

Full Time Faculty Search and Hiring Process 2019

When faculty lines become available either through the allocation of new lines by the university or through retirements, resignations, or non-reappointments, the Provost will pool these lines and invite departments to submit requests for lines based on the department faculty's shared vision of program priorities. The Provost will allocate lines to departments based on a combination of the program priorities articulated by the department, the line allocation model, and college and university priorities.

When lines are allocated and searches authorized (typically once a year, typically in late spring or early summer), departments will follow the protocol outlined in this document to bring their searches to a successful conclusion.

The chairperson is the party ultimately responsible for the search and hiring process within the department though that responsibility can be shared with members of the department P&B at the chair's discretion, or other parties as the Provost deems appropriate.

Diversity and Compliance

As Director of Compliance & Diversity within the Office of Legal Counsel, Ms. Silvia Montalban (smontalban@jjay.cuny.edu) maintains data on the College's recruitment efforts in compliance with government reporting requirements. Therefore, she must keep the College's official recruitment file after completion of each search. To that end, CUNY requires her office to monitor the following protocol for all search committees: Submit to her (1) the Recruitment Plan Certification Form; (2) coordinate a time for her to charge the search committee regarding the recruitment process, department staffing status and interview guidelines; (3) submit the Applicant Log/listing for certification, which is the required approval before candidates may be contacted for interview and (4) submit the Faculty & Staff Selection Form at the end of the search. Ms. Montalban will not keep the applications because they will be stored in the CUNYFirst system, through which the candidates applied.

- The Department Chair works with the Office of Compliance & Diversity to draft and file a Recruitment Certification Plan that supports affirmative action procedures and goals.
- HR has a list of outlets where an ad is placed, but we encourage search committees to suggest additional outlets that reach the most diverse audience possible. Consult with Ms. Montalban should you need advice on reaching the widest pool of candidates.
- Departments should be aware that John Jay and CUNY place a priority on affirmative action goals. CUNY has instituted The Latino Faculty Initiative out of the Office of Academic Affairs. If in the course of your search you identify a candidate who qualifies as an opportunity hire, the University may be willing to help the college recruit the candidate. This should be discussed with the Provost.

Position Announcements

- Following best practices for hiring a diverse faculty (see appendix A), the hiring department will prepare a Personnel Vacancy Notice (PVN) and a brief, two or three sentence description suitable for advertising, for each authorized position.

- The PVN template is available through the Department of Human Resources. Please contact Jasmine Liz-Mora, Associate Director of Employee Engagement at jliz-mora@jjay.cuny.edu or 212- 621-3768. Jasmine will forward the appropriate PVN template. Each PVN template varies based on rank of position sought. Once you receive the template you will need to complete the following sections: *Position Overview*, *Qualifications*, and *How to Apply*. The other sections must remain as they appear in the template.
- The *Position Overview* section of the PVN should begin with a paragraph that gives department specific information and information about the position detailed enough to give candidates a clear sense of the position and the interests of the hiring department, including the following statement (not italicized):

Candidates are expected to bring enthusiasm and demonstrated commitment to teaching and to develop and maintain an active research and publication agenda.

- When you receive the PVN template there will also be a *Qualifications* section that is prepopulated with University specific data that cannot be changed. You may add preferred qualifications in the section entitled, Preferred Qualifications, such as subject and discipline specific expectations. For example, “The successful candidate will have a strong background in ethnic and gender relations in the Middle East.” Here is another: “PhD in chemistry or closely related area. To teach graduate and undergraduate courses in general and analytical chemistry for forensic science majors and elementary chemistry and other basic sciences for non-science majors. Background in biochemical terrorism and forensic chemistry welcome.”
- In the *How to Apply* section of the PVN you should indicate where you will recruit. If you intend to interview at national/regional recruitment meetings, you should suggest a way for the candidate to make an appointment for an interview. For example: “Applicants interested in being interviewed at the XXX annual meeting should contact Professor YYY at email address@jjay.cuny.edu.” Ultimately, all candidates will be required to submit an application through CUNY First. To apply, candidates will go to www.cuny.edu, select "Employment", and "Search Job Posting". Candidates will be prompted to create an account. Return to this job listing using the "Job Search" page and select "Apply Now". In addition to letters of recommendation, a curriculum vitae, and examples of scholarly work, applicants should be asked to submit a one page statement of teaching philosophy and, if available, syllabi and teaching evaluations.
- The hiring department will submit the suggested Position Vacancy Notice (PVN) to Maribel Perez in the Provost’s Office. Once the PVN is reviewed and approved by the Provost, it will be reviewed in consultation with the Department of Human Resources and edited as necessary according to the guidelines above and in order to assure compliance with all terms and conditions of the University By-laws and the Collective Bargaining Agreement. Once that process is completed it will be forwarded to the Department of Human Resources for processing and submission to CUNY Central for posting.
- Please keep in mind that the PVN must be approved by the University and that the closing deadline for applications must be a minimum of two months (60 days) from the date of CUNY approval.

Recruitment

- Once the chair has an approved Recruitment Certification Plan from the Office of Affirmative Action, the hiring department will submit the Recruitment Certification Plan and the following two items to Assistant Dean Kim Chandler in the Office of the Provost:
 - Search Plan
 - Brief Job Description/Position Announcement (This is used for advertisements.)
- The Search Plan should identify the conference(s) at which the department will recruit, the location(s), the date(s), duration, and the names of P&B members who wish to attend.
- If the department wishes to advertise in a particular journal, periodical, or website in addition to the standard advertising bundle (Black Issues in Higher Education, Diversity, Hispanic Outlook, and Chronicle of Higher Education website), the Search Plan should include the name of the journal, periodical, or website, the cost of advertising in it, and the deadline by which copy must be submitted.
- Assistant Dean Kim Chandler in the Office of the Provost will notify the department when the search plan is approved for funding.
- Hiring departments are expected to conduct proactive, vigorous, and timely national searches.
- The Provost may cancel or carry over searches that cast the net so narrowly, begin so late, or take so long as to raise questions about the quality of the applicant pool and the eventual hires.

Record Keeping

The chair or the faculty member responsible for conducting the search should maintain a written record of:

- the date complete application materials are received for each applicant;
- the date an interview is conducted for each applicant if the applicant has been interviewed;
- the date faculty meet to discuss the applicants;
- the date the decision is made to recommend campus visits for short-listed candidates;
- the dates and agendas of all campus interviews;
- the date the faculty meet to choose the preferred candidate; and
- the date the department makes its recommendation to the Provost.

Campus Visits

The goals of the campus visit are to observe the candidate in a variety of settings and activities, to have the candidate meet as many members of the department as possible, and to promote the college and the department as desirable places to be. Typically, campus visits last for one day and include at least lunch and dinner, but may also include breakfast in addition to a set list of meetings and talks.

In Advance of the Visit

- Communicate with Assistant Dean Kim Chandler about how many candidates you will invite to campus, and whether the college will need to pay for hotel and/or flights.
- Communicate with the candidates about travel and accommodations and reimbursement procedures. Search chair must complete TAFs for each candidate (see appendix B for procedures)
- Send an itinerary of the visit to each candidate at least five days in advance, listing hour to hour locations, people whom they will meet, and all expected activities.

- Ensure your faculty is apprised and prepared to host each candidate, with people assigned to each part of a candidate's day.
- Prior to the day of the interview, the department will send or email the CUNY employment application to the candidate so that he or she can bring in completed the day of the interview.

Day or Days of the Visit (possible elements to be arranged as makes sense for hire)

- Candidate meets with Department Chair (emphasis, job structure)
- Candidate meets with Major/Program Coordinator (emphasis, teaching opportunities)
- Candidate meets with P&B and/or search committee (emphasis, how to be successful in tenure track; research support and opportunities)
- Candidate meets with junior faculty (emphasis, meeting people who share interests, will be peers)
- Candidate makes a teaching presentation to a class or faculty (emphasis – teaching fit for John Jay)
- Candidate gets a campus tour (emphasis, they will be curious what the college looks and feels like)
- Candidate has lunch, dinner, and/or informal coffee with select individuals or groups of faculty (emphasis, a mutual exchange)
- Candidate gives Research Talk (emphasis, is candidate's research viable and of interest to field, dept., college)
 - For Research Talks it is highly recommended that candidate is sent an "assignment sheet" laying out clear expectations for talk and its goals
 - An audience is important; the department should coordinate attendance at talks to ensure a strong showing
- Candidate observes or teaches a class (emphasis, candidate should know what our classes are like)
- Candidate meets with students, undergrad or grad (emphasis, candidate should have a sense of our student body and want to be here)
- Breaks (2 or 3 15-minute breaks are recommended so candidate can use bathroom, check email and have a moment of not being "on")
- **REQUIRED:** candidate meets with Provost or assigned designee for 45 minutes
 - For each position searched, email the short-list of candidates whom the department is planning to interview to the administrator assigned to the department, with a copy to Maribel Perez, attaching the letter of application, the C.V., and the statement of teaching philosophy for each candidate.
 - The department will be responsible for scheduling the candidates with the administrator assigned. The administrator will send a short evaluation of the candidate to the department chairperson and the Provost.
 - The President may interview candidates when they are on campus if the Provost or the chair believes that a meeting with the president will help us to hire a top candidate and if his schedule permits.

After Visit

- Gather feedback from department and others who met candidates

- Search committee ranks candidates in order of choice
- Discuss the top choice with the Provost and come to agreement about whom will receive offer
- Chair calls top choice and lets them know Provost will be calling to make an offer
 - The Provost will make the formal offer, subject to the approval of the president, and will negotiate the salary.
 - The Provost will invite the candidate to submit a start-up proposal via email. In determining the start-up package, the Provost will consult with the department as necessary.
- Chair keeps channels of communication open with all finalists until an offer is accepted and an agreement signed
- Chair calls all those who visited campus and lets them know we will not make them an offer
- Chair follows up on reimbursements for travel of all finalists

Communication with Candidates

- The Provost will confirm the telephone offer by email, subject to the approval of the president, and will copy the department.
- The Provost will respond via email to any start-up proposal submitted, copying the department.
- The president reviews every offer, and the offer letter will go out under her signature, with a copy to the department. It will stipulate an annual salary, a general description of terms of employment and benefits, and a general statement of expectations regarding teaching, research, and service. The candidate will have two weeks to sign and return the letter, indicating acceptance.
- Once the signed letter is received in the Provost's Office, it is forwarded to the Department of Human Resources for processing. Human Resources will generate the Personnel Action Form (PAF) indicating all pertinent appointment data, which is then submitted to Payroll. It is important this step be done as soon as possible to assure the new hire will be paid within 6 weeks of starting. Please warn the new hire that they will not be paid for 6 weeks and should set aside funds to ease their transition to the new job.
- Once the candidate has accepted, the Provost sends a separate start-up letter, with a copy to the department, confirming the start-up offer, if any, and conveying the date of new faculty orientation and other information pertinent to getting started at the college.
- The candidate is also contacted by Human Resources for Onboarding/Orientation.

Conclusion of the Search

- The chairperson of the department will send a notification of a completed search to the Chief Diversity Officer with a copy to the Office of Human Resources.
- The chairperson of the department will send letters to applicants who were not hired, reporting that the searches were completed, thanking them for applying, and wishing them well.

APPENDIX A: Best Practices for Hiring a Diverse Faculty

Hiring Committee Composition

- A **diverse hiring committee** is a critical factor in identifying and attracting a wide range of talented applicants.
- Strategic efforts should be made to **recruit people of color to serve on hiring committees** at different stages in their identity development and racial consciousness, and reflective of the student population.
- It is essential that hiring committees engage in **professional development and training together** in order to be ready to undertake a search. Training should include reducing unconscious bias (and other mind sciences such as racial anxiety and stereotype threat), reducing stereotypes, reducing micro and macro aggressions, and increasing racial awareness.

Advertising

- **Define a hiring search as broadly** as possible to increase the chances of greater diversity in the applicant pool.
- Use **Diverse Networks**.
- Add **language** signaling a special interest in applicants who contribute to the college's diversity priorities (and mission statement). For example, one might say: "The hiring committee is especially interested in applicants who through their **leadership, community service, lived experience and/or research** will contribute to the diversity mission of the college."

Pool Development

- **Expanded recruitment efforts** produce diverse applicant pools. Hiring committees, for example, might directly contact graduate programs with high numbers of diverse candidates and utilize databases, fellowship directories, professional organizations that identify outstanding and diverse applicants.
- **Small Numbers:** Research has shown that women and people of color are judged more fairly when they are at least 30% of the applicant pool. It's critical to work on creating a large pool of diverse candidates.
- When asking colleagues at other organizations about potential applicants, always specifically ask: "Do you know outstanding applicants **reflective of the population we serve** at John Jay?"
- Be alert for potential future graduates from schools where students are exposed to advanced diversity content and analysis as part of the curriculum as "**people to watch.**"
- Create a **database** of potential applicants reflective of the population we serve.

The Interview Process

- Use a standardized set of **interview questions**
- Have the **whole committee** participate in creating those questions
- Include questions that reveal a **candidate's capacity** for and **interest in** enhancing the college's diversity mission.

The Hiring Process

- Use a standardized applicant **evaluation form**. Make sure the form includes an assessment of the candidate's ability to support the college's diversity mission.
- **Discuss** these forms in hiring committee meetings. Rater accountability has been shown to increase the accuracy and objectivity of ratings—but we must make sure these items are a part of what gets rated.
- Encourage a discussion format that requires **contributions from all members**. Asking each member of the committee to comment on an applicant ensures that a vocal minority does not dominate the discussion. Open the meeting to all voices. This format also provides an incentive for everyone to “do their homework.”
- Do not eliminate a name from the list for personal reasons. Often, qualified potential applicants are struck from the list based on assumptions about their personal life. Work with the college to **remove both formal and informal obstacles** that would eliminate important applicants.

Beware of Bias

- **Letters of Recommendation:** A study of over 300 recommendation letters for successful applicants for a healthcare organization found that letters for females were shorter, contained more “grindstone adjectives” such as “hardworking” and “diligent,” contained twice as many “doubt raisers,” and were less likely to include “stand-out” adjectives such as “brilliant” and “superb”.
- Be on the lookout for similarly disparaging ways of framing the qualifications of applicants of color.
- **Performance Evaluation:** Social psychology research found that both men and women are more likely to hire a male applicant than a female applicant with an identical record; found that success is more frequently attributed to “skill” for males and “luck” for females, even when the evaluators are presented with evidence of equal success for both genders.
- Be alert to similar biases in evaluating candidates of color.
- Beginning in the 1970s symphony orchestras started requiring musicians to **audition behind screens**; since that time, the number of women hired has increased fivefold and the probability that a woman will advance from preliminary rounds has increased by 50%.
- For positions that require publications: A study of postdoctoral fellowships awarded by the Medical Research Council in Sweden found that women candidates needed **substantially more publications** to achieve the same rating as men, unless they personally knew someone on the panel.

APPENDIX B: Arranging and Paying for the Campus Visit

Arrangements for the Interview

Typically, the campus visit lasts for one day and includes lunch and dinner, and sometimes breakfast, with the candidate. Final arrangements for candidate interviews should be made as soon as the short list of candidates has been prepared by the search committee. This involves:

- establishing an interview schedule and itinerary for the visit;
- distributing the interview schedule and itinerary to participants in the interview; and
- making arrangements for the candidates' travel and accommodations.

Travel Authorization and Arrangements

The department representative must prepare a college Travel Approval Form (TAF) for each candidate and in the section labeled "Purpose of Travel" clearly indicate, "Candidate". By doing so, the recruiting department ensures that the candidate's travel is approved in advance of the visit and thus reimbursable. Please reference Policy Bus.003- Travel Procedures in the college's Policies and Procedures Compendium available through our intranet. This policy provides more specific information regarding faculty recruitment travel.

We must budget for searches in order to ensure that we are able to cover all of the associated costs. Each recruiting department will be provided a budget based upon the number of positions for which it has been approved. The budget must support the cost of local hotel accommodations as well as any candidate and/or faculty reimbursements for the campus visit. Please keep this in mind as you select the number of finalists to bring on campus. We encourage the use of phone interviews and technology such as Skype and Zoom to help contain the costs and allow maximum reimbursements to your selected finalists.

Discuss Reimbursement Arrangements with the Candidate

In most cases, the local accommodations for the candidate related to the interview will be covered directly by the college. Please be sure to explain that college policy requires the candidate to pay their own travel expenses and be reimbursed after the visit.

Please be reminded that:

- All hotel payments and reimbursements will be processed through the Research Foundation (RF).
- Candidates should be reminded to keep their boarding passes and receipts for incidental expenses.
- Candidates will be reimbursed for air travel only at the coach rate on a US carrier.
- Mileage for a private automobile trip will only be reimbursed at the rate of .58 cents per mile (effective as of 1/1/19) up to the cost of coach airfare for the same trip (see <https://www.irs.gov/tax-professionals/standard-mileage-rates>).
- Room and tax charges will be billed to the College. Any additional expenses must be paid by the candidate upon check-out and, if appropriate, reimbursed through normal procedures.
- Taxi receipts are required whereas receipts for meals are not.

- If any expenses are paid using a credit card, the RF will require a copy of the statement reflecting those charges.
- Depending on the cost of the entire visit, candidates may not be eligible for full reimbursement of their out-of-pocket costs. We may only reimburse up to the amount of the per diem rates as posted at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.
- During the campus visit, the candidate's signature should be obtained on the Research Foundation Travel Expense Voucher and Request for Payment so that expenses may be reimbursed in a timely manner.

Local Accommodations

The college has established accounts with the two local hotels. Once you have confirmed the travel dates, you will need to contact the Office of Academic Operations so that we may secure rooms where required.

Please complete and return the Room Request Form to Michael Wortman as early as possible. We will need at least five business days' notice to guarantee accommodations, but of course the earlier the information is provided, the better.

Once the reservation is confirmed, we will send you an email with the confirmation information which should be shared with the candidate.

Reimbursement of Travel Expenses

The Provost's Office will authorize reimbursement on the basis of a properly completed Research Foundation Travel Expense Voucher and Request for Payment with required receipts and a copy of the Travel Approval Form.

The recruiting department will have each candidate sign a Research Foundation Travel Expense Voucher and Request for Payment during the interview which includes the address to which the reimbursement is to be sent. Upon completion of the travel, the candidate should forward his/her return-flight boarding pass with an itemized list of expenses and required receipts back to the recruiting department.

The recruiting department will submit the completed form with all necessary receipts and a copy of the letter/email of invitation to Michael Wortman in the Provost's Office. If the invitation was verbal, a memo stating this must be included instead. The voucher and all documentation will be reviewed and submitted to the Research Foundation for processing within five (5) business days and the reimbursement check will be mailed directly to the candidate by the Research Foundation.

No guarantees can be made as to how long this complete process will take, but the Office of Operations will follow up on each submission regularly until payment is disbursed. If you or a candidate has not received payment within 15 business days of submitting a complete reimbursement request, please contact Kinya Chandler directly at kchandler@jjay.cuny.edu.

Reimbursement of Faculty Members for Purchase of Meals for Candidates and Faculty Entertainment Expenses

In order to reimburse a faculty member for purchase of meals for a candidate, the recruiting department must prepare a Research Foundation Payment Request made payable to the faculty member, attach receipt(s) for meal(s), and submit it to Michael Wortman in the Provost's Office. The payment must identify the faculty candidate by name and specify the date and type (breakfast, lunch, dinner) of meal and other attendees.

Contact Us

If you have further questions about paying for these visits or the status of reimbursements once submitted, please contact either Michael Wortman at (mwortman@jjay.cuny.edu x8804) or Kinya Chandler (kchandler@jjay.cuny.edu x8498).