogical colloquium as well (see [Appendix G.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.
19. Prepare an array of literature about Fredonia and the community for each candidate invited for an on-campus interview. Be sure to make good use of online resources, including campus and department/school/college web pages, as well as recruitment folders provided by Human Resources. You may also choose to include a copy of the Handbook for Appointment, Reappointment, and Promotion.
20. 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 C.7](#) and [C.8](#). 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 Search Committee when you meet to discuss all interviewed candidates; staff support can be very useful in this task.
21. Communicate with the Department Chair/School Director and your colleagues throughout the process.
22. At the end of the last interview, consult with the Search Search Committee, department chair, and summarize the strengths and weaknesses of each interviewed candidate and upload to IE. Include evaluative materials submitted by other reviewers in the summary. Notify the Department Chair/Director, Dean, and Provost/VP when this is complete. Communicate with the Search Committee that this is the end of their formal role; the appointment is made by the Dean and Provost/VP.
23. When the search is completed, arrange for storage of materials not stored in IE. The unsuccessful candidate files can be destroyed after four years.
24. Thank all Search 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/Director may assign a mentor at that point, or you or a Search Search Committee member could offer to stay in communication with your new colleague to assist in the transition to Fredonia.

RESPONSIBILITIES OF THE SEARCH SEARCH COMMITTEE

1. Familiarize yourself with the requirements of the vacant position, the Fredonia policies and guidelines for faculty searches, and the policies of the Office of Diversity, Equity, and Inclusion. Immediately self-identify any potential conflicts of interest with Chief Diversity Officer or Associate Director of Human Resources. Conflicts of interest may include current or former familial, personal, or intimate relationships with candidates or other Search Search Committee members.
2. Maintain strict confidentiality throughout the recruitment process and thereafter.
3. May assist the Search Search Committee Chair in developing posting documents and rubric based on the advertised requirements of the position.

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

4. Adhere to established dates and procedures for screening all 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. Every Search Search Committee member is required to conduct an independent review of candidates prior to the Search Search Committee discussion and ranking.
5. Work with the Search Search Committee Chair and other members of the Search Committee to choose the strongest candidates to move forward in the search process. Search Committee members meet and narrow down the list through the use of a rubric to begin and focus discussion. This short list of semifinalists will be evaluated with greater scrutiny so that the list can be narrowed. This may include telephone or video-conferenced interviews and reference checks.
6. 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 Search 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 Search 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 Search Committee knowing the agenda and the question that he or she is supposed to ask. [Appendices B .3](#), [B.5](#) and [G.1](#) offer additional suggestions for conducting a successful telephone interview, including a list of available conference call rooms on campus.

7. Following all phone interviews, the Search Committee continues the discussion, eventually narrowing the group to those who will be recommended for campus visits (i.e. Tier 1 candidates), and those that are alternates should a Tier 1 candidate withdraw (i.e. Tier 2). Individuals that meet minimum qualifications that are not recommended for interview shall be ranked Tier 3, and those who do not meet minimum qualifications shall be ranked Tier 4.

8. When directed by the Search Search Committee Chair, call references of candidates. The Chair may divide these responsibilities among the members of the Search Search Committee, but the same questions should be asked of all references. See [Appendix C.9](#) for a sample Telephone Reference Check form that your Search Committee can use or adapt.
9. Assist in organizing and hosting campus visits. Once the Search Search Committee Chair learns that the candidates are approved, arranges for on-campus interviews. The Search Committee assists in setting up the schedule and ensuring that the policies and guidelines for accommodations, meals, and travel are followed. The Search Search Committee Chair invites finalists, generally by telephone, with follow-up communication confirming schedules and arrangements for travel and accommodations.

The Search Chair should arrange the sending of a substantial array of literature about Fredonia to the candidate, including a list of Search Search Committee members and others with whom she/he will meet during the visit.

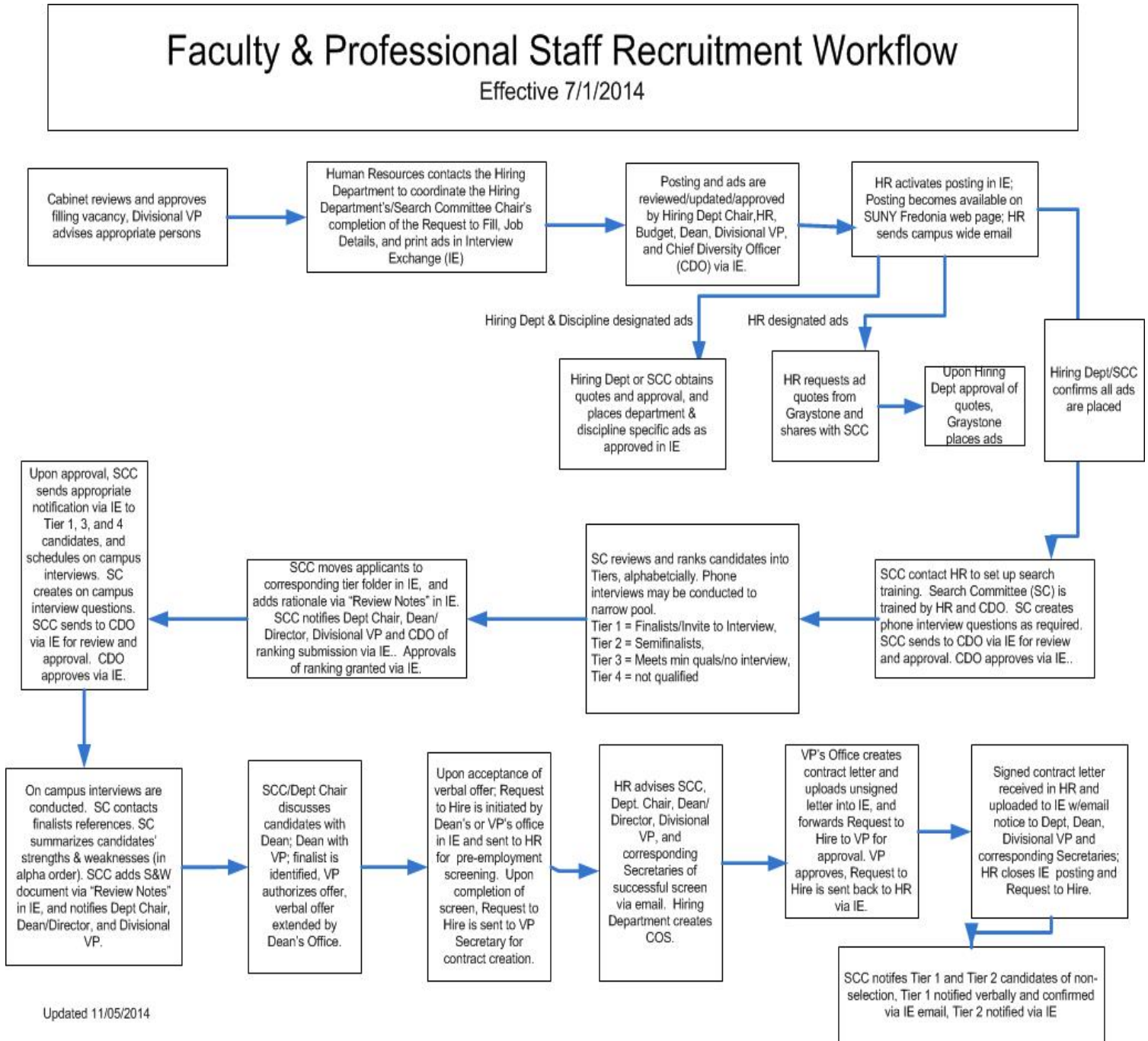
10. After all interviews have been completed, meet with the Search Committee to discuss the acceptability of each candidate and each candidate's strengths and weaknesses in filling the advertised position. When the position includes visa sponsorship, it is important for the Search Search Committee to consider the requirements of the Recruitment Summary Spreadsheet (see [Appendix F.2](#)).

When the interviewed candidate's strengths and weaknesses are finalized in IE, the formal responsibility of the Search Search Committee is finished. In consultation with Department Chair/Director, the Dean and Provost/VP make the decision about the candidate to be offered the position.

Once an offer has been accepted, members of the Search 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: Human Resources Recruitment Workflow & Documents

A.1 Faculty & Professional Staff Recruitment Workflow



A.2 Sample Request to Fill (Create in Interview Exchange)

Create New 'Request To Fill'

Manage Requisitions

Notes

Job Details 

Fields marked with an asterisk * are required.

Title/Name: 

Requisition Status:

Requisition to Fill	
Originator	<input type="text"/>
Search Type	<input type="radio"/> National <input type="radio"/> Regional <input type="radio"/> Internal Promotion Plan
Budget Title	<input type="text"/>
Budget Title Code	<input type="text"/>
Line #	<input type="text"/>
Position formerly held by	<input type="text"/>
Salary Grade	<input type="text"/>
Approved Salary Range	<input type="text"/>
Hiring Department	<input type="text"/>
Dept Chair/Director e-mail address	<input type="text"/>
Hiring Dept Secretary e-mail address	<input type="text"/>
Job Category	Select One: <input type="text"/>
	If other: <input type="text"/>
Obligation	<input type="radio"/> Full Time <input type="radio"/> Part Time <input type="radio"/> Per diem <input type="radio"/> Other <input type="text"/>
Appointment Status	<input type="radio"/> Temporary <input type="radio"/> Term (tenure track) <input type="radio"/> At Pleasure (M/C only) <input type="radio"/> Perm (Classified) <input type="radio"/> Other <input type="text"/>
Posting Open Date	Select One: <input type="radio"/> Immediate Upon Approval

Posting Closed Date

Specific Date:

Select One:

Open Until Filled

*all Faculty & Professional staff positions are open until filled

Specific Date:

Position Start Date

Account Number to be Charged for Personnel Service

When will you be requesting references?

No References.

Reference list by applicant at the time of application submission. Requests to referees by candidate at a later time.

Reference list and request to referees by applicant at the time of application submission.

No reference list required upfront from applicant at the time of application submission. Employer requests candidate for references at a later time.

Note - Fredonia requires the names and contact information for 3 references. Reference calls are used in lieu of reference letters for all searches.

Number of References

Required Application Documents

Check all that apply:

- Resume / CV
- Cover Letter
- Writing Sample
- Teaching Sample
- Statement of Teaching Philosophy
- Statement of Research Interests
- Philosophical Statement
- Other

Availability Data

(List the availability percentages for the women and minority groups. Contact Office of Diversity, Equity, and Inclusion for assistance)

Women %

Minority %

Special Efforts to Recruit Women and/or minorities

Please describe:

Search Search Committee Members
(list Search Chair in first row)

E-mail Address	Title	Gender & Ethnicity
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

Recruitment Ads (list newspapers, publications, websites, listservs, contacts, etc.)

Name of Recruitment Source	Size of Ad (small, med,	Type of Ad (newspaper, magazine, website,
<input type="text"/>	<input type="text"/>	<input type="text"/>

	large)	etc.)

Please [click here](#) for next steps after approval.

Add a note / Ask questions:

Attach

To add additional documents and/or comments, please uncheck the checkbox 'Add Job Details and Approvers' before clicking 'Save Changes'

Add Job Details and Approvers

A.3 Sample Job Details & Long Ad (Create with Request to Fill in Interview Exchange)

About Fredonia:

Fredonia, State University of New York is a comprehensive, selective, public, residential, liberal arts university located in beautiful Western New York, just minutes from Lake Erie. Founded in 1826, the university is among the most storied in the State University of New York system. It is home to a world-renowned School of Music and over 100 degree programs in the liberal arts, natural and social sciences, education, mathematics, and business. Fredonia also features cutting-edge programs in the emerging fields of technology, service, and communication and is consistently ranked among the top public, master's granting universities in the North by U.S. News and World Report.

Fredonia is known for its strong academic programs, attractive architecture and grounds, rich campus life, and commitment to student engagement and success. Fredonia is focused on ensuring that all Fredonia students, utilizing knowledge developed through a broad range of intellectual experiences, will be:

- Skilled (develop Intellectual and Applied Skills, Literacies and Knowledge),
- Connected (engage Community and Diversity: Local Stewardship, Global Citizenship),
- Creative (demonstrate Scholarship, Artistry, and Innovation), and
- Responsible (activate Sustainability, Ethics, Leadership, and Professionalism).

Click [here](#) to read a message from Fredonia's President.

Job Description:

Fredonia, State University of New York invites applications for a position in Special Education at the rank of Assistant Professor, tenure track, beginning August 20XX. This is a unique opportunity to join the long tradition of commitment to inclusiveness in the Department of Curriculum and Instruction. We are seeking a creative and collaborative colleague who will engage in excellence in teaching, scholarship, and service in special education in the context of a merged special and general education program.

This position offers a competitive salary and comprehensive benefits package. Visa sponsorship is available for this position.

JOB RESPONSIBILITIES

The successful candidate will:

- Teach courses in Special Education and related pedagogical content courses at the undergraduate and graduate levels including courses focused on the needs of students with high incidence disabilities within inclusive settings, including field-based responsibilities, as well as courses on research methodology;
- Contribute to curriculum development and refinement;
- Provide academic advisement to students;
- Participate in Search Committees and provide service to the department, college, university, and profession;
- Be aware of, understand, and follow all university policies.

Requirements:

MINIMUM QUALIFICATIONS

- Doctorate in Special Education: High Incidence Disabilities or closely related field by 8/15/XX
- 3 years teaching experience in P-12 special education settings
- Demonstrated experience in, and strong commitment to, inclusive teacher preparation experience
- Demonstrated commitment to diversity and the needs of diverse learners
- Demonstrated experience with instructional technology
- Willingness to work collaboratively with colleagues for program growth and enhancement

PREFERRED QUALIFICATIONS

- Supervision experience in schools
- Expertise and research interests in high incidence disabilities
- Demonstrated excellence in research and publication in the area of special education
- Teaching experience in P-12 inclusive settings
- Familiarity with NCATE/CAEP accreditation, CEC professional standards, and program coordination.

Additional Information:

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, Fredonia provides for, and promotes, equal opportunity employment, compensation, and other terms and conditions of employment, without discrimination.

Pursuant to University policy, the University is committed to fostering a diverse community of outstanding faculty, staff, and students, as well as ensuring equal educational opportunity, employment, and access to services, programs, and activities, without regard to an individual's race, color, national origin, religion, creed, age, disability, sex, gender identity, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction. Employees, students, applicants or other members of the University community (including but not limited to vendors, visitors, and guests) may not be subjected to harassment that is prohibited by law, or treated adversely or retaliated against based upon a protected characteristic.

The University's policy is in accordance with federal and state laws and regulations prohibiting unlawful discrimination and harassment. These laws include the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964 as Amended by the Equal Employment Opportunity Act of 1972, and the New York State Human Rights Law. These laws prohibit discrimination and harassment, including sexual harassment and sexual violence.

Application Instructions:

Interested candidates shall apply and submit the **required** documents listed below by clicking on the APPLY NOW button. Complete applications received by December 1, 20XX will be given full consideration.

- Resume/CV
- Cover Letter

Note: After submitting your Resume/CV, the subsequent page gives you instructions that enable you to upload the additional, required documents.

Please see the [FAQ](#) for using the online application system. Please [contact us](#) if you need assistance applying through this website.

URL: <http://www.fredonia.edu/coe/>

A.4 Sample Small & Medium Ads (upload to Request To Fill in Interview Exchange)

SHORT VERSION:

Fredonia, State University of New York seeks qualified applicants for an Assistant Professor – Special Education position. The successful candidate will be responsible for teaching courses in Special Education and related pedagogical content courses at the undergraduate and graduate levels with support responsibilities for field placements. Doctorate in Special Education: High Incidence Disabilities or closely related field by 8/15/XX with a minimum of 3 years teaching experience in special education and a strong commitment to inclusive teacher preparation required.

For complete vacancy announcement, position description, qualifications, and to apply, please visit <http://fredonia.interviewexchange.com>.

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, Fredonia provides for, and promotes, equal opportunity employment, compensation, and other terms and conditions of employment, without discrimination.

MEDIUM VERSION:

Fredonia, State University of New York seeks qualified candidates for a tenure-track, Assistant Professor-Special Education position beginning August 20XX. This is a unique opportunity to join the long tradition of commitment to inclusiveness in the Department of Curriculum and Instruction. We are seeking a creative and collaborative colleague who will engage in excellence in teaching, scholarship, and service in special education in the context of a merged special and general education program. The successful candidate will be responsible for teaching courses in Special Education and related pedagogical content courses at the undergraduate and graduate levels, including research methodology, with support responsibilities for field placements. Doctorate in Special Education: High Incidence Disabilities or closely related field by 8/15/XX with a minimum of 3 years teaching experience in special education and a strong commitment to inclusive teacher preparation required. Preference will be given to those applicants with supervision experience in schools, familiarity with Council for Exceptional Children (CEC) Childhood Program Standard/ Professional Preparation Standards and NCATE/CAEP accreditation standards, and demonstrated excellence in research and publication in the area of special education. Visa sponsorship is available for this position.

For complete vacancy announcement, position description, qualifications, and to apply, please visit <http://fredonia.interviewexchange.com>.

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, Fredonia provides for, and promotes, equal opportunity employment, compensation, and other terms and conditions of employment, without discrimination.

A.5 Sample HRNews (Listserv) E-mail Vacancy Announcement sent from HR



From: **Human Resources** human.resources@fredonia.edu
To: "HRNEWS@LISTSERV.FREDONIA.EDU" HRNEWS@listserve.fredonia.edu
Date: Monday, June 9, 20XX at 1:00pm
Subject: VACANCY ANNOUNCEMENT (UUP) – Assistant Professor – Special Education

Fredonia announces a full-time, tenure-track, Assistant Professor – Special Education, in the College of Education’s Language, Learning, and Leadership Department.*

For the complete position description, qualifications, and to apply, please click [here](#).

*This position has been approved for release by Cabinet.

A.6. Search Chair & Search Search Committee – Interview Exchange Instructions

To access applicants and posting information:

1. Once you have been assigned to a search and the search is underway, Human Resources will establish your account in IE. IE will send you an email with account registration information. Complete the steps in the IE email to register your account.
2. Once registered, go to www.fredonia.edu, click on Faculty & Staff, click on Faculty & Staff Services, select Interview Exchange Internal Users Login, OR simply type www.interviewexchange.com and select Login.
3. Login* using your user id & password.
User ID – your Fredonia email (firstname.lastname@fredonia.edu)
Password – system generated until you change it
*You must have registered your account prior to logging-in.
4. Click on the position title.
5. You can sort the columns with blue titles to search for applicants by first or last name, date applied, or telephone number.
6. Click on the applicant's name to review applicant's resume, cover letter, reference contact info, etc.
7. Search Search Committees may elect to add individual notes, private or public, for each applicant in the *Notes from Review Team* section of the applicant screen. Private notes will only be viewable to yourself, public notes will be to the entire Search Search Committee, Director, Dean, Provost/VP, HR, etc.
8. Search Search Committee Chair will use the *Review Notes* section of the posting to upload and request approval of the Search Search Committee's ranking rationale (see Appendix C.3), interview questions, and finalist strengths & weaknesses document (see Appendix C.12). Approvals and comments will be added to the *Review Notes* section as appropriate. IE will generate emails to users to advise when notes have been added.
9. Search Search Committee Chair will move applicants to the appropriate Tier folders as approved, and send template emails as outlined in Appendix C.2.
10. When the VP and Dean select a finalist and the verbal offer has been negotiated, accepted, and approved, the Dean's secretary will initiate the Request to Hire (see Appendix A.7) using the recommendation button on the applicant screen.
11. When the signed contract letter is received in Human Resources and the Search Chair is notified that the search is closed, the Search Chair will send template emails as outlined in Appendix C.10 and C.11.

Accessing Applicants & Adding Interview Questions, Ranking Rationale, and Finalist Strengths & Weaknesses

Applicants for: Job Title Here (43668)

Click "Alert" to set new applicant alert

Click "View" to review job details

Search Search Committee Chair - Click "Review Notes" to send interview questions, ranking rationale, and finalists strengths and weaknesses.

View Alerts Review **Review Notes** Requisitions Quick R

Qualified Applicants in Inbox

43668	Name : (F L)	Location	Phone	E-Mail	Date
1	Applicant Name	Rancho Santa Margarita, CA	(xxx) xxx-xxxx	Applicant1@yahoo.com	10/28/2013
2	Applicant Name	State College, PA	(xxx) xxx-xxxx	Applicnat2@yahoo.com	10/25/2013

Sort by Name, Phone, E-mail, or Date Applied

Click on the applicant's name to review their application documents, reference contact information, move to tier folder, and send e-mail.

Review Notes

Search Search Committee Chair sends the following items in "Review Notes" by clicking on "notify selected" , and selecting the appropriate individuals as follows:

1. Interview Questions → notify Chief Diversity Officer
2. Ranking Rationale → notify Dept Chair, Dean/Director, Provost/VP, Chief Diversity Officer
3. Strengths & Weaknesses → notify Dean, Provost/VP

Selected individuals will receive an email from IE indicating a note has been added. Their approval will be made via Notes, with an email notification via IE. When all approvals are in place, the search may proceed to the next phase of the search process.

JOB NOTES ARE VISIBLE TO ALL SEARCH SEARCH COMMITTEE MEMBERS (NOT TO APPLICANTS).

A.7 Sample Request to Hire (Hiring Dept or Search Chair Creates in Interview Exchange)

Create New 'Request To Hire'

Fields marked with an asterisk * are required.

Title/Name: *

Hire Info Form

Originator	<input type="text"/>
Salutation	<input type="text"/>
Name (as it appears on their driver's license/passport)	<input type="text"/>
Home Address	<input type="text"/>
Budget Title	<input type="text"/>
Campus Title	<input type="text"/>
Department or School	<input type="text"/>
Supervisor	<input type="text"/>
Salary	<input type="text"/>
Appointment Type (Temp, Term, Etc...)	<input type="text"/>
Appointment Dates	<input type="text"/>
Professional Obligation Dates	<input type="text"/>
Moving Expenses	<input type="text"/>
Start-up funds	<input type="text"/>
Computer/printer	<input type="text"/>
Other stipulations	<input type="text"/>

Add a note / Ask questions:

Attach

To add additional documents and/or comments, please uncheck the checkbox 'Add Approvers' before clicking 'Save Changes'

Add Approvers

A.8 Sample E-mail Notification of Successful Pre-Employment Screening



From: Human Resources human.resources@fredonia.edu
To: Divisional VP & Secretary, Dean & Secretary, Hiring Department Chair & Secretary, and Search Search Committee Chair
Date: Monday, June 9, 20XX at 1:00pm
Subject: PRE-EMPLOYMENT SCREEN COMPLETE – Finalist Name, Position

This email serves as confirmation that all phases of the HireRight pre-employment screen are now complete. The applicant's identity, employment, and education have been verified, and the criminal record and national sexual offender registry have been cleared.

Please contact Human Resources at x3434 with any questions.

APPENDIX B: Diversity, Equity, and Inclusion Documents

B.1 Office of Diversity, Equity, and Inclusion Recruitment Policy

Introduction

Fredonia is committed to providing equal opportunity in employment by prohibiting employment discrimination because of race, color, national origin, religion, creed, age, disability, sex, gender identity, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction.

Fredonia 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's immigration policy (see [Appendix F.1](#)) assists in providing opportunities to attract and retain a diverse workforce.

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, 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.

The Affirmative Action Search Committee affirms the general policy that, whenever possible, full, open, searches shall 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.

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 adjunct faculty, special efforts should be made when minorities and women are underutilized in the hiring department.

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 diversity and equity shall 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, open 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.

Exceptions to the Search Process

It is important to distinguish between those situations where a full, national search is waived, and those where an internal search may be acceptable.

- A. A first, necessary criterion to request a search waiver or internal search is the principle of "utilization of minorities and females." In areas and/or departments where minorities and females are significantly under-utilized, search waivers and internal searches may be reviewed in relation to this under-utilization.
- B. When a 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 may occur when death, illness, disability, or unanticipated resignation or retirement causes a position to be vacant. Whenever possible, a local or internal search may be conducted to insure an attempt has been made to meet Diversity, Equity, and Inclusion guidelines relative to the under-utilization of minorities and females.
- C. When a vacancy is temporarily filled on an interim, visiting, or acting basis, a full, open search shall be conducted at the completion of the temporary assignment. Requests for internal searches must be approved by Cabinet. Search waivers and internal searches will be considered based on principals of under-utilization and uniquely qualified.

Consistent with Section V.H of Fredonia's Handbook on Appointment, Reappointment, and Promotion (HARP), if, following Cabinet approval, a professional position is designated as one that can be opened up to an internal search only, Human Resources shall designate it as such and post it on campus for 10-working days. If the position is not filled by a current, on-campus employee, the search shall be broadened to a regional, SUNY, or national search.

At periods of reorganization, reassignment of duties, and changing responsibilities, the following shall apply:

- A. When a reorganization includes the reassignment of duties where no new positions are created, a search is not required.
- B. If a new position is created, an appropriate search is required.

B.2 Information to Help Recruiting: Assessing Candidates' Qualifications within a Diverse Environment

Each member of the College community contributes to the development and maintenance of Fredonia as a healthy environment in which diversity and inclusion are valued. Search 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 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 by including in the job description's listing of qualifications such qualities as "demonstrated commitment to diversity and the needs of diverse learners," "experience promoting a diverse environment," or "experience working effectively in diverse environments." This informs candidates from the outset of Fredonia'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 shall be used in the text of the advertisement. In addition to soliciting prospective candidates, the ad text serves to communicate Fredonia's mission to the general public. The position announcement should contain a statement regarding the availability of visa sponsorship, as approved by the Provost or Divisional Vice President. In cases where US Citizenship is required to perform the duties of the position, this must be included in the minimum qualifications of the job details (see [Appendix A.3](#)).

References: Fredonia has moved away from requiring reference letters for candidates and instead, requires the names and contact information for three references. This initiative is based on Fredonia's commitment to attract both passive and active applicants, thus increasing the diversity of the pool. Additionally, assessing a candidate's ability to meet the position qualifications and to perform the duties and responsibilities of the position is best served in a two-way, open dialogue between the search chair and designated Search Committee members and the reference provider. The reference check can include questions designed to confirm the Search Committee's assessment of the applicant, and to address concerns regarding the applicant.

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. Creating professional contacts with institutions from historically underrepresented groups may also create opportunities for mentorship and growth of inclusive candidate pools.

Search Search Committee Membership: The Search Search Committee should be comprised of individuals who reflect Fredonia's diversity and its commitment to diverse initiatives. To achieve this goal it may be necessary to include a member from related departments or units on the Search Search Committee. Search Search Committee members must immediately recuse themselves from the Search Search Committee assignment if they have any perceived conflicts of interest. Conflicts of interest may include current or former familial, personal, or intimate relationship with a candidate or another Search Search Committee member. Questions regarding conflicts of interest shall be directed to the Chief Diversity Officer or Associate Director Human Resources.

Interview Questions: Inquiries about diversity and equity need to be consciously incorporated throughout the interview and raised in varied contexts. Avoid compartmentalizing questions about fairness, equity, and diversity 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 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. Additionally, arranging for candidates to meet with diverse University constituencies during their on-campus interviews may be appropriate so those candidates can gain a more direct sense of the community with which they will work and live.

B.3 Screening/Evaluating Applicants & Sample Rubric Template

The Search Search Committee should make every effort to include under-represented, qualified candidates among the persons to be interviewed (i.e. Tier 1). Before identifying the group, however, the Search Committee should discuss and come to consensus about the standards for evaluating candidates, and shall use these standards in the creation of the minimum and preferred qualifications and rubric. If an under-represented, qualified candidate is not included among the candidates to be interviewed, the Search Search Committee must be prepared to discuss, with the Chief Diversity Officer and the hiring official, how the qualifications of the candidates selected exceed those of an under-represented, qualified candidates.

In their evaluations, members of the Search Committee shall be sensitive to the following:

1. Biases against individuals from lesser known institutions or from institutions with historically underrepresented groups.
2. Biases against candidates who are not active participants in mainstream organizations or networks.
3. Devaluing research and scholarship focused on non-white populations or concerns or published in journals considered outside of the "mainstream." Applicants should not be evaluated primarily by where they have published, rather they should be evaluated 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.
4. Devaluing candidates with lukewarm references or recommendation from professional or graduate school references.
5. Devaluing candidates whose prior professional experience focused on working with special populations.

In order to support a comprehensive search, Search Committee members may wish to employ one or more of the following strategies:

- f. Ask the Chief Diversity Officer to review the applications of all affirmative action candidates
- g. Conduct telephone interviews with qualified, under-represented candidates as a means of gathering more information when determining whom should be invited for campus interviews.
- h. Ask other members of the hiring unit to conduct "*blind reviews*" of the applicants, with names, gender and ethnicity concealed where possible.
- i. Where questions persist about candidates' credentials, ask for additional references, copies of research articles or other samples of work, etc. to assist in the evaluation. Note when requesting these additional credentials, the request must be made to ALL candidates at this stage of the hiring process.
- j. Resist eliminating qualified, under-represented candidates exclusively on the basis of a paper review. Consider conducting phone interviews to all qualified, under-represented candidates.

Sample Rubric Template

Scoring = YES does meet, NO does not meet, or MAYBE

Qualifications	Applicant _____ Current Position	Applicant _____ Current Position	Applicant _____ Current Position
Minimum Qualifications			
Doctorate in Special Education: High Incidence Disabilities or closely related field by 8/15/XX			
3 years teaching experience in p-12 special education settings			
Demonstrated experience in, and strong commitment to inclusive teacher preparation			
Demonstrated commitment to diversity and the needs of diverse learners			
Demonstrated experience in instructional technology			
Willingness to work collaboratively with colleagues for program growth and enhancement			

Preferred Qualifications			
Supervision experience in schools			
Expertise and research interests in high incidence disabilities			
Demonstrated excellence in research and publication in the area of special education			
Teaching experience in P-12 inclusive settings			
Familiarity with NCATE/CAEP accreditation, CEC professional standards and program coordination			

B.4 Interviewing Candidates/What Can I Ask?

What Can I Ask?

Any inquiry should be avoided that, although not specifically listed, is designed to elicit information as to race, color, ancestry, age, sex, religious, ability, or arrest and court record unless based upon a bona fide occupational qualification.

Subject	Acceptable Inquiries	Unacceptable Inquiries
Name	Whether the applicant has worked for the University under another name. Whether any other information such as a nickname is needed to check the candidate's work and educational record.	Inquiries about the name that would seek to elicit information about the candidate's ancestry or descent. Inquiries about name change due to a court order, marriage, or otherwise.
Birthplace	See Citizenship, under Acceptable Inquiries, below.	Birthplace of applicant, spouse, parents, or other relatives.
Citizenship	Statement that employee must be eligible to work in the U.S. when they begin work.	Any inquiries about citizenship, visa status, or whether applicant is or intends to become a U.S. citizen.
Residence, Nationality	Place of residence. Length of residence in this city.	Specific inquiry into foreign addresses that would indicate national origin, nationality of applicant, applicant's parents, or spouse. Whether applicant owns or rents home.
Age	Can inquire if applicant meets minimum age requirements, or state that proof may be required upon hiring, or that hire is subject to verification of minimum age.	Cannot require that applicant state age or date of birth. Cannot require that applicant submit proof of age before hiring. Any questions that may tend to identify applicants over 40 years of age.
Sex	Inquiry or restriction of employment is permissible only when a Bona Fide Occupational Qualification (BFOQ) exists. BFOQ is very narrowly interpreted by the courts, and is rarely allowed, with the burden of proof for BFOQ resting on the employer.	Any inquiry that would indicate sex of applicant. (Sex is not a BFOQ because a job involves physical labor, such as heavy lifting beyond capacity of some women.) Applicant's sex cannot be used as a factor for determining whether an applicant will be "satisfied" in a particular job.
Marital and family status, sexual identity	Whether applicant can meet specific work schedules.	Marital status or number of dependents. Names, ages or addresses of spouse, children, or relatives. Questions about sexual identity, orientation, or preference.
Race, color, physical characteristics	Given this information is captured in IE, there is no need to inquire upon.	Inquiry as to applicant's race, color of skin, eyes, or hair, or other questions directly or indirectly indicating race or color. Applicant's height or weight when it is not relevant to the job.

Disabilities	Can ask an applicant questions about his or her ability to perform job-related functions, as long as the questions are not phrased in terms which would seek to elicit whether the applicant has a disability.	General inquiries ("Are you disabled?") that tend to reveal disabilities or health conditions not related to job. Applicant's height or weight when it is not relevant to the job. It is unlawful to ask an applicant whether he or she is disabled or about the nature or severity of his or her disability.
Education	Applicant's academic, vocational, or professional education; schools attended.	Date last attended high school. Inquiry as to religious or racial affiliation of school.
Work experience, military experience	Applicant's work experience, including names, addresses of previous employers, dates of employment, reasons for leaving.	Type of military discharge.
Conviction, arrest, and court record.	Inquiry into actual convictions (not arrests) that relate reasonably to fitness to perform a particular job.	Any inquiry relating to arrests. Any inquiry or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the prospective employment.
Photograph	Statement that it may be required after hiring.	Request for photograph before hiring.
Religion	Whether applicant can meet specific work schedule(s).	Applicant's religious denomination or affiliation, parish, religious leader, or religious holidays observed. Any inquiry made to identify religious denominations or customs.

B.5 Selecting Finalists

In the evaluation process, 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 also include the ability of a candidate to enhance the quality and/or scope of services offered, to enlarge research and pedagogical interest and to contribute to the life and cultural diversity of a department/campus.

Upon completion of the on-campus interviews and reference checks, the Search Search Committee shall identify, in writing, each candidate's relative strengths and weaknesses, and indicate in which ways the candidate could contribute to the unit. 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 underserved populations.
2. Ability to diversify curriculum and pedagogy to meet multiple or different interest.
3. Ability to be a role model or mentor students, regardless of background.
4. Ability to extend the boundaries of current research by directing or supervising in non-traditional areas.
5. Ability to attract targeted external funds.

When visa sponsorship is required, it is the responsibility of the Search Search Committee to prove that the most qualified candidate was hired, specifically providing job performance and ability related reasoning for rejection of a US worker. The Search Search Committee Chair will be required to include this reasoning in a Recruitment Summary Spreadsheet (see Appendix F.2).

B.6 Request for Waiver of National Search Form

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 (circle one or more):

1. Utilization of minorities. The position would be filled by a qualified, current employee who is representative of an under-represented, minority group.
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. (See HARP, V.H., Process of Internal Searches)
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
Chief Diversity Officer
Office of Diversity, Equity, and Inclusion
143 Fenton Hall

APPENDIX C: Sample Correspondence, Announcements, and Records Documents

C.1 Sample Incomplete Application Email (Search Chair sends via Interview Exchange)

Dear [First Name],

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

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

If you remain interested in this position, please upload these materials to your on-line application as soon as possible. Our Search Committee will begin reviewing applications on _____. Thank you for your interest in this position.

Sincerely,

Chair, _____ Search Search Committee
Title [rank and discipline]

C.2 Email Template to Tier 3 and Tier 4 Candidates (Search Chair sends via Interview Exchange using *Thank you: No Interview* email template)

Thank you for your interest in applying for the position of [position title] at Fredonia, State University of New York. We appreciate the time, energy, and effort involved in your application for this position.

We regret to inform you that we are unable to pursue your candidacy further on this occasion.

We wish you the best in your future endeavors.

Sincerely,

Chair, [position title]

C.3 Sample Ranking Rationale (upload via Interview Exchange under *Review Notes* and route for approval as per workflow)

Position Title

Include a brief statement regarding the process used to rank candidates (i.e. rubric, phone interviews, etc.)

Tier 1 Candidates (in alpha order by last name)	Strengths	Weaknesses	Additional Comments
Candidate A Current Position			
Candidate B Current Position			
Candidate C Current Position			
Tier 2 Candidates (in alpha order by last name)			
Candidate A Current Position			
Candidate B Current Position			
Candidate C Current Position			
Candidate C Current Position			

Tier 1 Candidates are those that you are requesting approval to conduct on-campus interviews with.

Tier 2 Candidates are those that the Search Search Committee will consider as an alternate for on-campus interview should a Tier 1 Candidate withdraw.

C.4 Sample Candidate Itinerary

[Name]
Candidate for Assistant Professor, [Discipline]
Fredonia Host: [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 PROVOST 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 appropriate VP Recruitment Account.

Date

7:30 AM Candidate meets _____ in the lobby of _____ [location] for breakfast and transport to campus. .

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 PROVOST Guest FREDCard in the Provost's Office at 11:45am 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 Search Committee (Room _____)

5:30 PM Leave with _____ for the _____ Airport. Departure is on _____ [Carrier] flight _____ [number], departing at [time].

* 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.

C.5 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*].

C.6 Sample E-Mail Message to Colleagues about Candidate Interview

To: Faculty in ____ Department/School/College

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

Subject: Candidates' Visits and Evaluation Procedures

Date:

The candidates listed below will be visiting 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 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 Search Committee.

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

The Search 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 Search Committee.

C.7 Sample Evaluation of Candidate

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

*Please submit this form to _____, the Chair of the Search 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 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)

C.8 Sample Student Evaluation of Candidate

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

*Please submit this form to _____, the Chair of the Search Search Committee,
within 24 hours of the on-campus interview.*

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

From my observation of this candidate today, the 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 their course?

- very likely
- possibly
- not likely

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

C.9 Sample Telephone Reference Check

Applicant's Name: _____

Reference Contacted: _____

Title/Institution of Reference Contacted: _____

Introduce yourself and the purpose of your call. Be sure to provide basic background about Fredonia and the position for which the person is a candidate. Then ask all of these questions, and record the answers.

1. How long and in what capacity have you known this candidate?
2. Based on what you know of this position and Fredonia, what have you observed about this candidate that suggests that they would be successful?
3. What opportunities have you had to observe the candidate's teaching? What strengths do they bring to the classroom?
4. What do you know of the candidate's accomplishments and plans for scholarship, and what kinds of support do you think they would need to be successful as a scholar?
5. What challenges do you think this candidate would face in a full-time position at Fredonia?
6. Is there anything else you can tell me about this candidate that would be helpful for our Search Search Committee to know?

C.10 Sample Email to Candidate Not Interviewed (Search Chair sends to Tier 2 Candidates via Interview Exchange after signed contract is received; use *Tier 2 Not Interviewed* template)

Thank you for your interest in the position of [position] at Fredonia, State University of New York. We appreciate the time, energy and effort involved in your application for this position.

At this time, the position has been filled. As such, we regret to inform you that we are unable to pursue your candidacy further on this occasion.

We wish you the best in your future endeavors.

Sincerely,

[your name], Search Search Committee Chair

C.11 Sample Letter to Candidate Interviewed (Phone or Campus), Not Selected (Search Chair sends to Tier 1 & 2 Candidates via Interview Exchange after signed contract is received; use *Interviewed-Not Selected* template)

Thank you for your interest in the position of [position] at Fredonia, State University of New York. We appreciate the time, energy and effort involved in your application and interview for this position.

At this time, the position has been filled. As such, we regret to inform you that we are unable to pursue your candidacy further on this occasion.

We wish you the best in your future endeavors.

Sincerely,

[your name], Search Search Committee Chair

**C.12 Sample Strengths & Weaknesses Document Summarizing Acceptable Candidates
(Search Search Committee Chair uploads to Interview Exchange via Review Notes)**

Position Title

After completing reference checks and conducting on-campus interviews with ____ [*number*] of candidates, the Search Search Committee for [position] in ____ [*department and specialty, if appropriate*] offers this summary of the candidates’ strengths and weaknesses:

These strengths and weaknesses are based on the Search 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.

Interviewed Finalists (in alpha order by last name)	Strengths	Weaknesses	Acceptable/Unacceptable
Candidate A Current Position			
Candidate B Current Position			
Candidate C Current Position			

APPENDIX D: Advertising Costs & Considerations

All advertising costs are the responsibility of the Hiring Department. Consult with your Divisional Vice President regarding allocations for recruitment costs.

Human Resources will coordinate the quoting, printing, and verification of non-discipline specific advertisements, including the following:

Chronicle of Higher Education (print and on-line job board)

HigherEdJobs.com (on-line job board)

InsideHigherEd.com (on-line job board)

IMDiversity.com (on-line job board)

Veterans Job Bank (on-line job board)

Buffalo News, Rochester Democrat & Chronicle, Syracuse Times, Jamestown Post Journal, Erie Times, etc.

Hiring Departments and Search Chairs are responsible for the quoting, printing, and verification of all other advertisements, including member listservs, journals, etc. The ads approved in IE shall serve as the only advertisements used.

In order to attract a diverse pool of qualified candidates, all vacancies must be advertised on IMDiversity.com and the Veterans Job Bank. Hiring Departments are encouraged to place advertisements with at least one other discipline specific journal, listserv, etc.

There are several factors that need to be considered as they relate to immigration during the search process, one of which is advertising. If an international candidate is hired and wants to pursue a green card, Fredonia must prove that the position for which they were hired was advertised in a professional journal. Currently, the only publication guaranteed to be accepted as a professional journal is the Chronicle of Higher Ed. This must be a print ad specific to the position for which the candidate is being considered. As such, if the faculty or staff position was not included in Fredonia's annual block ad with the Chronicle of Higher Education (usually placed in the Fall semester), a separate ad will need to be placed. All advertisements related to applicants wishing to pursue a green card must be documented as follows:

- i. Location ad was placed (journal title or website address);
- ii. Print copy of ad (hard copy of ad);
- iii. Date ad was placed; and
- iv. Length of time ad was published

Hiring Departments, Search Chairs, and Human Resources must obtain hard copies or tear sheets of all advertisements that they are responsible for placing. These are critically important when the selected finalist is seeking immigration assistance.

APPENDIX E: Fredonia Policies on Travel, Accommodations, Meals, and Reimbursement

Visit <http://www.fredonia.edu/admin/accounting/TravelPolicy.asp> for current travel policies, forms and documents, and FAQs.

AIR FARE

- Arrange at least two weeks in advance for the best possible price.
- The Department Secretary may call Albany Travel (1-800-774-0655) for an airfare quote. The airfare expense will be charged to the Non-Employee Travel (NET) Card within their department. The secretary will need to know the traveler's full name (as it appears on document that the candidate will show at the airport, driver's 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 university can only reimburse the candidate for 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 Department Secretary completes the Travel Authorization (TA) for airfare, based on the quote received from the travel agency:
 - The Department Chair/School Director and College Dean signs the TA.
 - If the airfare is over \$600, the Provost must approve and sign the TA.
 - The Dean or Provost Office emails the TA back to Albany Travel. If possible, it is advisable to obtain the quote and email the TA on the **same day** to guarantee the quoted price.
 - The Travel Authorization will then be sent to the Accounting Office, Maytum 402.
- 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 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 Department Secretary should notify the travel agency for a refund, and Accounting (x. 3467), so that the funds can be unencumbered.

PERSONAL CAR MILEAGE FOR THE CANDIDATE

- The Department Secretary fills out a Travel Authorization (TA) form and estimates the cost, using the current New York State rate of 56 cents per mile (subject to change after January 1st of each year). 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, their personal car mileage should not exceed what would have been the cost of airfare.
- The Department Secretary sends the completed TA to the Appropriate Dean's office, and if necessary, the Dean's office will forward to the Provost 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 Fredonia for example, if they do 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 Department Secretary 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 Department Secretary would make a reservation at any hotel listed below. The most frequently used hotels are:
 - 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 Department Secretary will need to request the state rate of \$77/night and clarify that this is to be charged to the **Non-Employee (NET) Card**. The hotel will most likely require the cardholder to complete and submit a Third Party Payment Form. When returning the form to the hotel, remember to attach the NYS Tax Exempt Lodging Certificate.

If you find it necessary to have the candidate stay overnight close to the airport in Buffalo, the reservation can be made at any hotel using the Department Secretary's NET card. We do have a direct billing with the Days Inn, 4345 Genesee Street (716- 631-0800), but we ask that the Provost Recruitment Account be used only in an emergency. A written justification of why the Provost Recruitment Account was used must be provided. When calling, instruct them to bill the room to the

Provost Recruitment Account at Fredonia. The Days Inn includes a complimentary breakfast and free shuttle service to and from the airport.

- The Department Secretary 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, or Cranston Marché) 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 Provost 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 or the Centre Point Lounge. One of the campus representatives should obtain the Recruitment FREDCard from the Provost's Office to be used for payment and return the card immediately after the meal so it is available for another Search Search Committee.
- **Dinner** can be eaten at any local restaurant. The Department Secretary will call the restaurant, making the reservation. The Search Search Committee will take the Department Secretary's Net card to the restaurant with them. Upon returning to campus the next morning, a Search Search Committee member must return the card and the itemized receipt to the Department Secretary. Ellicottville Brewing Company, prefers a signed note "authorizing permission to use" the NET card be sent along too. The two Fredonia representatives accompanying the candidate should be aware that the Per Diem rate for dinner in Chautauqua County is \$37 each (before taxes). Employee meals should stay under \$37. *By state law, reimbursement for alcoholic beverages is not allowed.* Remember to take our Tax Exempt Letter if going to a restaurant not listed below.

The PROVOST Recruitment Account does still exist, but should be used only in emergency situations. A written justification of why the PROVOST Recruitment Account was used must be provided. Should the direct bill for the PROVOST Recruitment Account need to be used, the following restaurants must be utilized:

- 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)

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.

As a last resort, you can 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 **itemized** receipt, with all the proper names and signatures, and send it to the Provost's Office with a memo. *There can be no reimbursement for alcohol on the bill.*

REIMBURSEMENT TO THE CANDIDATE

- After the interview is complete, the Department Secretary is responsible for the processing of all travel reimbursement forms for the candidate. If any of the candidate's expenses were put on the department NET card, the Secretary needs to submit the proper paperwork in a timely fashion. The Travel Voucher/Travel Card Reconciliation Form (TV/TCR) should be completed for all out-of-pocket expenses (such as mileage, tolls, and parking) before he/she leaves campus. The Travel Voucher/Travel Card Reconciliation Form must include the candidate's home address and signature.
- If the candidate has ONLY out-of-pocket expenses, the standard Travel Voucher Form is to be completed.
- 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 56.5 cents per mile (subject to change on January 1 of each year). Check the Accounting Office website for the current amount.
- Should the candidate not be able to complete the TV or TV/TCR while on campus, the Department Secretary should provide the candidate with a return envelope to send all receipts, an itemized list of expenses, and mileage.
- The Department Secretary holds the partially completed, signed Travel Voucher/Travel Card Reconciliation Form and Statement of Auto Travel until all receipts have been received from the candidate. The Secretary then sends these forms and receipts to the Provost Office for signature.

REIMBURSEMENT TO CAMPUS REPRESENTATIVES

- Prior to travel, faculty and staff must submit a Travel Authorization form for any travel related to the search. The travel authorization should be marked with Purpose of Travel "Candidate airport pick-up or delivery." Include the mileage cost.
- The faculty completes a **Travel Voucher** requesting reimbursement for mileage and tolls. Buffalo Airport and Erie Airport are each approximately 100 miles round trip from Fredonia, please list the number of miles x the reimbursement rate, not just the total dollar amount. Mileage will be reimbursed at the state rate (currently 56.5 cents per mile, subject to change on January 1, of each year).

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 PROVOST 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 the Provost's Office, or Accounting.

APPENDIX F: Fredonia Immigration Policy , Procedures, and Forms

F.1 Fredonia Immigration Sponsorship Policy

I. REASON FOR POLICY

SUNY Fredonia (“Fredonia”) values an atmosphere that fosters diversity among employees and students. One of the ways Fredonia supports diversity is through immigration sponsorship for qualified employees. This policy designates who is considered a qualified employee, and what immigration-related expenses will be covered by the university.

II. POLICY STATEMENT

Immigration sponsorship at Fredonia includes visa and permanent residence sponsorship and assistance in securing either or both. Historically, Fredonia has sponsored TN and H1-B visas for qualified employees (as described below). Other visa categories (i.e.: O, etc.) are reviewed by Fredonia on a case-by-case basis.

Consistent with current Federal regulations, Fredonia has made the following determination.

Trade NAFTA (“TN”) Visa

- TN status shall be supported by Fredonia for any applicant or current employee who meets the following current eligibility requirements:
 - Is a citizen of Canada or Mexico with a valid passport or other secure travel document (i.e.: NEXUS) and;
 - Possess a Bachelor’s Degree from an accredited United States (“U.S.”) college or foreign equivalent related to the field to be taught. If the degree was not obtained in North America, an educational evaluation is required.
- *Note, the processing fee is the sole responsibility of the employee.*

H1-B visa

- H1-B status shall be sponsored by Fredonia for tenure-track faculty positions—other than *qualified academic rank* as defined by the Policies of the Board of Trustees (“Policies”)—that meet the following current eligibility requirements:
 - Possess a valid Passport and;
 - Possess a Bachelor’s degree or foreign equivalent degree as required for the job. If the degree was not issued in the U. S., an educational evaluation is required.
- Steps to Procure H1-B Nonimmigrant Status
 - Fredonia’s attorney will file Notice of Filing of Labor Condition Application (“LCA”) with the designated Collective Bargaining Unit Representative, currently the local chapter President for the United University Professions.
 - Fredonia’s attorney files the LCA with the U.S. Department of Labor (“DOL”).
 - Fredonia’s attorney files the I-129 petition with the U.S. Citizen and Immigration Services, Petition for Nonimmigrant Worker, documents to secure H-1B approval.

- Depending on whether the foreign national is in the U.S. or abroad, and other factors related to maintenance of status, s/he need to go for visa stamping at a U.S. Consulate abroad before being admitted to the U.S. Whether visa stamping, prior to starting work, is required is determined on a case by case basis in consultation with Fredonia’s attorney.
- In accordance with current DOL regulations, Fredonia shall pay for all legally required immigration expenses for H1-B’s for a foreign national.
- A foreign national is financially responsible for paying all immigration-related expenses for his/her family member’s.

Permanent Residency (“PR”)

- PR shall be granted for tenure-track faculty positions as defined by the *Policies*. *Sponsorship requests from non-tenure track faculty will not be considered given they do not meet the DOL’s criteria for permanent employment.*
- Steps to procure PR (to be completed in parallel with maintenance of nonimmigrant status) include:
 - Fredonia files ETA Form 9089, Application for Permanent Employment Certification.
 - The employee files I-140, Immigrant Petition for Alien Worker.
 - The employee files I-485, Application to Register Permanent Residence or Adjust Status; I-765 Application for Employment Authorization; and I-131 Application for Travel Document.
 - Permanent residency *may* be pursued by an applicant who is not physically present in the U.S. but requires the sponsorship of the employer and therefore will be considered on a case by case basis.
- Current expenses associated with green card sponsorship are divided into employer and employee responsibility as follows:
 - **Fredonia’s Responsibility**
 - All expenses associated with filing the ETA Form 9089, Application for Permanent Employment Certification.
 - **Employee Responsibility (all costs noted are subject to change)**
 - I-140
 - \$1,000 in legal fees
 - \$580 filing fee
 - I-485
 - For Principal Filer:
 - \$1,000 in legal fees
 - \$1,010 filing fee (includes biometrics)
 - For Family Members:
 - \$500 for *each* family member
 - Filing fees are as follows:
 - \$1,010 for adults (individuals over 14)
 - \$600 for children under 14 when filed with parent’s application
 - \$930 for children under 14 when filed separately
 - I-765
 - \$150 *each* in legal fees for initial filing and EACH renewal
 - I-131
 - \$150 *each* in legal fees for initial filing and EACH renewal

Note, all costs included in the Policy are subject to change. Additionally, the contents of this Policy are created to be in full-compliance with all current governing Federal regulations.

F.2 Sample Recruitment Summary

Date Resume Received	Date of Employer Response, if any	Source of Recruitment	Name, Address & Phone of Applicant	Date Applicant Interviewed	Specific Job Related Reason for Rejection of U.S. Worker

Search Chair Name:

Title:

Signature:

Date:

F.3 Sample Recruitment Report

RECRUITMENT REPORT

POSITION: _____

I. Description of Recruitment Steps Taken (list all advertising sources)

- a.) We ran an advertisement in *The Chronicle of Higher Education* on _____.
- b.) We placed a web advertisement on _____ on _____
- c.) We placed a web advertisement on _____ on _____

II. Results of Recruitment

We received _____ resumes from U.S. applicants. (*Summarize qualifications of U.S. applicants.*)
We received _____ resumes from foreign workers (including the chosen applicant's submission)

We also received a response from _____, a foreign worker and the most qualified for the position, who holds a Ph.D. _____. Continue narrative about why chosen foreign worker was most qualified.

III. Attestation

I, _____, am an authorized representative of **Fredonia, State University of New York**. The information in this report is prepared to the best of my knowledge. I understand that the Certifying Officer at the Department of Labor, after reviewing this recruitment report, may request the U.S. workers' resumes or applications, however there were not any qualified U.S. applicants.

I also understand that a U.S. worker is able and qualified for the job opportunity if the worker can acquire the skills necessary to perform the duties involved in the occupation during a reasonable period of on-the-job training. However, there were not any qualified U.S. applicants.

Signed,

Search Chair

Date

APPENDIX G: Additional Suggestions

G.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 Provost 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 Search Committee:

Room	Building	Reserved Through	Phone
Academic Affairs Conference Room	Maytum	Amy Jo Dorler	3335
Administration Conference Room	Maytum	Robyn Reger	3109
President’s Conference Room	Fenton	Jayne Delcamp	3456

- At this point, just one room on campus has videoconferencing capability: Thompson E-335, which is reserved through the HelpDesk. 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 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 Search Committee between phone interviews. The Search 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 Search Committee at the start of the interview. Be sure that each speaker identifies themselves 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 Search 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 they have 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 them 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 they have any questions. Follow up on items that you are unable to address immediately. It is useful to have information handy—such as the 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.

G.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 their 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 they 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 they will visit. The 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 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 (Search Committee members or other colleagues).
- Give out the evaluation sheets ([C.7](#) and [C.8](#)) before class begins. Collect any sheets that may be left behind, and give these to the Search Committee Chair.

G.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 Fredonia Faculty

Because so much emphasis is placed on teaching at 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 C.7](#) and [C.8](#)) for all participants, so that the Search Committee members are informed about responses to the candidate's presentation.

G.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 for their performance.
- Explain to the candidate that the audience for this presentation or performance is likely to include both specialists and non-specialists. In addition, they 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 C.5](#) could be adapted and posted as a flier about this candidate interview and the open sessions. [Appendix C.6](#) could be adapted and sent as an email or print message to colleagues.
- Have the Fredonia host, the Search Search Committee Chair, or the Department Chair introduce the candidate before the presentation.
- Be sure to distribute evaluation forms ([Appendix C.7](#) and [C.8](#)) to everyone who attend the presentation or performance. Check the room at the end to be sure that none of these are left behind.

G.5 Suggestions for Interview Sessions

The goals of the interview process include selling the candidates on the merits of the position as well as offering a thorough opportunity to evaluate candidates' credentials. To make the most of the interview process, advance preparation on the part of the Search Committee shall be utilized as much as possible. The following steps are useful in preparing for interviews and conveying a sincere interest to the candidates:

Preparation

1. Be as thorough in attention to detail as possible when making arrangements for campus visits.
2. Confirm arrangement for campus visits as far in advance as possible, and in writing. The arrangements should include where the candidate will be picked up and by whom, where they 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 interview questions, phone and on-campus, that will be posed to all of the candidates. This list of questions must be approved by the Chief Diversity Officer prior to conducting interviews.
5. 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.
7. 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, Search Search Committee, department staff and others on the interview schedule.

Conducting the Interviews

- 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 Search Committee should be apprised. Offer the candidates the name and telephone number of the Search Committee Chair, in the event they may have further questions about the position.
- Be sure to bring copies of the candidate's biographical summary, resume, cover letter, 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 nametags, 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, their background, and the reasons for interest in this position and in 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 Search Committee the Diversity, Equity, and Inclusion guidelines, including “What Can I Ask?” ([Appendix B.4](#)) to ensure that appropriate questions are asked at the interview and at other times (such as meals and travel).
- Work with the Search 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 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 Search Committee so long as these are consistent with Office of Diversity, Equity, and Inclusion guidelines.
- Allow the candidate an opportunity to ask questions. Their 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.
- Expose the candidate to other members of the campus community with similar backgrounds and be prepared to respond to concerns or questions that are specifically related to the candidate's ethnicity or gender.
- Discuss the standards for promotion and tenure with all candidates. Be specific about expectations concerning performance, research, teaching and service.
- Thank all participants and invite them to submit their comments on an evaluation form provided at the session (see sample, [Appendix C.7](#) and [C.8](#)).