

GUIDELINES FOR FULL-TIME FACULTY SEARCHES

General Information

Ordinarily, a national search is conducted for full-time faculty openings. For clinical positions, faculty interviewed should possess the degree stated in the job description or expect to receive the degree prior to the beginning of the appointment. All faculty appointments are subject to the provisions of the Faculty Manual.

All qualified candidates who have the ability and interest to contribute to curricular programs and to the college should be considered. Qualified candidates who can advance diversity, equity and inclusion and/or contribute to interdisciplinary efforts should receive priority consideration. A comprehensive resource titled "[Searching for Excellence and Diversity: Handbook of Best Practices](#)" is posted on the Academic Affairs webpage under the Search and Appointments drop down menu. This resource was developed by the Vice President, Community and Belonging (VPCB) and reflects best practices for inclusive faculty searches.

I. INITIATING THE SEARCH

- A. Searches may be initiated by individual departments or groups of departments.
- B. The Department Chairperson(s) or in the Schools of Business and Leadership or Education, the Associate Dean, in consultation with the department faculty or interdisciplinary faculty group, identify(ies) areas of specializations and competencies. The VPCB should be consulted early in the search process to assist with identifying strategies and ways in which increased faculty diversity could enable the department to serve students in an inclusive environment. Please refer to the [Searching for Excellence and Diversity: Handbook of Best Practices](#) for additional information, guidelines and support throughout the initial phases of the search process.
- C. The Department Chairperson or in the Schools of Business and Leadership or Education, the Associate Dean, or a designee completes the Cover Sheet for Proposal of New Full Time Searches (posted under faculty resources on the VPAA website). This electronic proposal form follows the People Admin software program used by Human Resources to post the position. In preparing this information, the Department Chair/Associate Dean and the committee:
 1. Prepares a position description, advertisements, and a statement of criteria to be used in screening and submits them for approval to the Department Chairperson/Associate Dean, who in turn, submits them for approval to the Dean and the Provost. The VPCB should be consulted prior to the creation of these documents to ensure the search process incorporates tenets of best practice in conducting an inclusive search.
 2. Recommends to the Dean(s) the preferred Search Committee composition; members (usually 3 – 7 faculty) include some/all department members, plus one faculty member

external to the department. The VPCB can be consulted for suggestions of potential external faculty members who have participated in advanced anti-bias training. The Department Chairperson(s) or Associate Dean may or may not be a member of the Search Committee. The Department Chairperson or Associate Dean, in consultation with the Dean(s), appoint(s) a Search Committee Chairperson. The Dean(s) will confirm the membership of the search committee before the committee initiates its work.

- D. Ordinarily, position descriptions and advertisements where space permits should include the following statement:

Nazareth College, an independent, comprehensive institution with 2300 undergraduate and 700 graduate students, prepares its graduates to serve local and global communities through a wide range of liberal arts and professional programs. Nazareth seeks to hire faculty and staff with a demonstrated commitment to teaching excellence, student success, and civic engagement, and an understanding of the educational benefits and importance of diversity, equity and inclusion as articulated in our Diversity Statement. The college is located minutes from downtown Rochester, New York, a city noted for its rich arts and cultural community and its international businesses and industry. Applications from candidates from diverse backgrounds are encouraged to apply.

- E. Following the unconscious bias educational session, the Search Committee prepares a final copy of the proposed advertisements and a list of possible publications where the advertisement will be posted, including the cost of the advertisement. This information is included in the Cover Sheet for Proposal of New Full Time Searches. Each department should define a list of potential publications that would support their recruiting goals as well as those specific to advancing diversity initiatives. Once the cost of the advertisement is considered, the Provost, in consultation with the Dean, will review the list and post the advertisements. PLEASE NOTE: HR will automatically post positions on:

- Diversityjobs.com
- JustJobs.com
- Veteranjobs.net
- AfricanAmericianHires.com
- AsianHires.com
- WeHireWomen.com
- AllHispanicjobs.com
- Latinojobs.com
- Disabilityjobs.net
- ALLGBTjobs.com
- Additional niche sites within the JustJobs network

- F. The Provost places advertisements in the “Chronicle of Higher Education”, “Inside Higher Ed” and “Diverse Issues in Higher Education.” The Provost and the VPCB will work collaboratively to post on additional sites such as the [Doctoral Scholar Program](#) of the Southern Regional

Educational Board and consider support for other forms of alternative recruitment.

II. EDUCATING THE SEARCH COMMITTEE

- A. Prior to development of the final position posting, all Search Committee members will participate in an unconscious bias educational session conducted by the Office for Diversity, Equity, and Inclusive Excellence Education (ODIEE) and discuss its implications in the search process.
- B. Search Committee Chair should meet with the VPCB or designee to discuss additional opportunities for professional development for the committee members and select those activities that will enhance the search process. Suggestions for educational opportunities are listed in the *Handbook of Best Practices for Faculty Searches*.

III. THE SELECTION PROCESS-PRELIMINARY INTERVIEWS

- A. When application materials have been gathered from the initial pool of candidates, the Search Committee Chair lets the Department Chairperson or Associate Dean, and Dean know they are ready to move forward to the next stage of the search. The Dean will contact HR and then provide the Search Committee Chair with information about the composition of the applicant pool. A determination about the adequacy of the diversity in the eligible pool should be made at this point in consultation with the Department Chair or Associate Dean, the Dean and the VPCB (as needed). In instances where there is no apparent diversity in the pool of candidates, the Dean or the VPCB will assist the Search Committee with identifying very specific next steps that can inform the candidate selection process.
- B. The Search Committee submits to the Department Chairperson, or Associate Dean, and the Dean a list of approximately 5 – 10 leading candidates, highlighting the strengths and weaknesses of the candidates. This list should contain at least one candidate that addresses the College's diversity initiatives.
- C. An aspiring goal is to have diverse representation among those selected.
- D. Once the Provost and the Dean have approved the list of leading candidates, the Search Committee conducts preliminary interviews (e. g., telephone, Zoom, etc.) to further narrow the pool of applicants. The college's commitment to recruiting a diverse faculty should be given strong consideration in the construction of this list.
- E. The Search Committee Chairperson should seek permission from the candidate to contact references. The Search Committee conducts at least three reference checks, noting comments on strengths and weaknesses of candidates. The Search Committee should develop a list of questions that will be asked of all references and takes notes to inform future deliberations.
- F. The Search Committee, in consultation with the Department Chairperson, or Associate Dean and the Dean, identifies final candidates to be invited to an on-campus interview. The Search Committee Chair should also share the previous list of strengths and weaknesses based upon the preliminary interviews. The college's commitment to recruiting a diverse

faculty should be given strong consideration in this decision.

IV. THE CAMPUS INTERVIEW

- V.** The Search Committee Chairperson coordinates on-campus interviews. Usually, two to three finalists are invited to campus to interview.
- VI.** The Search Committee Chairperson extends an invitation for an interview and sends materials (e.g., explication of Faculty Manual Relative to Duties and Responsibilities of Faculty, links relevant to the search, etc.) in advance of visit.
- VII.** The Search Committee Chairperson assists with coordination of travel plans with the candidate and encourages the use of best available rates. The candidate should be asked to engage in the initial selection of the flight or transportation method utilized to bring the candidate to the campus for the interview. Candidates should make their own flight arrangements due to new guidelines and personal information needed to book. Receipts should be included with all reimbursements given to the Provost's office.
- VIII.** The Search Committee Chairperson arranges transportation to and from Rochester point of arrival.
- IX.** The Search Committee Chairperson arranges for lodging through the executive assistant to the Provost.
- X.** The Search Committee Chairperson arranges for meals. Guest meal cards are available for meals on campus. For lunch or dinner off campus with the candidate and Search Committee representatives, check requests may be used to request cash in advance, or you may submit receipts for reimbursement to the Provost. Suggested meal expenses fall in the following ranges: up to \$35 per person for dinner, \$25 per person for lunch, \$20 per person for breakfast. The college will pay for meals within these amounts for the candidate and up to three accompanying faculty.
- XI.** The Search Committee Chairperson obtains receipt from the candidates and prepares a check request for reimbursement.
- XII.** The Search Committee Chairperson coordinates interviews with appropriate members of the College, including the Provost, Dean, Department Chairperson or Associate Dean, Search Committee, VPCB and other department members, and other faculty with whom he or she will be working and with the President, if available.
- XIII.** During the interview, the Dean reviews college policies and procedures on Rank and Tenure with the candidate. Human Resources provide answers to questions on faculty benefits. Human Resources will also ask each candidate if s/he/they requires employer sponsorship to continue working in the U.S.
- XIV.** The Provost, Department Chairperson, or Associate Dean, Dean and Search Committee members do not provide information on benefits. Human Resources should meet with all

candidates who are interviewed.

- K. The Office of the Provost will cover expenses for travel (airfare, meals parking, taxi, tolls, and lodging) and advertisements. All check request forms should be sent to the Provost's office for processing.

IV. THE OFFER

- V. The Department Chairperson or Associate Dean sends to the Dean, the Search Committee's recommendation for hiring. This form: <https://www2.naz.edu/files/3614/0924/6508/Request20for20Faculty20Appointment20Form.pdf> can be used to communicate the candidate to whom the offer should be made. Additionally, the recommendation for hiring should come in the form of a rank ordered list of the candidates interviewed on campus with the strengths and weaknesses of each candidate. The finalists should be listed in rank order if they are all viable candidates for the position. After the interviews, if a candidate is no longer viable, the committee should note that on the report to the Dean. With approval from the Provost, the Dean makes an offer to the candidate. The Provost and the VPCB, as appropriate, will have a follow-up meeting to discuss any additional needs of the candidates.
- VI. Once the offer is accepted, the Dean notifies the Provost, VPCB and Human Resources. Upon verbal acceptance of the offer, the Provost sends a confirming letter of appointment and the candidate responds with a confirming letter of acceptance.
- VII. The Office of the Provost notifies the Dean and the Department Chairperson when the letter of acceptance has been received.
- VIII. Once the letter of acceptance has been received, the Search Committee Chairperson sends a letter to original applicants stating that the position has been filled. While Departments should compose their own text, here is a resource to assist with the wording of letter: <http://chronicle.com/article/The-Art-of-the-Rejection/231929/>
- IX. The Department Chairperson or Associate Dean maintains all pertinent records (e.g., notes, rubrics) and materials pertaining to the search during the process. After all candidates have been notified, the materials for the search should be taken to HR for filing. Search materials will be kept in HR for three years.
- X. After hiring, the Provost will assist with relocation expenses. Upon completion of move, the receipts will be submitted by newly hired faculty member to the Office of the Vice President for Academic Affairs.
- XI. If the candidate has not met with the President during the on-campus interview the Department Chairperson or Associate Dean schedules a meeting for this purpose.

H. The Department Chairperson or Associate Dean ensures an effective orientation to Nazareth College for the new faculty member. Typically, an institutional-level orientation is conducted by the Associate Vice President for Academic Affairs at the beginning of the fall semester.

V. POST SEARCH DEBRIEF

A. The Search Committee Chairs in collaboration with the Provost and the VPCB or designee division will conduct a post-search debrief that allows the committee to discuss all aspects of the search process and make suggestions or revisions to improve the process with subsequent searches. Possible questions might include:

1. Did the committee employ best practices in faculty recruitment as outlined in *The Handbook of Best Practices for Faculty Searches*?
2. What parts of the search went well and what parts could be improved?
3. Was the search process inclusive and if so, what strategies were most successful?