



Office of Human Resources

Faculty Search Process Guidelines

Utica College's hiring procedures are designed to advance the College's goals of developing an excellent and diverse faculty and staff, as well as meeting Federal standards governing equal employment opportunity and affirmative action. Exceptions to these procedures are, therefore, strongly discouraged and must be discussed with the Provost's Office and the Office of Human Resources in advance. This document is intended to provide a guideline for departments and programs as they prepare and conduct a faculty search.

Prior to Posting

The appropriate school dean must gain approval to run a search by completing a Preliminary Position Worksheet (PPW) and submitting it to the Office of Provost. This includes gaining re-approval for a failed search. Any inquiries on appropriate salary range for positions should be directed to the Office of Human Resources. A Personnel Action Form (PAF) should be completed for the exiting employee if it is a replacement position. These forms may be submitted together since they require the same approval/signatures by Leadership. Once the PPW is approved, the posting may be entered in PeopleAdmin by the appropriate school senior administrative assistant. The search chair is assigned when the posting is entered and will be notified via email. The executive approvers in PeopleAdmin review the posting details and may edit the posting as necessary. The Office of Human Resources may also contact the search chair with additional posting suggestions. All postings will include the College diversity statement as well as notification that Utica College is an equal opportunity and affirmative action employer. Once the position has moved through the approvals in PeopleAdmin, the Office of Human Resources will post the position on the Utica College website, send an email to the College community, and advertise the position in appropriate venues.

Link to Position Request Procedure: <http://www.utica.edu/hr/procedures.cfm>

Link to the Preliminary Position Worksheet (PPW):

http://www.utica.edu/hr/forms.cfm#Search_PeopleAdmin_Information

Link to the Personnel Action Form (PAF):

http://www.utica.edu/hr/forms.cfm#Search_PeopleAdmin_Information

Link to the Faculty Recruitment Plan: <https://www.utica.edu/hr/search/index.cfm>

Search Committee Composition

The purpose of a Search Committee is to ensure that the search process is fair and equitable to all and leads to the recruitment and selection of the best qualified candidate. Committee members should be individuals who understand the requirements of the position and who are committed to the goals of the department, school and the College. The department/program chair will generally serve as chair of the search committee. The committee should include members of the department and at least one member of the faculty from outside of the department. The committee should have a fair representation of both genders. Every effort should be made to include members of underrepresented groups. We encourage student representation with participation on search committees, though this is not required. The chair and diversity advocate will work together to identify individuals to serve who can bring valuable perspectives to the search process. Advisory groups should not be part of the search committee and do not have access to candidate materials. Advisory groups should participate in the search process at the point of campus interview for the open session to the community and provide feedback individually to the search chair.

A “diversity advocate” will also be assigned to serve on each search committee based on availability. Diversity advocates are typically senior, tenured faculty members or seasoned staff members who have been trained to serve in this role for the College. The diversity advocate is expected to uphold the importance of diversifying the faculty by assisting the committee with implementing inclusive hiring practices.

Link to listing of “diversity advocates”: https://www.utica.edu/hr/search_committee_positions.cfm

Search Committee Training

All search chairs and diversity advocates will receive formal training that is aimed at providing guidance and support. The training will include, but is not limited to, information on effective recruitment practices, bias awareness, search best practices, and the implementation of inclusive hiring practices in the search process. There will be a series of four training sessions provided by the Office of Human Resources in conjunction with the Office of the Provost and the Dean for Diversity & Inclusion, and these are mandatory for search chairs and diversity advocates. Search committee members and school deans are also encouraged to attend these sessions.

Link to the Search Committee Training/Workshop Outline: <https://www.utica.edu/hr/search/>

Search Expenses and Budget

The budget for a search may include advertising, search committee travel to interview candidates at disciplinary conference (where appropriate), candidate travel to campus, and candidate hotel, meal, and entertainment expenses. Please review the Search Expense Procedure prior to making any contact with candidates.

Link to the Search Expense Procedure: <http://www.utica.edu/hr/procedures.cfm>

Advertising the Position

An ad draft is typically provided to the Office of Human Resources. Human Resources will review and include all approved language. The search committee chair and the Office of Human Resources will work together to identify the additional venues where the ad should appear, with the goal of enhancing the depth and diversity of the applicant pool but also ensuring sources are effective to control costs. The Office of Human Resources will place the ad in the identified sources. Every effort will be made to recruit candidates from underrepresented groups. Search committee members are also encouraged to recruit and refer qualified applicants through professional networks. All tenure-track and non-tenure track positions will be posted both internally and externally. An internal posting is only appropriate for a one-year term position.

Link to the advertising sources: <https://www.utica.edu/hr/search/Recruiting%20Sources%20FINAL.pdf>

Link to a sample faculty ad: https://www.utica.edu/hr/search/Sample_Ad_text_Faculty.pdf

Applications

The search committee may view applications in PeopleAdmin, which can be accessed from the Utica College login webpage. All applicants will be asked to describe their work or experiences with diverse student populations in a two-page statement of teaching philosophy. Applicants who are not able to submit a sufficient statement of teaching philosophy will not be considered. All applicants will receive an automated email message to confirm receipt of their application materials. The Office of Human Resources will review all applications to remove any applicants who do not meet the minimum qualifications of the position.

Internal Applicants

Utica College encourages transfers and promotions from within if the qualifications are met by the internal candidate. A decision not to interview an internal candidate must result in a courtesy call or conversation with the internal candidate about the decision not to interview. This should be done in a timely manner and before any interviews are scheduled with other candidates.

Screening and Evaluating Applicants

The most important and challenging responsibility of the search committee is screening applicants. *Curricula vitae* are screened for matching qualifications. PeopleAdmin has many sorting features to assist with this step of the process. In all cases, the method and criteria used to evaluate candidates must be agreed upon objectively in advance by the committee:

1. Applicants should be evaluated against a common standard to determine whether they are qualified.
2. Applicants should be evaluated again to determine how competitive they are among other applicants.
3. The search chair should request that individual committee members complete the first evaluation of applicants based on their submitted materials and bring a “long short list” for search committee discussion.
4. The screening instruments provided by the Office of Human Resources should be used, and are available at the following link:

Search Best Practices

Before the search committee has any formal contact with candidates, the search chair will send the “long short list” to the school dean for review, who will then forward it to the Provost. The Provost and the school dean will consult with the Office of Human Resources to verify that the selected candidates are a fair representation of the pool’s total demographics. The search chair must also send the screening matrix that was used and any notes or comments for the applicant pool. The Provost may call a meeting with the diversity advocate and school dean to discuss revisiting the pool and considering additional candidate before moving forward with the search. If at any time during the search process the school dean or the Provost finds that the search committee is not implementing inclusive hiring practices, the search will be closed. If a search is closed, the position may be searched in the following academic year with a new committee.

Initial Interview

The initial interview is most commonly a web conference or telephone interview to help determine which of the candidates will be invited to campus for a regular full day on-campus interview. Candidates should be notified of the timeline for the search at the conclusion of the initial interview. The approved salary range for the position should be discussed with candidates prior to an invitation to campus. Full committee participation is recommended for all interviews, including the initial phone or Skype interview.

On-Campus Interview

When finalists have been identified, the search committee must share their application materials with the school dean who gains approval from the Provost before inviting candidates to campus. The search committee may invite up to three finalists to campus. It is not uncommon for candidates to withdraw their candidacy upon invitation to campus so search committees should have a second tier of candidates ranked in case they need to go to that list. Except under extraordinary circumstances, no less than two candidates should participate in the on-campus interview for any given position. If the search committee requests that only one candidate be interviewed on-campus, the search chair must submit their request and rationale to the Dean and Provost. It is customary for faculty candidates to participate in a full-day interview, or interviews of up to a day and a half. Once the campus dates have been established, the school senior administrative assistant will contact the candidates and assist them with their hotel arrangements. Candidates are expected to book their own transportation. Please remember to review the Search Expense Procedures prior to any contact with candidates.

Link to the Search Expense Procedure: <http://www.utica.edu/hr/procedures.cfm>

A “community liaison” will need to be assigned to meet with each of the candidates during his or her time on campus. Community liaisons are members of the faculty, staff, and student body who volunteer to meet with candidates and answer questions about the College and surrounding community. The community liaison may not be a member of the academic department of the candidate. Matters discussed with the community liaison are considered confidential and not part of the interview process. Candidates from underrepresented groups may have particular concerns about the climate of the institution and the community in which they would live and work. The role of the community liaison is an effort to make the recruitment process sensitive to these concerns. The College will make every effort to assign a community liaison to a candidate from a similar background to increase the positive impact of their time together, but this may not always be possible. The community liaison will contact applicants prior to the scheduled visit to inquire about any special interests or areas of the community they may want to tour.

The typical schedule for the on-campus interview is as follows:

- Breakfast at the candidate’s hotel or area restaurant (e.g., IHOP)
- Campus tour (which may be with a member of the search committee or a community liaison)
- Meeting with the dean of the appropriate school
- Meeting with the search committee
- Lunch with two members of the search committee (preferably in campus dining hall)
- Presentation to members of campus (please schedule at least 15 minutes of free time before presentation for candidate to prepare)
- Class presentation to students
- Meeting with the Provost or Associate Provost
- Tour of the community/off campus (another opportunity for candidate to meet with a community liaison)
- Open Reception
- Dinner (either night of arrival or day of interview. If day of interview, no reception is necessary)

Candidates should be told at the end of the interview what the next steps will be, who will contact him or her, and when decisions will be made. The search chair should move candidates through the workflow in PeopleAdmin as they move along in the search processes.

References

Failure to check references can result in a poor hiring choice, which is costly in time, energy, and money. References should be obtained on the final candidate before making any recommendations to the dean or provost. While written letters are often required for academic positions they may not substitute for telephone contacts. At least one telephone reference must be obtained for all faculty positions and documented appropriately.

Link to the Reference Check form for Faculty Recruitment:

<https://www.utica.edu/application/securedoc.cfm?unitID=9FD47356-906C-FD6F-B3D7D77538A9C081>

Link to Reference Checking Guidelines:

https://www.utica.edu/hr/search/Reference_Check_Guidelines.pdf

Search Committee Recommendation

After the candidate visits have been completed, the search committee should prepare a recommendation and written rationale for its selection in terms of candidate qualifications and his or her relation to College priorities. The search committee chair should meet with the school dean to discuss the recommendation and rationale. The school dean will then discuss the recommendation with the Provost, who will authorize the offer.

Offer of Employment

When the top candidate has been identified, the dean will contact the candidate to make a job offer. The candidate will be given a period of time (usually one week) to consider the offer. At the end of this period, the dean will follow up with the candidate. If the offer is accepted, the school office can complete a PAF for signatures. All references collected should be submitted.

The Office of Human Resources should be notified upon verbal acceptance to initiate the criminal background screening. Start date for candidate may not precede successful, completed background screen. Upon approval of the PAF by leadership, the Office of Human Resources will prepare the formal offer letter and send to the new employee.

Link to Relocation Procedure & Visa Sponsorship Procedure:

<http://www.utica.edu/hr/procedures.cfm>

If the offer is declined, the Office of Human Resources should be notified and they will contact the candidate for further information.

Conclusion of the Search

Once the candidate has accepted the offer, the search needs to be closed in the PeopleAdmin portal. Remaining unsuccessful candidates need to be moved through the workflow so that they will receive the appropriate email communication. Unsuccessful candidates who were invited to campus for interview will not receive an email and need to be called by the search chair. Internal applicants should always receive personal communication from the chair.

Complete Record Keeping

Hiring processes are subject to federal and state regulations as well as Utica College policies. Search committees are charged with developing and maintaining information about the decisions made at the different steps in hiring. If a hiring decision or hiring process is challenged under one of these requirements, such as a discrimination allegation, this documentation is key for the College to successfully defend its hiring processes. Records can support that the process focused on job-related requirements, skills, and abilities, and that the process was managed in a professional manner.

All members of the search committee must be prepared to retain all search-related documents (search committee notes, evaluation matrices, email correspondence, copies of correspondence, email and letters sent to candidates etc.). At the conclusion of the search, the committee chair collects all the documentation and forwards it to the Office of Human Resources for retention. Human Resources retains online employment application materials, job postings and advertisements.

Onboarding

New faculty members will be invited to faculty orientation in August, prior to the start of the semester. The community liaison assigned to the candidate will reach out and offer further assistance as well as schedule time to meet with the candidate once he or she arrives on campus. A mentor will be assigned to new faculty members by the department chair upon his or her appointment and will make contact with the new faculty member prior to arrival to campus. For additional information see the Faculty Mentoring Program document at the following link:

<https://www.utica.edu/hr/search/Faculty%20Mentoring%20Guide%20updated.pdf>

Please do not hesitate to contact the Office of the Provost or the Office of Human Resources for assistance with the faculty search process.