



# Faculty Search Guide

---

2017-18

Prepared by

The Office of the Provost,

**Baruch College**

*“You can make all the right decisions about the faculty, and the wrong decisions about everything else, and still have a great university; but if you make the wrong decisions about the faculty, and the right decisions about everything else, you will never have a great university.”*

--Clark Kerr, Former UC System President

## I. SEARCH PRIORITIES.

In late spring and early summer, the Provost will discuss with School Deans their faculty search priorities for the coming academic year. Normally, the Provost will pre-approve prioritized searches before the end of summer. The Provost may subsequently approve additional searches in the fall.

Department Chairs are encouraged to begin discussing faculty search priorities with the School Dean in mid- to late spring of the academic year before the proposed search will be conducted. Chairs should apprise the Dean of special circumstances such as disciplinary timelines for faculty searches.

KEY CONTACTS: SCHOOL DEANS  
PROVOST DAVE CHRISTY

## II. REQUEST TO SEARCH.

Once the search has been pre-approved, the Department Chair<sup>1</sup>, with the assistance of the designated staff in the Dean’s Office, will obtain electronic approval to fill the position and initiate the search process by using Baruch’s CUNYfirst position management system: Human Capital Management (HCM). This electronic request will require completion of a worksheet that includes basic information about the search (position, rank, area of specialization, anticipated appointment date, etc.) as well as a few short justification statements. At the same time, the Dean’s Office must separately submit a preliminary job description to the Office of Human Resources. Once finalized and submitted the electronic request to fill and initiate a search follows the following approval chain:

Submitted Position Management Request → School Dean → Provost → Office of Human Resources (OHR) → Office of Planning & Budget (OPB).

At each approval stage, the individuals who electronically submit and approve the Position Management Request will receive system-generated e-mails with a link that takes them to a workflow chart indicating the approval stage and date. This process typically takes less than one week from the time of submission.

The instructions and worksheet needed for submitting a Position Management Request through HCM should be obtained by writing to: [Position.Management@baruch.cuny.edu](mailto:Position.Management@baruch.cuny.edu) .

---

<sup>1</sup> In SPIA, the Associate Dean performs all functions assumed by Department Chairs/Hiring Managers in Zicklin and Weissman.

The Department conducting the search will expedite III below by crafting and formatting the job description according to CUNY “Job Announcement” templates. Annotated templates for each faculty rank and for open rank searches are available from the Provost’s website, Faculty Resources, Academic Administration, Searches: <http://www.baruch.cuny.edu/provost/resources.htm>

KEY CONTACTS: SCHOOL DEANS OR ASSOCIATE DEANS  
ASSOCIATE PROVOST PATRICIA PRICE  
MARY RIVERS, ASSISTANT VICE PRESIDENT OF PLANNING & BUDGET (OPB)  
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR

### III. RECRUITMENT PLAN AND POSTING/ADVERTISING OF POSITION.

While the Position Management Request is flowing through the approval chain, the Department determines the Search Committee membership and Search Chair, the search process, and the search timeline. The Department Chair, who serves as “Hiring Manager,” and Search Chair confer, complete the Recruitment Plan,<sup>2</sup> and submit it with the job announcement to the School Dean, who then submits those documents to the CDO for review and approval. The Recruitment Plan form is available from the Provost’s website, Faculty Resources\Academic Administration\Faculty Searches (<http://www.baruch.cuny.edu/provost/resources.htm>). (Departments should begin the planning process and drafting of the plan before the Position Management Request has completed the signatory circuit if they are confident of its approval.) Ideally, the Department has already drafted the position description in CUNY “Job Announcement” format. After consultation with the CDO, the Department may want to modify that announcement based on variables particular to that search. For example, does the committee want to consider ABDs as eligible applicants, and if so, what are the consequences for the applicant pool? What should the Department set as the closing date and the date for the launch of application review if they are to capture a diverse pool of outstanding candidates? Does the application timeline coincide with disciplinary annual conferences?

The Recruitment Plan must also specify venues in which the job announcement will be published. Some venues will be discipline specific; others, such as the *Chronicle of Higher Education*, will address a broader academic audience; others, such as CUNY’s Employment Opportunities website and HigherEdJobs.com, are two of six default venues; yet others, such as diverseeducation.com and the PhD Project, for Zicklin searches, are intended to enhance the diversity of the applicant pool (and are also default venues). The Search Chair and Department Chair are encouraged to download the current Miller Advertising list from the Provost’s website (under “Faculty Searches” at the link “List of advertisers for searches”). The College will subsidize the publication of job announcements in venues appearing in the Miller Advertising list; however, the School Dean or the Department must subsidize other venues that are discipline-specific. The CDO will convey additional posting sites that will ensure a diverse applicant pool, and she will also assist the Department Chair and Search Chair and in finalizing the list of venues.

---

<sup>2</sup> In SPIA, the Equity Advocate, who is a member of the Diversity Committee, will generally play a role in the formulation of the Recruitment Plan.

The current version of the Faculty Recruitment Plan is available from the CDO or from the Provost's website, Faculty Resources\Academic Administration\Faculty Searches:  
<http://www.baruch.cuny.edu/provost/resources.htm>

The approval chain for Recruitment Plans is as follows:

Department Chair → School Dean → CDO.

Again, annotated job announcement templates for each faculty rank and for open rank searches are available from the Provost's website, Faculty Resources\Academic Administration\Faculty Searches:  
<http://www.baruch.cuny.edu/provost/resources.htm>

The CDO provides the OHR recruitment unit with the approved Recruitment Plan, copies the Department Chair, and authorizes OHR to proceed with the posting and advertising on CUNY's Employment Opportunities website, default venues, and venues identified on the Miller Advertising list. In consultation with OHR, the Department may create a second, condensed version of the job announcement for publication in venues outside of CUNYfirst; however, the posting on CUNYfirst must conform precisely to the Job Announcement template. Again, the vacancy may also be posted in other discipline-specific venues in accordance with the Recruitment Plan, but, again, those announcements are normally placed (and subsidized) by the appropriate School Dean's Office or the Department.

All searches and job announcement postings on CUNYfirst require approval of the Central Office. That process, from submission to posting, may take from one week to ten days.

KEY CONTACTS: MONA JHA ESQ., CDO  
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR  
ASSOCIATE PROVOST PATRICIA PRICE  
SCHOOL DEAN OR ASSOCIATE DEAN

#### IV. COMMITTEE CHARGE.

Shortly before the review of candidate applications begins, the Search Chair and/or Hiring Manager should confer with the CDO's office to schedule the charge meeting, ***which all members of the Search Committee and the Chair, as Hiring Manager, must attend.*** The CDO charges the Search Committee with conducting a fair search and treating candidates equitably. The search is to be followed in a manner consistent with the University's non-discrimination, equal employment opportunity, and affirmative action programs. A faculty-member Equity Advocate, who should be identified prior to the charge meeting, sits on each of the search committees to ensure that the search is in compliance with those policies. The Office of Diversity, Compliance, and Equity Initiatives provides training for all Equity Advocates. This training is valid for two years. The search committee reviews policies on conflict of interest and confidentiality, and it reviews procedures for evaluating candidates, their screening interviews (first-round interviews),<sup>3</sup> interviews (finalists), and recommending the selected finalist for

---

<sup>3</sup> While it is our understanding that not all search processes currently include first-round interviews, Skype screening interviews are strongly recommended as an intermediate step for any position where communication skills and/or

appointment. *All search committee members must be willing to commit the time necessary to conduct a thorough and effective search.* If a committee member cannot make that time commitment, s/he should not accept the position on the committee. The continual failure of a member(s) to attend Committee meetings or interviews should be reported by the Search Chair to the Hiring Manager (Department Chair) and by either the Department Chair or the Equity Advocate to the CDO.

The Search Chair and Committee are also reminded to retain the materials listed below during the course of the search process. The Search Chair or Department Chair will have to submit scanned versions of those documents at the conclusion of the search. (See VIII below.)

1. A copy of the job description;
2. Copies of the cv's of all candidates who had screening interviews and of all finalists (campus visits) interviewed;
3. Copies of the appropriate parts of Part One of the CUNY Application for candidates who had screening interviews;
4. Screening (first-round interview) and finalist interview notes and/or evaluations for each of the candidates, aggregated from all of the search committee members;
5. A copy of the screening interview and interview questions;
6. A candidate grid for pre-screening applications, if one was used;
7. Any other materials used to manage the search process.

#### V. APPLICATION ON TALENT ACQUISITION MANAGER (TAM), REVIEW OF APPLICANT DIVERSITY, AND CONFIRMATION OF POOL.

Candidates will submit all application materials through the on-line recruitment program, Talent Acquisition Manager (TAM), a CUNYfirst module. Candidates will complete applications by using two portals: one for the cv, cover letter, writing samples, and other materials submitted directly by the candidate; the other for letters of recommendation submitted by recommenders or by dossier services. The second portal is structured in such a way that it will solicit recommendations from designated individuals and dossier services.

TAM will collect pertinent confidential data (e.g., race and gender of applicants). TAM will generate applicant acknowledgement letters (sample immediately below). The CDO will review in an ongoing way the applicant pool to assess its diversity. The Search Chair and Committee will also have access to those candidacies and will be able to make a preliminary assessment about the size and quality of the applicant pool. OHR will provide the Search Chair and Committee training on navigating TAM as needed; additional support may be provided by school-based tech support (see VI below).

The CDO may request an extension of the job posting period ("closing date") in order to advertise the position in additional venues if the applicant pool is insufficiently diverse. The Search Chair may also ask for an extension of the closing date if, for example, the pool is not sufficiently strong. Of course, the Search Chair should make this request of the CDO as far in advance of the closing date as possible. The

---

the quality of personal interactions are crucial to success in the position. Attendance of *all* search committee members at *all* screening/first-round interviews is *mandatory*.

job announcement is removed immediately after the closing date, and no further applications can be submitted. **Postings will not be re-opened.**

Once the Search Chair and Committee have been charged, they will be able to review applications after the first two weeks of posting (see VI below). The Search Committee must review applications in a way that is consistent with its Recruitment Plan and the committee charge.

All applicants receive the following acknowledgement email:

**cunyfirst-do-not-reply@mail.cuny.edu**

8:46 AM (11minutesago)

(Please Note: His message was automatically generated. Please do not respond.)

Dear Jane Doe,

Thank you for your interest in employment at The City University of New York. **The City University of New York** is an equal opportunity employer and is committed to building a diverse workforce and strongly encourages applications from minority and women candidates.

This letter acknowledges receipt of your resume for the following position(s) submitted on 2012-12-09 at the City University of New York:

6313-Assistant Professor. Accounting.

We will contact you as the review process proceeds to inform you of your status. To review your information, click the following link:

<https://lhrs.cuny.edu/lpsc/cnyhcprd/GUEST/HRMS/cHRS HRAM.HRS>

KEY CONTACTS: KIERAN B. MORROW, ESQ., CDO  
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR

## VI. REVIEW OF APPLICATIONS, SELECTION OF CANDIDATES TO INTERVIEW, AND INTERVIEWS.

The Search Committee reviews and evaluates applications submitted via TAM and in compliance with the Recruitment Plan and position announcement. Beginning this year, Search Committee members will access applications directly from the TAM after they have undergone training provided by OHR. All Search Committee members will be able to access and review applications beginning two weeks after the posting of the job announcement.

The Search Committee may review, assess, and track applications in any manner that it finds effective, but the Committee may want to make use of a platform such as Confluence. School-based tech support is provided by Glova Smith (Zicklin), Danny Cayas (Weissman), and Jonathan Alarcon (SPIA), as their other responsibilities permit.

As the Search Committee identifies a pool of compelling candidates, it may want to inform some applicants that their candidacies will not be pursued. The Search Chair should inform OHR of the names of candidates in that group so that that office can send them TAM-generated rejection letters. This brief

letter simply identifies the position and states that the addressee's candidacy is no longer under active consideration. Any candidates who are eliminated during an initial screening for obvious failure to meet minimum qualifications (do not have the required degree, etc.) should be recorded on an Excel spreadsheet, which will be provided to the CDO. The minimum requirements will be discussed and agreed upon during the charge meeting.

Once the Search Committee has selected the candidates with whom it wishes to conduct screening interviews or whom it wishes to invite to campus, and prior to scheduling those interviews, that committee must forward those candidates' application packets to the CDO along with the Excel spreadsheet of candidates eliminated for failure to meet minimum qualifications. The CDO will review the interviewee pool against the remaining candidate pool for diversity purposes and either approve the interviews or reach out to the search chair with follow-up questions within two to three business days. (Note: no candidate selected for interviews or visits will ever be removed from the list; however, suggestions for additional candidates from the pool may be made.) The Search Committee and Department may conduct screening interviews in a way consistent with the charge by the CDO. All candidates invited to participate in screening interviews must complete and return to the search chair (by email, if the screening interview is conducted by Skype or telephone) Part One of the CUNY Employment Application by the day of the screening interview or campus visit. A fillable PDF CUNY Application is available at this link: [http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/CUNY\\_Employment\\_Application\\_PARTONE-3-23-16.pdf](http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/CUNY_Employment_Application_PARTONE-3-23-16.pdf)

Full interviews, normally offered as campus visits, are conducted for finalists.

KEY CONTACTS: MONA JHA, ESQ., CDO  
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR  
SCHOOL DEAN OR ASSOCIATE DEAN  
ASSOCIATE PROVOST PATRICIA PRICE

#### VII. SELECTION OF CANDIDATE FOR APPOINTMENT, NEGOTIATION, AND OFFER.

After finalists' campus interviews and departmental selection have been completed, the Department Chair recommends to the Dean the candidate to whom the Department would like to make an offer. The Dean or his/her designate, conferring as appropriate with the Provost, negotiates with the candidate a mutually acceptable offer and writes a draft of the Dean's Agreement Letter, which memorializes the rank, salary, and any other terms negotiated with the candidate. When the verbal offer is made to the candidate, OHR should be notified, so that they may provide the candidate with Part Two of the CUNY Employment Application, which will be returned directly to OHR at [employmentapplication@baruch.cuny.edu](mailto:employmentapplication@baruch.cuny.edu). (Should the candidate reject the position, OHR should be notified if a subsequent choice is going to be offered the position, so that they may send them Part Two of the Application.) Part Two of the fillable PDF CUNY Employment Application is also available at this link: [http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/CUNY\\_Employment\\_Application\\_PARTTWO-3-23-16.pdf](http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/CUNY_Employment_Application_PARTTWO-3-23-16.pdf)

When the candidate has orally accepted the offer, the School P&B should ratify the appointment (if timing permits). The Dean's Office submits a "Request to Send Letter of Offer for Full-time Faculty Position" form with the candidate's cv and other supporting documents to the Office of the Provost. That office will then send an offer letter to the finalist. ***The signed offer letter should be received by April 15.*** When the signed offer letter has been received, the final version of the Dean's Agreement Letter is mailed to the candidates (drafts may have been shared with the candidate prior to this point). Ideally, the P&B approval process should conclude with the May College P&B meeting.

Departments may want to inform their new colleagues about information available from CUNY relocation resources, <http://www2.cuny.edu/about/administration/offices/hr/relocation/>. Departments may also want to offer their own collegial assistance to new colleagues.

Once the selected candidate has formally accepted the position, the Search Chair should send a personalized letter to all candidates interviewed but not selected for appointment. The letter should be crafted from the template below. Any changes made to that template letter must be reviewed by CDO and/or Legal Counsel.

<DATE>

<FACULTY CANDIDATE'S ADDRESS>

Re: Insert Title of Position and Department

Dear \_\_\_\_\_:

Thank you for taking the time to interview for the position of \_\_\_\_\_[insert faculty position] with the \_\_\_\_[insert department] in the \_\_\_\_[insert school] at Baruch College. We greatly appreciated your interest in becoming a member of the Baruch College faculty.

Interviews have been concluded and we are unable to offer you a position in the department [or you have not been selected for this position in the department.]

We thank you for your interest in Baruch College and wish you every success in your future endeavors.

Best regards,

<INSERT NAME and TITLE>

KEY CONTACTS: SCHOOL DEAN OR ASSOCIATE DEAN

ASSOCIATE PROVOST PATRICA PRICE

MONA JHA, ESQ., CDO

OLGA DAIS, ESQ., LEGAL COUNSEL AND LABOR DESIGNEE

#### VIII. CLOSING THE SEARCH.

The CDO, or delegate, completes a statistical report at the conclusion of the search and in consultation with the hiring department. The CDO certifies the search based on information requested on the Faculty Data Form, which is provided at the charge meeting, and the Search Chair confirms that all other candidates have been notified of the status of the search. If the search has not been certified, it is not complete.

The Search Chair or Department Chair turns in electronically to the CDO a completed search file, containing the position description, screening (first-round interview) and interview (finalist) notes and/or evaluations for all candidates, screening criteria, screening interview and interview questions, the grid for pre-screening applications if one was used, cv's and CUNY Applications Part I of candidates who had screening interviews, cv's, and any other materials used to manage the search process (see IV, continued, above). That file must be retained for three full years after the search year.

KEY CONTACTS: MONA JHA, ESQ., CDO  
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR