

Siena University

# Faculty Search and Hiring Guide

**Office of Academic Affairs**

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## Introduction

The Faculty Search and Hiring Guide is a source for academic departments/programs and search committees to prepare for and conduct faculty position searches. Outlined within this Guide are procedures, policies and best practices intended to facilitate faculty searches that are consistent, fair, equitable, and in compliance with Title IX, EEO and the University's commitment to diversity, equity and inclusion. The primary administrator for search procedures is the AVPAA, Laurie Fay (fay@siena.edu)

## Search Management Platform

The University has selected Hirezon Interview Exchange (IE) as its applicant tracking system. Applicants apply via the IE portal where chairs and committees review, organize and track applicants, and data is captured for required EEO annual reporting. Interview Exchange processes are explained later in this document.

## Commitment to Diversity, Equity and Inclusion

These guidelines have been enhanced to assist hiring departments/programs in their shared commitment to diversify the Siena University faculty. The new standard hiring policies articulated in this guidebook speak to the priorities identified in the report of the Provost's Diversifying Faculty Task Force. The guidebook identifies best practices for attracting diverse candidates through active advertising and recruiting and to ensure their full and fair consideration at every step of the process.

The Faculty Hiring Guide is not meant to replace, modify, or change existing Siena University policies or procedures. In the event of a conflict between this guide and the policies of the University, the collegiate policies prevail.

## Siena University Faculty Diversity Statement

**Diversity:** Siena is a community that commits to and values diversity.<sup>1</sup> Siena embraces the diverse life experiences, intellectual contributions, and perspectives of all its community members inclusive of administrators, faculty, staff, and students.

Achieving diversity involves two distinct steps. First, the recruitment and retention of diverse faculty members who belong to groups/identities underrepresented in academia, Siena University, the discipline of the hiring department, and/or the department itself will increase the **diversity of the faculty** at our University.

Second, is the promotion of **curriculum diversity** by both new and existing faculty. The elements of a diverse curriculum include (i) scholarship and/or teaching that foregrounds intersectional

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<sup>1</sup> Diverse individuals often belong to legally protected categories. Please see resources available through the Title IX/Title VII office.

methodology (ii) course content centered on marginalized and/or under-represented perspectives (iii) excellence in inclusive pedagogies, (iv) outstanding mentorship to diverse students, and/or (v) diverse colleagues.

### **Why Diverse Faculty?**

*A diverse faculty reflects the Catholic commitment to fraternity among all human beings.*

As a Catholic University in the Franciscan tradition, we are inspired by the words of Pope Francis, who called upon us to “dream as a single human family, as fellow travelers sharing the same flesh, as children of the same earth which is our common home, each of us bringing the richness of his or her beliefs and convictions, each of us with his or her own voice, brothers and sisters all.” Siena University faculty aspire to live up to this exhortation, modeling for our students, staff and one another this call to human fraternity and social friendship.<sup>2</sup>

*A diverse faculty serves key aspects of our Mission and upholds our Core Values.*

Siena values inclusivity and affirms the dignity of every person. These values imply that diverse administrators, students, staff, and faculty deserve to learn, live, and work in an environment where they are supported, respected, and feel an authentic sense of community. Hiring diverse faculty is one of the important steps in strengthening solidarity within our University.

As per the Mission Statement, Siena University values servant leadership, defined as, leaders who put “others first, through our commitment to social justice, service with others, and concern for the poor and vulnerable.” By prioritizing diversity in hiring, the University advances its mission to correct injustices against marginalized peoples and provides students with an example of institutional servant leadership.<sup>3</sup>

*A diverse faculty increases Siena’s capacity to build relationships that enrich our community.*

People and perspectives shape the culture of Siena University. We believe the University community benefits from the presence of diverse people and contributions from diverse perspectives. Conversely, the lack of diverse people and diverse perspectives results in an intellectual deficit for ourselves and for our students. The deficit of diverse voices/perspectives strains our capacity to deliver on our mission to develop students’

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<sup>2</sup> [http://www.vatican.va/content/francesco/en/encyclicals/documents/papa-francesco\\_20201003\\_encyclica-fratelli-tutti.html](http://www.vatican.va/content/francesco/en/encyclicals/documents/papa-francesco_20201003_encyclica-fratelli-tutti.html)

<sup>3</sup> <https://www.siena.edu/visit/about/mission/>

appreciation for “the richness of exploring knowledge from a variety of perspectives and disciplines.”<sup>4</sup>

Diversity *within* our University also enhances our opportunities for relationships *outside* our University. Diversity has the potential to enhance points of connection with community leaders, as well as prospective students, staff, and faculty in the Capital Region, greater New York State and beyond.

## **The Position Request and Approval Process for a Faculty Search**

The position request and approval processes are established to allow for more transparency and consistency in procedures and decisions about new tenure-track and full-time non-tenure-track (known as unit) faculty hires.

It is important to note that faculty lines belong to the University, not to the department where they currently reside, so there is no guarantee that an existing faculty line will remain in that department upon a faculty member’s retirement or departure. All requests to fill a vacant line must go through the standard approval process.

During the summer or early fall, the Provost will notify the Deans to prepare justified requests to search for new and/or replacement full-time faculty lines that will begin in the fall of the subsequent academic year. The Dean will notify department chairs and program directors who will prepare a justification to search for a new or replacement faculty line. Departments that plan to request a new line or fill a vacant position should begin to gather data ahead of time, even as early as the spring semester prior to the request.

### **The justification for hiring must include:**

- Job description (see additional directions later in this document)
- The reasons that the position is necessary to meet departmental/program needs, goals and growth
  - Support the justification with data such as average class size , trends in student credit hours taught, composition of faculty (percentage who are tenure-track, unit contract faculty and adjuncts), and overall student faculty ratio. These data are found in the department data profiles sent to chairs after every semester.
- Department’s statement of diversity priorities
- Department’s plan to mentor the incoming faculty member
- Recruitment budget inclusive of estimated costs to advertise, candidate travel & lodging, on-campus lunch/dinner meetings with candidates (see budget sample – forthcoming).

Justification requests might also consider the following:

- How the faculty line addresses recommendations from external reviewers, the departmental strategic plan, or the University’s strategic plan
- How the faculty line may support goals in other departments or programs

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<sup>4</sup> <https://www.siena.edu/visit/about/mission/>

- How the faculty line may address continuing or increasing student need
- Plans for program revision or new programs, especially if BOI has approved and outlined in the proposal business plan.

Department chairs will submit the hiring requests to the Dean by the deadline set by the Provost each year.

The Deans will prioritize and discuss these requests with the Provost who will review the proposals according to the following criteria:

- How great is the departmental/program need that the position seeks to address?
- To what extent will the new position benefit institutional needs, including Core Curriculum needs, needs in other departments and interdisciplinary programs?
- How well prepared is the department to conduct a successful, inclusive search?
- How well prepared is the department to effectively mentor the new hire?
- Does the position align with strategic priorities of the University?

After reviewing the hiring requests, the Provost will determine:

- The lines approved for searches in the following academic year
- Whether the lines are tenure-track or full-time unit contract positions
  - Unit contract lines should be considered wherever possible and take into consideration the proportion of unit contract lines in the department, in keeping with the Instructional Cost Task Force agreement dated February 2018.
- The lines approved for searches when funding is available
- The lines that are not approved. Departments may resubmit a revised request in the future.

The Provost will notify the Dean of the School which lines are approved and not approved. The dean will then inform the department chair or program director as soon as possible.

Once a search is approved, the department chair will consult with the Dean on forming the search committee.

## **The Search Committee**

### Responsibilities

The overall responsibilities of the search committee are to seek, identify and recommend qualified candidates based upon the sought after qualifications and credentials cited in the job description and the position advertisement. Following best practices, the committee evaluates all applications according to the requirements, participates in the interview process, and recommends the successful candidate to the hiring department.

The search committee is charged with conducting a search that is fair, equitable and inclusive in accordance with Siena University policies and procedures. The goal of diversity efforts at this stage of the process is to attract as many highly qualified candidates as possible in an effort to increase the diversity of the applicant pool.

At any point in the search process, the AVPAA ([fay@siena.edu](mailto:fay@siena.edu)) is available for consultation to answer questions, discuss specific situations and offer recommendations on procedural actions.

Confidentiality - All matters relating to a search are strictly confidential and members should refrain from discussing details about the search or the applicants outside of committee meetings.

### Formation of the Search Committee

The composition of a search committee is key to an effective inclusive search. The search committee represents the interests of all faculty members in the department or program seeking to fill a position. Search committees representing multidisciplinary programs should include members who represent the academic interests of all affiliated departments and programs. The members of the search committee should include faculty members with various backgrounds, perspectives, and expertise.

The department/program chair will consult with all affiliated faculty in the process of identifying candidates for the search committee. Every search committee for a full-time faculty search should include a minimum of three (3) and maximum of seven (7) faculty members. As early as possible, the department/program chair will provide the Dean with a list of recommended faculty for the search committee and a suggested search committee chair. The Dean may require modification of this recommended committee membership before approving it.

### Role of the Search Committee Chair

The search committee chair provides leadership to the search committee and sets the tone and pace of the search. Responsibilities/tasks include, but may not be limited to:

- Schedule and chair the meetings, giving reasonable notice of time and place
- Lead the committee to consensus on the rubric for assessing qualifications
- Ensure all members review the applications and supplemental materials
- Keep the department chair informed of search committee status
- Perform applicant status changes and updates in Interview Exchange
- Set the agenda for remote and on-campus interviews and ensure consistent process for each candidate being interviewed.
- Ensure that processes conform to hiring guidelines and discuss any search related issues that may arise with the department chair and dean
- Serve as the contact person for candidates during the scheduling of phone and on-campus interviews and for all questions regarding travel and other considerations
- Prepare committee recommendation to the hiring department

## **Search Committee Training**

Search committee chairs and members are required to attend a workshop facilitated by an expert to advise on meeting the legal requirement for goals in the job description, applicant evaluation criteria, rubrics, and interviews.

## **The Recruitment Plan Workshop and Hiring Process Training**

In a workshop setting, search committee members will commence work to determine evaluation criteria (rubrics) based upon the final job description, the recruitment plan, and interview questions. Each search committee will also discuss how the various members can most effectively contribute to the review of candidates.

Training led by the AVPAA will review the search process and the Human Resources Liaison will explain how to best utilize Interview Exchange as a search management tool, including how to complete search reporting and close a search.

## **The Position Description (JD)**

To capture and record the specific and detailed responsibilities, requirements, obligations, experiences, and value of a position, a job description (JD) document is developed. A well-written job description becomes the source for drafting a clear, concise and welcoming job advertisement / posting later in the search process.

While the description (JD) will detail the education requirements and credentials necessary for an incumbent to be effective and successful in the job, at the same time the JD can reveal opportunities for expansion and growth in the discipline by widening possibilities for acceptable research, for areas of teaching, and disciplinary backgrounds. Unless there is a compelling reason to search for a candidate with qualifications in a narrow sub-field, consider keeping the description broad in terms of required experiences and backgrounds.

The job description should be developed and submitted to the Dean early in the process when requesting permission to search for a FT position. If a JD already exists, be sure to review it for any outdated information, and update in an effort to demonstrate growth in scope and openness to expanding the discipline and pedagogy. Doing so should encourage a larger and more diverse applicant pool.

### **The job description should include:**

- Essential Duties and Responsibilities necessary to perform the required job functions
- Minimum Education/Qualification that qualify an applicant for consideration

- Preferred Education/Qualification that may enhance the pool of applicants and assist in narrowing down selection of candidates.
- Required and/or Acceptable Experience – classroom teaching, training or lab experience, corporate or private industry experience, etc.
- Expected obligation such as service, student advising, etc.
- Special Instructions to applicants such as including sample syllabus, writing samples, teaching philosophy, etc.

### **Some Tips to Attract Diverse Applicants**

- Be clear about what is a minimum qualification (required) versus a preferred qualification in education and experience. Where appropriate label qualifications as “preferred” instead of required and use “should” rather than “must.” Required qualifications exclude any candidate who does not meet them. For example, a required degree will eliminate people who have many years of experience, but not a particular degree, in an applied field.
- Consider including criterion not directly related to the specific discipline, if it is important to the ability to succeed in the position, such as an unusual combination of skills/perspectives.

## **The Job Announcement, Advertising and Outreach**

### **Drafting the Position Announcement / Posting**

Drafting a concise, informative and welcoming job announcement is much easier when starting with a well-written job description. If the job description is not yet drafted, go back and review *The Job Description* section of this document to ensure you know what to include in your job posting. NOTE THE PAGE.

The job announcement should inform job seekers about Siena University, the hiring department’s programs, its commitment to inclusivity, and describe what makes Siena unique and attractive to students and faculty. Some choose to also provide a brief on the school.

Note that once a job advertisement is posted to the Siena website and/or other sources, the University cannot change it. If changes are requested, a new search requisition and posting would be necessary.

### **What to Include in the Job Announcement (aka Posting / Ad Copy)**

About the University – Human Resources inserts a brief University description.

- Located in Loudonville, New York, just ten minutes from the state capital, Siena provides an experience built for a new generation of leaders eager to create a more just, peaceful and humane world. Each year, more than 3,400 Saints are empowered through a transformative journey of intellectual, spiritual and personal discovery. *The Education for a Lifetime* is made possible through a workforce of highly qualified and competent faculty, administrators and staff committed to fulfilling the Siena mission. As a Franciscan community, Siena University is committed to creating a more just, peaceable and humane world.

About the Department - brief description of your department; some also include information about the school.

- The department's primary focus for students and its unique opportunities
- Number of faculty and students in department, if desired
- Graduate programming, if applicable

About the Position:

- Type of position: full-time, tenure-track, teaching or visiting
- Essential duties and responsibilities necessary to perform the required job functions
- Workload (3/3, 4/4), release for scholarship, if applicable
- Expected obligations, i.e., service, student advising, research with students, etc.
- Specialty area sought, if applicable
- Potential titles of courses to be taught, if applicable
- Interdisciplinary expectations or relationship with other programs, if applicable
- Planned expansion of programs or pedagogy (items that may attract diversity)
- **If visiting or teaching position**, the following statement may be included:
  - This is a one-year non-tenure track position; the possibility of future appointments will be determined by the University at a later date, based upon the needs of the University.

Requirements for Consideration

- Minimum degree required for consideration – Will ABD candidates be considered?
- Minimum degree required by hire date – PhD, if required, must be completed by September 1
- Minimum qualifications/experience, i.e., two years of teaching experience, licensure or certifications, etc,
- Preferred qualification/experience, i.e., field experience, corporate experience, research areas, diverse study specialty, etc.

Application Instructions for Applicants to Apply

- Cover Letter
- CV
- Statement of Teaching Philosophy

- Research statement
- Sample Syllabi
- Writing Sample
- Licensure (proof, if required)
- Three names and email addresses for letters of recommendation
- Name of Siena contact to ask questions (usually department chair)
  
- Uploading Application Materials to Interview Exchange
  - All applicants who apply for a faculty position will be instructed to upload required application materials via Hirezon Interview Exchange. Human Resources will add the application instructions and the IE portal link to the job posting.
  
- Deadlines
  - If the department wishes to include a deadline, leave some flexibility for later submissions. For example, *Review of applications will begin on January 4, and continue until the position is filled, or, Applications received by a specific date will be assured full consideration.*
  - Remember that applications received after a stated hard deadline cannot be considered if received later than the specified due date.

### **Diversity Inclusion Statement**

Departments are encouraged to include language that welcomes and encourages applications from diverse and underrepresented applicants.

Human Resources includes the following, but will edit accordingly if the department does include their own DEI statement.

*Siena University is committed to attracting, supporting, and retaining a diverse faculty. We actively encourage applications from women, minorities, persons with disabilities, veterans, and others from under-represented groups who may make a positive contribution to the diversification of ideas and perspectives.*

*Siena University is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation or gender identity, national origin, disability status, protected veteran status, or any other characteristic protected by law.*

*If a foreign national applicant is selected for a qualifying position, the University will sponsor and prepare petitions with the U.S. Citizenship and Immigration Services Bureau of the Department of Homeland Security ("USCIS") to obtain H-1B status in the United States, which will allow them to work at the University for a specified period of time. Only specialty occupations will qualify for H-1B status under applicable federal law.*

## **Advertising and Outreach**

### **Deciding Where to Advertise**

- The job advertisement (ad copy) is always posted to the Siena University website.
- Department's do ordinarily request posting to the *Chronicle of Higher Education* – online.
- Departments are encouraged to request advertising to sources such as higher education publications, conferences, and association websites that will reach sought after candidates including those of diverse and underrepresented backgrounds within the discipline.

### **Hiring departments/programs are encouraged to depend not only on posting, but actively recruit candidates for an open position.**

- Send the ad copy to disciplinary associations and posting sites that are free of charge. Be sure to ask Maureen Motler in HR for the [link to Interview Exchange site for your particular search.](#)
- Network at professional conferences with the goal of reaching out to diverse faculty and scholars who are presenters and participants
- Share the postings with colleagues at other academic institutions and ask them to nominate promising graduate students nearing graduation in a preferred field.
- Identify qualified adjunct faculty at Siena and other institutions, particularly women and minority faculty, and send job announcements directly to them.

### **Paying for Advertising**

The cost of advertising is expensive and requires approval of the Dean and Provost. The amount allocated to the Academic Affairs search budget will determine if it is financially feasible to post in multiple advertising sources.

At the request of the search committee, the Human Resources liaison can obtain quotes for advertising on diversity targeted journals and websites such as:

- HigherEdjobs.com
- Diversityjobs.com
- Academic Diversity Search
- The Journal of Blacks in Higher Education
- American Association of Hispanics in Higher Education

Please plan for processing time when requesting quotes from HR.

### **Other Tips for Advertising and Outreach**

The search committee is encouraged to add its own diversity language to signal the hiring department/program's commitment to attracting candidates from underrepresented groups. Examples of wording are below:

- “The department/program encourages applications from candidates whose research, teaching, or service has prepared them to contribute to our commitment to diversity and inclusion in higher education.”
- “The department/program encourages applications from interested in candidates who have a record of success advising and mentoring individuals from groups underrepresented in higher education.”
- “The department/program encourages applications from candidates who will bring to their research the perspective that comes from a nontraditional educational background or understanding of the experiences of those underrepresented in the school/department/higher education.”
- “The department/program encourages applications from candidates who have research interests in subjects that will contribute to the understanding of diversity and equal opportunity.”

## **Initiating the Search and Approval of the Search Requisition**

Now that the department has completed the pre-search steps, the search may be initiated.

As noted previously, the search management platform used at Siena is Hirezon Interview Exchange (IE).

When the department is ready to initiate the search, notify Laurie Fay ([fay@siena.edu](mailto:fay@siena.edu)) to create the position search in Interview Exchange. The information / materials necessary to begin the search process include:

1. Position title
2. Department name
3. Position status (tenure-track, teaching, or visiting)
4. Advertising sources requested w/ estimated costs
5. Search committee chair and members (if known at this point)
6. Ad copy
7. Faculty salary (Will be added by Academic Affairs; stating the position salary in the advertisement is a recent mandate under NYS and Albany County law.)

The completed requisition automatically moves through a review and approval process, first to the department chair, then to the dean, provost, AVPAA, and finally on to HR for processing and posting.

Approvers will receive an email from Interview Exchange with a link to the requisition informing that review and approval is awaiting. The approver should look over the information. Comments/questions may be added in the box under “Add a note / Ask questions.”

At the bottom of the requisition is an “approve” or “submit” check off. Once approved by all, another IE email will be sent to all approvers with a link to review the final product.

At this point, the department or search chair should reach out to Maureen Motler in Human Resources to discuss timing and any particulars related to posting.

## **The Application Process – Interview Exchange**

Applicants are instructed in the search ad /posting to submit their application materials via Interview Exchange; the link to a particular search will be included in the posting

Applicants will be instructed to complete the following steps:

- Complete the faculty employment application form
- Provide their contact information
- Complete a questionnaire pertaining to their minimum qualifications
- Upload CV, Letter of Application and other requested materials
- Provide contact information for three “references”. While IE refers to these as “reference” letters, they are actually letters of recommendation. The search committee can obtain the letters by clicking the link next to each name listed under “References” that were provided by the candidate. This forwards a form letter to the recommender’s email with a link to upload their letter of recommendation. Letters of recommendation are blind. Note: These letters do not serve as formal reference checks.
- Answer Optional EEOC Questions

The applicant will automatically receive an acknowledgement via email from Interview Exchange when all the above steps are completed.

## **Evaluation Criteria and Rubrics (see samples forthcoming)**

Prior to review of applications, the search chair will lead the committee in discussion on the evaluation criteria for candidate selection, and agree upon how the applicants will be evaluated and rated. The criteria for evaluation must address the requirements identified in the job description, and the rubrics should include a measurement for every criterion. A scale or range (e.g., weak, average, excellent or 1-3) should be considered for quantitative information and each rubric should include a place for additional comments.

The search committee will need to justify and code in Interview Exchange its final recommendations for each applicant based upon the position requirements. Rubrics will keep

search committee members focused on the agreed-upon criteria and provide documentation for the selection of candidates.

## **Review of Applications**

All members of the search committee, the head of the hiring department/program and the Dean have access to all application materials for their particular search(es) on Interview Exchange. If not, contact the AVPAA at [fay@siena.edu](mailto:fay@siena.edu).

1. To sign in to Interview Exchange, click on *Customer Sign In* and login with your Siena email address and password.
2. You will land on the main page that lists the names of the open searches to which you have access. You may need to click on *Manage Jobs* (upper left screen) to see your searches.
3. Click on the name of the search you want to open.
4. There will be two possible tabs at the top right of the screen; *Qualified Applicants* and *All Applicants*. Qualified is determined by the applicant's own answers to questions about the job requirements. It is important to view applications on both tabs.
5. Click on an applicant's name, you will see the following:
  - Contact information
  - Documents submitted
  - Faculty Employment Application
  - Names of references (with a click, the cmte may request letters of recommendation)
  - Reporting fields for the search chair to fill-in as applicants fall out of consideration
  - Note fields

The search committee members should look over each document that the applicant submitted. While it may seem repetitive, in addition to the CV, the faculty employment application is required to be completed in full by the applicant and attest to its accuracy with a check-off for signature.

## **Evaluating Applications**

The job description is the only basis for the evaluation criteria used by the search committee. Evaluation rubrics must be matched to the qualifications in the job description and job advertisement. And, the search committee should only request materials that can be evaluated with the agreed upon rubric.

1. As a reminder, applications must be assessed fairly and with no pre-conceived perceptions. The predetermined criteria for evaluating applications will be the basis for selection of the most qualified candidates to a "short list." Each application should be reviewed by a minimum of two search committee members to determine selection or non-selection for the short list.

2. The search committee chair will convene the committee to review their respective evaluations and ranking of the minimally qualified applicants. The search committee is encouraged to maintain brief minutes to document their decision-making process. These notes should also briefly indicate specific job-related reasons for each applicant's selection or non-selection for the short list (see Interview Exchange justification coding). There is no rule regarding the size of the short list. The search committee chair will record the consensus of the committee regarding each applicant in Interview Exchange.
3. Thorough review of applications includes:
  - Read the cover letter; much can be discovered about the candidate from the content and style of the letter.
  - Review of the faculty employment application and the CV
  - Review of other required materials submitted.

NOTE: As candidates *fall out* of consideration, it is best practice for the search committee chair to note and code the Disposition Codes” and “Justification Codes” for each applicant in Interview Exchange (LINK forthcoming)

## **Screening Interviews**

All members of the committee should participate in the screening interviews to ensure fair and consistent evaluation. Screening interviews are intended to identify top candidates (short-list), and are ordinarily held via a phone meeting at this stage). All candidates selected for interview will experience the same interview modality except under extenuating circumstances (i.e., a candidate cannot travel due to medical or other issues). In such cases the committee chair will consult with search administrator and seek permission from their dean. Prior to conducting an interview (online or in person), the search committee should determine the objective(s) of the interview and develop a list of questions that will be asked of all interviewees to ensure consistency in the process. Interview questions **must** be related to the job and essential to determining the candidate's qualifications for the position. SEE Appendix on choosing interview questions and appropriate topics of conversation during campus visits - Forthcoming.

Committee members will review Guidelines for Interview Questions to be aware of questions that are unlawful and should not be asked during the interview. These Guidelines will be forthcoming.

## **Evaluating and Selecting Candidates for the Short List**

As the short list is coming together, the search committee may decide that they want additional supplementary materials to further assess short-listed candidates' qualifications. Samples of work, presentations of research, a prerecorded lecture to an undergraduate class, and classroom

observations are all examples of supplementary materials that will shed light on the candidate's skills.

All members of the search committee should review submitted supplementary materials and participate in phone or online interviews to ensure fair and consistent evaluation of each applicant. Again, the search committee should evaluate these supplemental materials according to the same criteria established at the beginning of the search process. Committees should guard against introducing new or different evaluation criteria as the search progresses.

The search committee should request and review the letters of recommendation (via the Interview Exchange applicant page) for their recommended list of finalists for campus visits. These letters of reference will hopefully affirm the search committee's own initial impressions of the candidates' qualifications.

### **Identifying the Top Candidates**

The search committee will convene to rate and select the top candidates that they wish to invite for on-campus interviews.

The search committee will present their recommended list of finalists to the chair of the hiring department/program. When the recommendations are accepted, if not previously done, the search chair will update the "disposition" and "justification" codes in Interview Exchange.

The search chair will send the names of the candidates selected for campus visits to the Dean. The Dean has access the CV's in Interview Exchange. Upon the Dean's approval of the top candidates, the following steps are required:

### **On-Campus Interviews**

This section addresses protocols and best practices for planning and conducting finalist interviews, including appropriate informal conversation during "down time."

The campus visit allows for more in-depth interaction and conversation between the top candidates, the search committee, the department, and other members of the Siena community. At the same time, the candidates invited to campus have opportunity to assess Siena and their interest in working here.

Ordinarily, up to three candidates are invited to campus. Departments should consult with their dean if they have reason to invite more than three.

### **The Degree Verification**

- Degree Confirmation - The candidates' highest degree must be verified prior to coming to campus for an interview. The search chair will ask the School Office Coordinator (SOC), who has access to the applications, to process the degree verification.
- The School Office Coordinator (SOC) or Dean will review the candidate's faculty employment application and the CV to identify the highest degree conferred
- The SOC will email [Registrar@siena.edu](mailto:Registrar@siena.edu) to ask for the verification, and provide the candidate's name, the name of the degree granting institution and the city where it is located, the level of degree being verified and the year of conferral.
- The Registrar's Office confirms degrees via The Clearinghouse and sends confirmation to the SOC, who should notify the search chair of receipt and send a copy to the Dean.
- Sometimes the Clearinghouse will require additional identifying information such as a maiden name or a date of birth. In this case, the SOC or Dean will send a notice to the applicant informing that Siena is attempting to verify the degree and additional information is needed to do so. A **pre-written** email exists that was approved by University Counsel. It should be sent to the candidate by the School Office Coordinator or AVPAA. By way of this email, the candidate is informed why the information is needed and is asked to contact the Registrar representative at Siena to discuss the requested information. The email also informs that no person involved in the search or of decision-making authority at the University will have access to the information they provide to complete the degree verification
- If the candidate is not comfortable providing identifying information, they should request that an official transcript from their institution be sent to the Siena Dean.

## **Campus Visit - Scheduling**

The Search Chair is responsible for creating the schedule for each candidate invited to campus. The chair may delegate tasks to various committee members and seek assistance from the School Office Coordinator.

1. Determine what candidates the search committee will invite to campus.
2. Phone the candidate(s) to inform that the search committee is impressed with their credentials and wishes to invite them to interview with several members of the University.
3. The University will pay for the candidate's travel expenses, meals, and lodging (for one night; under necessary circumstances, two nights). The candidate must keep receipts for reimbursement of travel and meals. Alcohol is not reimbursable.
4. The Provost's Office executive assistant will assist with reservations for hotels and on-campus meetings with meals.
5. One off-campus interview meal (usually the evening the candidate arrives in town) is reimbursable for up to two Siena faculty members involved in the search process, usually the search chair and the department chair, but others may stand in. Alcohol is not covered by the University.

6. See more information on appropriate conversation during informal and formal meetings - forthcoming

### **Who should the candidates meet with?**

Tenure-track faculty candidates are expected to meet with the following:

- Search Committee
- Department Members
- Students
- Dean
- Provost
- Vice President for Mission
- Other groups identified important to the process

**Interviewees for FT teaching and visiting positions are not required to meet with the Provost.**

### **Hiring Department/Search Committee Interview**

The campus visit should include an interview led by the search committee that includes multiple members of the hiring department. Ideally, every department/program member will be present to gain as many perspectives as possible on the candidate's qualifications.

#### **Recommendations for ensuring a fair evaluation process:**

Prepare and review interview questions in advance to ensure that the questions are related to the requirements of the job and the candidates' related knowledge, skills, and abilities. Structure the interview so that it is as consistent as possible for all candidates. Use the same questions, setting, time allotment and interviewers.

- It is appropriate in the context of the interview to ask follow-up questions tailored to the candidate's shared information / responses.
- Do not make assumptions about the candidate based on race, ethnic background, age, disability, veteran status, marital or familial status, sexual orientation, religion or other personal characteristics.
- If arranging for students to meet with the candidates, consider including students with diverse backgrounds and representing a range of academic levels.
- Allow enough time for the candidate to ask questions and when the interview is completed, inform the candidate of the anticipated timeframe for concluding the search.

**SEE APPENDIX for Legal and Illegal Questions for Job Candidates**

## **Recommendation for Hire**

The search committee chair will collect feedback from the students, faculty and administrators who met with the candidate. Often, chairs will develop a form (Google form or other) to collect comments, rankings, and/or strengths and weaknesses based upon the primary and preferred job requirements. It is important that search committee members have data to inform their decision-making.

The search committee should meet promptly to review the data, deliberate, and make a final recommendation to the hiring department.

The search committee may want to obtain employer references before making their recommendation, especially if candidates are at the same ranking. References may assist with the deciding factor. See Reference Checks below.

The Dean may request a brief report from the search committee outlining the steps taken to come to its decision. The Dean will ensure that references are checked and satisfactory prior to making any offer.

## **Reference Checks – Required**

Either the search chair or department chair are required to check reference **prior** to an offer of employment being extended to a candidate.

1. Inform the candidate that they are a top contender and that the University plans to contact former supervisors listed on the faculty employment application for references. If the candidate does not provide permission, this may be a red flag. Ask why; sometimes there is a legitimate reason, in which case the Provost may make an exception under extenuating circumstances. Contact Laurie Fay ([fay@siena.edu](mailto:fay@siena.edu)) and your Dean if such a situation arises.
2. The University requires that at least one, preferably two, current or former employers listed on the faculty employment application, be contacted via a phone call to request a reference.
3. A phone or video conversation versus email often results in higher-quality information because there is opportunity for follow-up questions, to ask the reference to elaborate, and generally conduct back and forth exchange of information.
4. In some cases, employers maintain a policy to provide only dates of employment. If this occurs, be sure to contact other employers listed on the application. If there are no others, ask the candidate for another, perhaps peer or chair of another department, that we can contact.
5. The Provost and Human Resources expect the following questions to be asked of a reference:
  - a. Does/did this person have positive working relationships with co-workers, subordinates, supervisors/chairs, and students if applicable?

- b. Would you hire this person again?
- c. Is there anything about this person that a future employer should know about?
- d. You may ask other appropriate questions

## **The Final Selection and Making The Offer**

The search committee chair informs the department chair which candidate the search committee recommends, or the committee's ranking of the top two or three candidates.

If the department is in agreement, the department chair or search committee chair presents the decision to the Dean. The Dean should also be informed if former or previous employers, as listed on the applicant's faculty employment application, provided satisfactory references for the candidate.

The Dean informs the Provost of the decision for final approval.

With the Provost's approval, the Dean phones the selected candidate to make the job offer, contingent upon a background screening.

**If the candidate is ABD**, the Dean will ask for confirmation of the expected completion date and ensure it is before September 1. If the ABD candidate will not have PhD by September 1, the Dept Chair and Dean determine if the candidate should be hired at the instructor rank and rate of pay, or if the offer should be made to another candidate in the top three ranking who will have a PhD by September 1.

The Dean will call and follow up with an email to make the offer, informing the selected candidate the position rank, salary, start date, and address any question the selected candidate has about relevant matters related to employment.

The candidate may ask for time to consider the offer and this is acceptable. The Dean should consider the amount of time given to the candidate, so as to not lose other top candidates should the first candidate not accept.

**UNION MEMBERSHIP - If the position is FT Teaching or Visiting**, the selected candidate should be informed that non-tenure track faculty members are represented by Service Employees International Union Local 200 United (SEIU). If the candidate has questions about the SEIU, the Dean should provide contact information for SEIU to the candidate. Contact information can be found on the Siena website.

If the offer is accepted, the Dean informs the AVPAA that the candidate has accepted an offer, and provides the information necessary to write an offer of employment letter under the Provost's signature. This should be done via a contract request form (to be added to appendix).

At this time, the AVPAA will notify Human Resources to begin a background screening. Human Resources forwards an email from HireRight to the selected candidate to complete the background authorization form.

**The AVPAA prepares the offer letter and emails it to the candidate.** The candidate is asked to review and sign the letter and email it back to the AVPAA within one week.

**Upon receipt of the acceptance letter from the candidate,** the AVPAA will inform the Dean and the department chair.

**Letters to All Applicants to inform that the Search has been closed:** At this point, the Department Chair should contact Maureen Motler (HR) and ask that letters be sent to all applicants to inform them that a selection has been made and the search is closed.

**The AVPAA will finalize the contract request and forward it to Human Resources where the contract is prepared under the President's signature and mailed via US Mail to the candidate. This step is completed only after the background screening has been completed and deemed successful.**

If the selected hire is ABD, a clause will be written into the contract indicating that the candidate's successful defense of the Ph.D. must be confirmed by the dissertation chair, in letter to the Provost, before September 1. If this is received, the rank will be Assistant Professor. Follow-up to ensure that the Ph.D. is conferred by the start of the next semester, will be done by the AVPAA.

The candidate is instructed to send back the signed contract to Human Resources within two weeks. Human Resources then sends a copy of the signed contract to the AVPAA.

In the summer (for a September hire), the Human Resources Office will send employment paperwork and benefits information to the candidates, who is asked to make an appointment to meet with the Benefits Office to go over the paperwork and benefit choices.

The candidate is informed to contact the chair, dean or AVPAA with any questions along the way.

If the candidate is ABD, the AVPAA will keep in contact with the new hire to obtain confirmation of successful defense of their dissertation and/or conferral of the Ph.D.

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## Appendix

Legal and Illegal Question of Candidates - Included  
Faculty Search Timeline and Checklist – Send as separate document  
Sample Job Descriptions with Evaluation Rubrics  
Sample Agenda and Budget for Campus Visits  
Guidelines for Interview Questions  
Interview Exchange FAQ  
Contract Request Documents



# Legal and Illegal Questions of Job Candidates

## New York Rulings on Pre-Employment Inquiries

The New York State Human Rights Law prohibits pre-employment and certain other inquiries as to race, creed, color, national origin, sex, age, disability, marital status or arrest records unless based upon a bona-fide occupational qualification or other exception. "No person shall be denied the equal protection of the laws of this State or any subdivision thereof. No person shall, because of race, color, creed or religion, be subjected to any discrimination in his civil rights by any other person or by any firm, corporation or institution, or by the State or any agency or subdivision of the State." (New York Constitution, Article I, Section II.) The following are examples of different types of inquiries that have been ruled lawful or unlawful:

<u>Subject</u>	<u>Lawful Inquiry</u>	<u>Unlawful Inquiry</u>
<b>Race or color</b>		Complexion, color of skin, coloring.
<b>Religion or creed</b>		Religious denomination, religious affiliations, parish or church, religious holidays observed.
Applicant may not be told "This is a (Catholic, Protestant, Jewish) organization.		
<b>National origin</b>		Lineage, ancestry, national origin, descent, parentage, nationality.  Nationality of applicant's parents, spouse.
<b>Sex</b>		Inquiry as to gender.
<b>Marital</b>	You may ask whether the applicant has any commitments that preclude him/her from meeting job schedules. If such questions are routinely asked, they must be asked of both sexes.	Do you wish to be addressed as Miss? Mrs.? Ms.?  Are you married? Single?  Divorced? Separated?  Name or other information about spouse.
<b>Birth control</b>		Capacity to reproduce, advocacy of any form of birth control or family planning.

<b><u>Subject</u></b>	<b><u>Lawful Inquiry</u></b>	<b><u>Unlawful Inquiry</u></b>
<b>Age</b>	Are you 18 years of age or older; if not, state your age.	How old are you? What is your birth date? What are the ages of your children?  Inquiries designed to discover age, such as "What year did you graduate?"
<b>Disability</b>	An employer may inquire only whether a prospective employee can perform specific tasks in a reasonable manner. *See below	Do you have a disability? Do you have any impairments, physical, mental or medical, which would interfere with reasonable job performance?  Have you ever been treated for any of the following diseases...? Do you have now or have you had a drug or alcohol problem?  If there are any positions or duties for which you should not be considered because of a physical, mental medical disability, please describe.
<i>*According to the New York State Division of Human Rights, while an employer may lawfully inquire whether an applicant can perform specific task(s) necessary in the position for which the person has applied, an employer may not ask whether an applicant has a disability or has been treated for specific diseases.</i>		
<b>Arrest record</b>	Have you ever been convicted of a crime that has not been expunged from your record? *	Have you ever been arrested?
<b>Name</b>	Have you ever worked for this institution under a different name?  Is additional information relative to name change, assumed name, or nickname necessary to enable a check on your work record? If so, explain.	Original name of applicant whose name has been changed by court order or otherwise?  Maiden name of married woman.  If you have ever worked under another name, state name, and dates.
<b>Address or duration of residence</b>	Place of residence. How long a resident of this state or city?	
<b>Birth place</b>		Birth place, or birth place of spouse or other relative.  Requirement to submit birth certificate, naturalization or baptismal records.

<u>Subject</u>	<u>Lawful Inquiry</u>	<u>Unlawful Inquiry</u>
Photograph**		Requirement or option to affix photo to employment form at any time before hiring.
Citizenship**	<p>"Are you a citizen of the US?"</p> <ul style="list-style-type: none"> <li>• If no: "Do you have a legal right to remain permanently in the US?"</li> <li>• If no: "Do you intend to remain permanently in the US?"</li> <li>• "This is a 2-year term appointment. Are you eligible to work during this entire period or until (X) date?"</li> </ul> <p>You may tell applicant that proof of citizenship or a permanent immigration visa will be required at time of employment.</p>	<p>Requirement to produce naturalization papers or first papers.</p> <p>Of what country are you a citizen? Naturalized or native-born? Date citizenship acquired?</p> <p>Are parents, spouse, naturalized or native-born citizens of this country? Date citizenship acquired?</p>
Language	Language(s) spoken or written fluently, when position requires such ability.	<p>What is your native language?</p> <p>How did you acquire your ability to read, write or speak a foreign language?</p>
Education	Academic, vocational, professional education, public and private schools attended.	Years of attendance; dates of graduation.
Experience	Work experience.	
Relatives	Name(s) of relative(s) already employed by this institution.	Number, names, addresses, ages of spouse, children, relatives not employed here. Name and address of person to be notified in case of accident or emergency.
<p><b>**Note:</b> <i>In accordance with the Immigration Reform and Control Act of 1986, after an offer of employment has been made and before an individual may be hired, he/she must produce some of the documents to establish identity and employment eligibility.</i></p>		
Military	<p>Experience in United States Armed Forces or State Militia.</p> <p>Service in a particular branch, e.g., Army, Navy.</p> <p>Did you receive a dishonorable discharge?</p>	<p>Experience other than in the United States Armed Forces or State Militia.</p> <p>Did you receive a discharge in other than honorable circumstances?</p>

<b><u>Subject</u></b>	<b><u>Lawful Inquiry</u></b>	<b><u>Unlawful Inquiry</u></b>
Driver's License	Do you possess a valid NYS driver's license (if the driver's license is necessary for the position the applicant is seeking)?	Requirement to produce a driver's license.
Organizations	Membership in organizations specified by applicant to be relevant to his/her ability to perform the job.	List all clubs, societies, lodges to which you belong.

\* updated 8/6/202