Full Time Faculty Search and Hiring Process
2021

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 Provost's line allocation model (includes ratios of FTEs to faculty in the department’s majors, seat efficiency in the department’s courses), and other college and university priorities.

When lines are allocated and searches authorized (typically once a year and 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 conducting the search and hiring process within the department, though that responsibility can be shared with members of the department P&B and/or a departmental search committee at the chair’s discretion, or other parties as the Provost deems appropriate.

Diversity and Compliance
As Interim Director of Compliance & Diversity in the Office of Legal Counsel (CD Director), Ms. Gabriela Leal (gleal@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:

1. Submit to her the department’s Recruitment Plan Certification Form.
   - 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 will routinely place ads in the Chronicle of Higher Education and Inside Higher Ed, but we encourage search committees to suggest additional outlets that reach the most diverse audience possible, including through informal channels (e.g., email networks).
   - Committees may consult with Ms. Leal for advice on mounting searches to reach the widest possible pool of candidates, as well as Angela Crossman, Associate to the Provost for Faculty, who can assist with drafting position announcements (e.g., share sample Personnel Vacancy Notices (PVNs)).

2. Coordinate a time for the CD Director (or designee) to charge the search committee regarding the recruitment process, department staffing status and interview guidelines, along with the Hiring Diverse Faculty Workshop (with Associate to the Provost for Faculty).

3. Submit the Applicant Log/listing for certification, approval of which is required before candidates may be contacted for interviews.
• Departments should be aware that John Jay and CUNY place a priority on affirmative action goals. If you identify a candidate who qualifies as an opportunity hire, discuss recruitment options with the Provost before any commitment is made to the candidate.

(4) Submit the Faculty & Staff Selection Form at the end of the search. Applications will be stored in the CUNYfirst system, through which the candidates applied (not kept by the CD Director).

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 Tamari Tevodoradze, HR Generalist at ttevodoradze@jjay.cuny.edu or 646-557-4858. Tamari 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. For example, the PVN will include a standard section ABOUT JOHN JAY COLLEGE. Chairs are welcome to work with the Associate to the Provost for Faculty to draft, update and/or revise their PVNs and/or to request sample PVNs from prior searches.

• 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 pre-populated with University specific data that must not 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.” Another example is “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.”

• It is possible to include a section at the end of the PVN (ABOUT JOHN JAY’s XX DEPARTMENT) to provide additional information on your department (e.g., about your graduate programs or key strengths of your department).

• In the How to Apply section of the PVN you should indicate where you will recruit, if off campus. 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.”

• All candidates must submit an application through CUNYfirst. 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. Departments may want to request a diversity statement as well.

- It is possible to set up a department email address for searches to receive reference letters. Email the helpdesk or request a department email address for this purpose on Inside JJ.
- The hiring department should submit their Position Vacancy Notice (PVN) to Maribel Perez in the Provost’s Office for feedback and/or approval.
- 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 complete, 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 (which takes time) and that the closing deadline for applications must be a minimum of thirty (30 days) from the date of CUNY approval. However, including language about earlier review (e.g., “Review of applications will begin November 30; position closes December 15) will allow search committee members to begin reviewing applications before the closing date.

Recruitment

- Once the chair has an approved Recruitment Certification Plan from the Office of Compliance and Diversity, the hiring department will submit the Recruitment Certification Plan and the following two items to Kinya Chandler, Associate Dean, in the Office of the Provost:
  - Search Plan
  - Brief Job Description/Position Announcement (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 will serve on your search committee.
- The standard bundle for advertising includes CUNYfirst, The New York Times, Black Issues in Higher Education, Diversity, Hispanic Outlook, and Chronicle of Higher Education website. If the department wishes to advertise in a particular journal, periodical, or website in addition to the standard advertising bundle, the Search Plan should include the name of the journal, periodical, or website, the cost of advertising and the deadline by which copy must be submitted. For instance, many professional organizations have mechanisms for sharing job ads (e.g., American Psychological Association; Association of Black Psychologists).
- Kinya Chandler will have already notified departments of the allocation set aside for advertising in additional outlets, but they must provide copy of the text to be used.
- Hiring departments are expected to conduct proactive, vigorous, and timely national searches.
- We encourage the use of phone interviews and technology such as Skype and Zoom to help screen initial candidates and narrow down your selection to one or two finalists for a campus visit.
• 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 that each candidate is invited to participate in a campus visit;
- the date an interview is conducted for each applicant 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 finalists in a variety of settings and activities, to have the candidates 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 Kinya Chandler (or designee) about the candidate that you will invite to campus and whether the college will need to pay for hotel and/or flights. Hotel reservations will be made by the college, but all other travel expenses must be processed as a reimbursement to the candidate. Your department will have already been notified of the allocation set aside for the campus visit and all expenses will be posted against the aforementioned allocation.
- 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 it 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; and
- 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, undergraduate or graduate (emphasis, candidate should have a sense of our student body and want to be here).

Breaks (two or three 15-minute breaks are recommended so candidate can use bathroom, check email and have a moment of not being “on”).

REQUIRED: finalist meets with Provost or assigned designee for 30 minutes
- For each position searched, email the short-list of finalists being interviewed to the administrator assigned to the department, with a copy to Maribel Perez, attaching their letters of application, CVs, and statements of teaching philosophy and diversity (if applicable).
- 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.

After Visit
- Gather feedback from department and others who met candidates.
- Search committee ranks candidates in order of choice.
- Discuss the selected finalist with the Provost and come to agreement about who will receive an offer.
- Chair calls top choice and lets them know the 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 finalist 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 the short list of finalists until an offer is accepted and an appointment letter signed.
- Chair calls all those who interviewed 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 standard 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 Electronic Human Resource Action Form (eHRAF) indicating all pertinent appointment data, which is then submitted to Payroll. It is important this step be completed as soon as possible to assure the new hire will be paid within six (6) weeks of starting. Please warn the new hire that they will not be paid for six (6) weeks and should set aside funds to ease their transition to the new position.
- If applicable, once the candidate has accepted, the Provost sends a separate start-up letter, with a copy to the department, confirming the start-up offer 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 department; 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 and process them as quickly as possible. 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 external advertisement, local hotel accommodations, candidate travel and any faculty reimbursements for the campus visit. We encourage the use of phone interviews and technology such as Skype and Zoom to help contain the costs and support the maximum reimbursement 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 .56 cents per mile (effective as of 1/1/21) up to the cost of coach airfare for the same trip (see the current IRS standard mileage rates).
• Room and tax charges will be billed directly 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 a credit card is used to pay any expenses, the RF will require a copy of the statement reflecting those charges as well as the candidate’s name and the last four digits of the card. We recommend that candidates redact their statements for privacy and security.

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.

Depending on how the department has allocated their search budget, candidates’ reimbursements may be capped as well.

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 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 when required.

Please complete and return the Room Request Form to Kinya Chandler in the Provost’s Office 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 visit. It should include 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 or a screenshot of such 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 Kinya Chandler (or designee) in the Provost’s Office. If the invitation was verbal, a memo stating this must be included instead. The completed voucher and all documentation will be reviewed and submitted to the Research Foundation for processing within five (5) business days of receipt and the reimbursement check will be mailed directly to the candidate by the Research Foundation once approved.

No guarantees can be made as to how long this complete process will take, but the Office of Academic 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 Associate Dean 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 Kinya Chandler (or designee) in the Provost’s Office. The payment form and receipts must identify the faculty candidate by name, specify the date and type (breakfast, lunch, dinner) of meal, and list the other attendees.

Contact Us

If you have further questions about paying for these visits or the status of reimbursements once submitted, please contact Associate Dean Chandler at either kchandler@jjay.cuny.edu or 212-237-8498.