

Procedures for Faculty Searches at Union College

2024-25

Office of the Dean of Academic Departments and Programs

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The Search Process Stage by Stage

Early stage: Planning and recruiting (Sections 1-3.2)

- Request line and receive approval
- Select search committee and discuss committee composition with DADP
- Search committee chair & at least one other member attend job ad/rubric training
- Design job ad and evaluation rubric
- Submit formstack form
- After approval, job ad is posted at Union and elsewhere; candidates apply
- Do outreach/recruitment (network with PhD programs, attend conferences, etc.)
- Search committee members sign privacy agreement through Workday
- All search committee members attend DEI-focused training session on evaluating candidates and their materials

Middle stage: Evaluating and selecting for first-round interview (Sections 3.3-3.4)

- Decide on shortlisted candidates for first-round interviews
- Fill out “Decline” in Workday for non-shortlisted candidates
- Share shortlist for first-round interviews with DOF/VPAA and DDEIB (for tenure-track searches); share with DADP and DDEIB (for visitor and lecturer searches)
- Move shortlisted candidates for first-round interviews in Workday to “Reference Check” to receive reference letters
- Invite approved shortlisted candidates for first-round interviews; mark “First round” in Workday
- Share questions/interview topics in advance
- Conduct first-round interviews
- Decide on finalists to bring to campus

Late stage: Evaluating and selecting finalists (Sections 3.5-3.7)

- Share finalist list with DDEIB and either DOF/VPAA (tenure-track) or DADP (visitors and lecturers)
- Move finalist candidates to “Finalist Interviews”
- Fill out “Decline” in Workday for non-finalists
- Check with Carol Mangano and Emily Tong about DOF/VPAA and DADP availability, respectively, for campus visits and schedule candidate meetings with them
- Invite finalists to campus
- Offer candidate choice of UCID or DDEI meeting during visit
- Get feedback from DOF/VPAA (tenure-track) and DADP (visitors and lecturers)
- Discuss as department and inform DADP or DOF/VPAA about deliberation results

End stage: Job offer, negotiation, and search closure (Sections 3.8-3.9)

- Confirm selection and salary offer with DOF/VPAA or DADP
- Mark selected finalist in Workday; contact finalist with offer (verbal and written)
- Answer candidate questions about department; direct benefits/visa questions to HR, and compensation-related questions to DOF/VPAA (tenure-track) or DADP (visitors and lecturers)
- Once offer is verbally accepted, DOF/VPAA (tenure-track) or DADP (visitors and lecturers) will generate written offer letter
- Once offer letter is signed and returned, email other finalists to thank them for their visit and inform them that the search was successful; fill out “Decline” in Workday
- Close out search in Workday (contact HR for training if necessary)
- Reflect: At the end of the academic year, search committee chair + at least one member attend final meeting of search committees across campus to reflect on search processes

Overview

These procedures are provided to guide search committees at all stages of the hiring process. Adherence to them ensures that all searches are conducted fairly and in alignment with the College's hiring policies, and that appropriate attention is paid to the College's strategic priorities. Inclusive hiring practices aim to reduce opportunities for bias and discrimination at all stages of the search process: the search committee formation, job ad, recruitment plan, initial screening, interviews, selection of finalists, the campus visits, and subsequent final deliberations. Adhering to such practices will help ensure Union's commitment to equity.

You may be working with the following administrators at various stages of the search process:

Michele Angrist, Dean of the Faculty (DOF/VPAA)

Kara Doyle, Dean of Academic Departments and Programs (DADP)

Greta Donato, Assistant VP for Academic Planning and Operations (AVP-APO)

Jennifer Mitchell, Dean for Diversity, Equity, Inclusion, and Belonging (DDEIB)

Nicole Marshall, Assistant VP for Academic Advancement and Research, and Director of the Grants Office

Emily Tong, Administrative Assistant to the DADP

Carol Mangano, Administrative Assistant to the DOF/VPAA

Confidentiality

Maintain the highest standards of confidentiality during the search and afterwards. All search committee members will be required to sign HR's confidentiality agreement through Workday (see Appendix 4).

Treat all of the search committee's and department's deliberations as confidential, as well as all information related to the work of the search committee, whether verbal or written.

Within 30 days of the conclusion of the work of the search committee, transfer all related files and confidential information to the department administrative assistant for retention as required by College policy (three years following the search). Electronic files generated as part of the search (such as a search Nexus site) should only be maintained for 3 years. After three years, the department administrative assistant should contact ITS for permanent removal of the files.

1. Before the Search Begins: Allocation, Preparation, Scope, and Permission

Allocation of tenure lines vacated by resignation or retirement follows the two-step process outlined by the “Proposal for Revision to the AAC’s Procedures regarding the Filling of Vacated Tenure Lines” in 2021, which can be found in the Chairs and Directors Nexus site: first, the Tenure Line Retention Request (TLRR) stage, usually in winter term, and then the Competitive Tenure Line Proposal (CTLP) stage, usually in spring term. Hiring for a retained or newly allocated line normally takes place in the following academic year. After the salary and preliminary space allocation plans have been approved by the AVP-APO, the DADP will indicate to the department that the search process can begin.

Allocation of visiting faculty lines usually takes place in the fall term of the year in which the visitor search will take place. Departments submit a request to the DADP with supporting information that includes up-to-date departmental staffing projections covering all the years of the requested appointment. After the salary and space allocation plans have been approved by the AVP-APO, the DADP will indicate to the department that the search process can begin.

Allocation of lecturer lines in the event of a resignation or retirement takes place in consultation with the DADP and the DOF/VPAA and the AVP-APO. Departments must support retention or allocation of lecturer appointments by demonstrating the critical need for co-curricular activities (typically technical, laboratory, or performing arts-related support that are normally outside of the scope of a tenure-track faculty member or visiting faculty member) and a long-term (i.e., greater than five-year) need for continuity in the position. After the salary and space allocation plans have been approved by the AVP-APO, the DADP will indicate to the department that the search process can begin. The Faculty Manual caps the allowable number of lecturer appointments.

Salaries: Salary ranges are determined by the AVP-APO in conjunction with Human Resources, based on budget allowances and market conditions. Beginning in Fall 2023, in accordance with New York state law, salary ranges must be communicated in faculty job ads. Salary negotiations with candidates are the responsibility of the DOF/VPAA or the DADP depending on the nature of the search, in consultation with the AVP-APO.

Space planning: Preliminary plans for providing an office and other essential space, such as a research laboratory, must be discussed with the AVP-APO and approved before the DADP or DOF/VPAA can grant formal permission for the search to begin. **Since working out such arrangements sometimes takes considerable time, it is important to start this discussion early.**

Search scope and timing: National searches must be conducted to fill tenure-track/tenured, lecturer, and full-time visitor positions (but not part-time visitor positions). Normally tenure-track searches begin in the fall term, and visitor searches begin in winter or early spring.

Note: Under extenuating circumstances, we may conduct visitor searches initiated very late in the spring term. Procedures for late-season visitor searches must be discussed with and approved by the DADP. Such searches must still follow the inclusive hiring practices outlined in this document, including

approval of the job ad and the Faculty Recruitment Plan by the DADP and the DDEIB. Clear and comprehensive communication with the department throughout the search, and participation in final voting by all eligible department members, are still also necessary. However, if the department wishes, the process may be shortened in one of two ways.

- Method 1: First-round screening interviews on zoom or by phone are not conducted; departments proceed directly to creating a list of finalists. In this case, departments must bring at least two and preferably three candidates to campus for in-person interviews.
- Method 2: First-round screening interviews on zoom or by phone are conducted as usual. In this case, the department may conduct campus visits for finalist candidates one at a time and consider whether to make an offer after each visit, rather than waiting until after all finalists have visited.

Department Conventions: In order to help facilitate a successful search, each department should abide by its own conventions regarding:

- the flow of information from search committee to department colleagues
- the decision-making process and roles at each stage of the search
- the format and venue of the candidate's presentation (see section 3.6.1)
- who attends meals with candidates
- how student participants are selected
- how student and faculty feedback about campus visits is gathered and anonymized
- who runs the final deliberation meeting (search chair or department chair?)
- who is eligible to vote in the final decision (are you required to see all finalist presentations in order to vote, for example?)
- how votes on finalists are collected and tallied
- what to do if there is a lack of consensus
- what to do if any discussion becomes problematic

Make sure you circulate and review these conventions with the entire department before the search begins. If your department does not have such conventions written down, or if it's time to revisit those conventions, we encourage you to reach out to the DADP or DDEIB for guidance.

Recordkeeping: According to New York State law, all records related to each faculty search, including email communications, rubrics, and notes *must* be preserved for 3 years as measured from the beginning of the appointment. Please store records with a note indicating the date to be discarded.

2. Forming and Training the Search Committee

Forming the Committee

Diversity: The department chair normally creates the search committee. The chair should consult with the DADP on the composition of the search committee prior to beginning the search. The committee usually has three faculty members and should be as diverse as possible (with respect to gender, sexuality, ability, race, ethnicity, and academic rank: lecturers, assistant and associate professors, and

full professors – except for those faculty who are vacating a position). If committee diversity is difficult to achieve, the DADP can recruit a committee member from outside the department.

Limitations: Because multi-year visitors and outgoing tenure-track faculty may have a (real or perceived) conflict of interest, they should not assist to create the job description or hiring rubric, serve on the search committee, or vote on hiring. However, they may take an advisory role in the search process, meeting candidates and providing comments to the department. Any further involvement on their part in the process must be approved by the DADP. (See section 3.7, “Deliberations,” below.)

Legally, faculty on FMLA and medical leave *cannot* participate in searches. Faculty on sabbatical leave should not be expected to participate in faculty searches, but may choose to do so. If they choose to do so, they must abide by the department conventions about voting.

Interdisciplinary members: For positions that include explicit support for an interdisciplinary program (ISP), the Director of Interdisciplinary Studies, the director of the relevant ISP, or another faculty member from the ISP outside of the home department should be invited to serve as a voting member on the search committee. In the case that the position will interact with more than one ISP, the Director of Interdisciplinary Studies should be invited to serve on the committee as a voting member rather than having multiple additional members represent separate IS programs. For searches that will be housed in interdisciplinary programs, representation from the primary disciplines linked to the search should be included on the committee, to the extent possible. The committee structure should be discussed with the DADP prior to the search.

The department chair should get the DADP’s approval on the final composition of the search committee before training begins. If, during the search, any search committee members need to step out (for instance, because of illness, etc.), consult the DADP about replacement.

Training

All search chairs and some or all search committee members for every faculty hire are required to attend three hiring workshops run by the Dean of DEIB:

- Pre-search: focused on writing job ad, designing rubrics, and being intentional about recruitment, for the search committee chair and at least one other member
- Early-search: focused on evaluating candidate materials, setting up first-round and campus interviews, and search deliberations, for all committee members
- Post-search: focused on reflecting and closing out the search, for search chairs and at least one other member

3. The Search Process

Preparing the search advertisement

For tenure-track lines, the department should use as its initial draft the job ad text submitted with the TLRR or CTLP. For visiting and lecturer lines, the department should use as its initial draft the job ad text submitted with the request to run the search. The general expectation is that the position description in the ad will reflect the case the department made when it requested the position. If your needs and/or the department's thinking have changed significantly in the interim, and the ad needs to be substantially revised, consult with the DADP.

3.1 Components of the ad

Use the Faculty Job Ad Template that can be downloaded from the [Academic Affairs Policies and Forms page](#). Text in blue is boilerplate; insert the relevant material in the *[bracketed and italicized]* areas. As you edit towards the final draft, make sure that your ad has at least the following components:

Brief description with title, rank, appointment start date, application review start date, and deadline or “priority consideration” date.

Position description:

- **Rank:** Although it is typical for new tenure-track hires to be appointed at the assistant professor level, it is possible to appoint at an advanced rank in exceptional situations. This must be agreed on in advance of the search and approved by the DADP and VPAA. If such an agreement is reached, the ad should reflect that possibility.
- **Degree/Qualifications:** Specify the minimum degree or other acceptable qualifications, desired subfields, and any other abilities or specialties you are hoping to find.
- **Teaching load:** The ad should clearly explain the expected teaching load and any other relevant components of the position (such as co-curriculars for lecturers).

Department description: The ad should include a paragraph describing the department's attractive attributes. What would make a candidate want to work with your faculty, students, and/or research facilities? What curricular initiatives, or special qualities of your department, can you highlight?

Interdisciplinary Studies. If relevant, ads should also highlight the College's and the department's interdisciplinary learning opportunities for students and interdisciplinary teaching opportunities for faculty. Here is some suggested language, which you could edit to fit the position:

Union College offers many opportunities for both faculty and students to engage with multiple disciplines - and each other - in collaborative classroom settings, innovative majors, and unique research initiatives. We encourage applications from candidates who can develop courses that may contribute to X program.

Department diversity language? Search ads may contain language about the department’s own commitment to DEIB, if desired. You might develop or use existing language about diversity from your department’s mission statement, or adapt the following language to fit your department:

Creating and maintaining a welcoming and diverse environment is central to developing a rigorous and informed education in X department. We acknowledge that improving the diversity, equity, inclusion, and sense of belonging within the department and across campus is necessarily an ongoing process of growth. Accordingly, department members attend professional development workshops related to DEIB on and off campus, support and mentor diverse students and faculty members, and produce scholarship and teach courses related to DEIB.

Consult with the DDEIB if you would like feedback on a draft of the language for your department.

Standard College description language: You do not need to put this language into your department ad.

The Workday listing will automatically display a sidebar with a standard description of the College and a paragraph about Union’s general commitment to diversity and its status as an “equal opportunity employer” that does not discriminate against applicants based on race, religion, disability, ethnicity, sexual orientation, gender, gender identity, national origin, and veteran status.”

If there is something else about the College that you want to highlight, put it below your department description.

Application Instructions. In order to ensure that the search committee can bulk download all candidate materials, the ad must instruct applicants to upload all materials as *one single pdf*. If candidates must submit other kinds of portfolios (for art or music, for example), then ask them to provide online access to the committee chair.

When deciding what materials to ask for, your search committee should be mindful of disciplinary standards as well as the need for equitable and ethical search practices, as excessively cumbersome requirements often discourage diverse candidates from applying.

- Because student course evaluation forms are conduits of implicit bias, as an institution, we no longer allow them to be requested from candidates.
- Ensure that the materials you request correspond directly to the search rubric that you have developed.
- Since letters of recommendation can be conduits of implicit bias, Workday will not solicit contact information for references at the initial application. Full letters of recommendation will only be requested from candidates shortlisted for first-round interviews.
- Because diversity statements are often assessed inequitably, instead of asking for a diversity statement, we suggest that you ask for content related to DEIB in more standard job materials, such as the cover letter, teaching statement, and/or research statement. If you would like

candidates to discuss DEIB in their materials, below are two possible templates for job ad language. If you would like to craft your own language, please consult with the DDEIB.

- “In your cover letter, in addition to describing your research and teaching interests, please also convey how your teaching, scholarship, mentorship and/or community service might support Union’s commitment to diversity and inclusion. This should include your strategies for making the classroom an inclusive environment.”
- “In your cover letter/teaching statement, please make sure to include information regarding strategies that you’ve developed for teaching students with academically and culturally diverse backgrounds.”

Contact person. Please identify the person to contact with questions (usually, the search chair).

Compensation. You do not need to include a salary number here. The DADP will supply this information when creating the Workday listing. In compliance with New York State law, Workday will display the salary range for the position in the ad.

Once the final ad text has been approved by the department (and, when relevant, any interdisciplinary program directors), it must be submitted along with the Faculty Recruitment Plan (see Appendix 2) for approval by the DDEIB and the DADP.

3.2 Listing and disseminating the search advertisement

After approval, the DADP’s office will create the Workday listing, and the ad will be listed via Workday on Union College’s website. All applications must be submitted via Workday.

Workday automatically sends every job ad to the *Chronicle of Higher Education*, HigherEdJobs.com, and Capital Area Help Wanted. The DADP’s office also sends every ad to *The Journal of Blacks in Higher Education* and *Hispanic Outlook*. These are all pointers to the Workday listing.

Search committee chairs may wish to consider using their network of professional contacts to disseminate the link to the Workday listing. If your discipline or professional association has a special website where jobs are advertised, include the link to the job on the Union College website. The department is responsible for placing ads and then getting reimbursed by the DADP’s budget. If your department plans to take these steps, include that in your Faculty Recruitment Plan (see Appendix 2).

In certain instances, professional conferences serve as venues for departments to identify and encourage applications from candidates who can contribute to campus diversity but who might not otherwise consider Union. If your department plans to recruit at such a conference, include that in your Faculty Recruitment Plan (see Appendix 2). The DADP’s office can assist with these recruitment expenses.

As part of your Faculty Recruitment Plan, your search committee or department chair should consider doing targeted outreach by notifying chairs at historically black colleges and universities, institutions affiliated with the Hispanic Association of Colleges and Universities, diversity committees within

professional membership organizations, or by contacting faculty members and departments with potential candidates from underrepresented groups. If your department plans to take these steps, include that in your [Faculty Recruitment Plan](#) (see Appendix 2).

3.3 Reviewing applications and selecting first-round interviews

All applications will be submitted through Workday, the College's online job portal. Applicants who submit through Workday will receive an immediate acknowledgement of receipt once they successfully submit their application.

Require applicants to submit all application materials as one pdf. Search committee members will be able to access, view, and download application materials through Workday. The search committee chair and the departmental administrative assistant will also be able to mark candidates in Workday with various statuses as the search progresses, and attach documents (e.g., ratings sheets).

The materials you have asked applicants to submit should be sufficient to help you make the decision, and should align with your rubric. If for some reason you choose to search the internet for information about any candidates, please focus on finding information related to your search rubric, and ensure that the information you seek is directly relevant to the candidate's professional qualifications, published research, teaching experience, and academic contributions. If, in the course of such an internet search, you come across other information and you are not sure whether it should be considered, please consult with HR and/or the DDEIB before sharing it with the committee or the department.

Refer back to the rubric you developed as part of your Faculty Recruitment Plan as you review applications and compile the shortlist of candidates for first-round interviews. If you discover that your rubric is inadequate in some way, and feel you need to revise it substantially, feel free to consult the DDEIB with any questions. While Workday enables each reviewer to make notes, faculty searches are not required to use this function, as long as they keep clear records of their assessments in some other fashion. Keep notes about your reasons for selection and non-selection; it will be most efficient to use the reasons listed in Appendix 1, which you will need to enter into Workday as you narrow down to your shortlist for first-round interviews.

To shortlist candidates for first-round interviews, select them in Workday to "Move Forward" and select "reference check." This will trigger an email to the candidate to provide reference contacts, who will then be asked via Workday to submit their letters.

Before extending any invitations for first-round interviews, the chair of the search committee must ask the DDEIB **and** either the DOF/VPAA (for tenure track) or the DADP (for visitors and lecturers) to review the list of candidates for first-round interviews. The list of candidates should include

explanations for selection. Should the deans conclude that the list of suggested candidates needs revision, they may ask the chair to reconsider the list.

Once the committee has decided on the list of candidates for first-round interviews, the search committee chair **must** “Move Forward” the selected candidates to “First round interview” in Workday.

Notifying unsuccessful candidates: At this early stage, only notify candidates eliminated because they are fundamentally unqualified. Use Workday’s function to “disposition” candidates eliminated before the first-round of interviews. Workday will send an automatic email informing them that they are no longer under consideration. It’s more efficient to disposition candidates as the search proceeds rather than at the end of the search. If you do not use Workday’s function for this, the search committee chair should manually send a brief email to each candidate not chosen for the first-round of interviews. All unsuccessful candidates must be “dispositioned” by the end of the search.

3.4 First-Round Interviews

First-round interviews are standard practice. They may be conducted by phone or zoom. All interviews must be conducted with at least two search committee members present.

3.4.1 Designing the interview

First-round interviews are an opportunity to learn about the candidates you have shortlisted. They are also an opportunity to showcase the strengths of your department to the candidates you’re interviewing. They are usually 30 to 45 minutes long. Make sure to schedule at least 10 minutes between interviews to ensure that there is ample time to finish interviews that begin a bit late, and to allow committee members to finish recording impressions.

As you design the interview process and questions, decide how you will take notes. If not all committee members will meet with each candidate, plan a follow up meeting in which you standardize the way this information will be discussed among the committee before it is presented to the department.

Best practices for the first-round interview process include the following:

1. **All first-round interviews should be standardized:** ask the same key questions of each candidate, including internal candidates, to establish a basis for comparison. To that end, you should be strategic and intentional as you develop the list of interview questions; instead of asking specific questions based upon details in individual applications, design questions that enable all candidates to speak to their individual qualifications and experiences. For example, ask all candidates “What experience do you have leading students abroad?” instead of asking one candidate “How was your experience taking students to Peru in 2019?” Follow-up questions may differ from candidate to candidate, but your foundational questions should remain consistent across all interviews.

2. **Share the specific interview topics/questions with all candidates in advance of the interview:** this is especially important for diverse faculty. Although you might imagine that this could lead to stilted interview experiences, all of the searches that provided this information to candidates in advance in recent years have been surprised by how informative, useful, and engaging the conversations turned out to be.
 - a. If your first-round of interviews is on zoom, you should make every effort to paste the questions in the chat, both as a way to address technical difficulties and as a way to ensure equity related to neurodiversity and/or any hearing impairment.
3. You can ask candidates about potential contributions to diversity – including working with diverse students, diversifying your curriculum, and/or inclusive pedagogical approaches. It is still *never* okay to ask candidates about their own identity unprompted (see section 3.4.2 below).
4. Your interview questions should align with the job description and with the rubric your department approved as part of the recruitment plan.
5. You should ensure that there is time during the interview for the candidate to ask questions of search committee members.

3.4.2 Permissible and prohibited topics

The search committee training facilitated by the DDEIB will go over this in more detail, but you should refrain from asking any questions regarding medical history or the following legally protected classes:

1. Disabilities: Qualified persons with disabilities are protected.
2. Age: Persons between the ages of 40-70 years old are protected.
3. National Origin: Permanent residents and legal aliens are protected.
4. Gender: Women and transgender folks are protected.
5. Sexuality: Lesbian, gay, and bisexual people are protected in NYS.
6. Race, culture, ethnicity: “Minority” persons are protected.
7. All Veterans are protected.

Avoid asking questions that would force a candidate to disclose any part of their identity. Avoid asking questions that are designed to elicit information as to race, ethnicity, disability, age, gender, sexuality, religion, citizenship or immigration status, military service. Avoid making any of those identity categories a reason to eliminate a candidate from consideration. Additionally, always avoid making presumptions about a candidate’s identity.

However, if a candidate voluntarily discloses or discusses any of these topics at any stage of the recruitment process, that information can factor appropriately into your deliberations, especially if DEI contributions to the department are a part of your search rubric. In some cases, a candidate may disclose information in conversation – for instance, “I am a first-generation college graduate.” In this example, you cannot ask questions about the candidate’s own immigration status or that of their family; however, you can ask about how that influences the way that they teach, their approach to advising students, or their service interests.

Sometimes a candidate may disclose that their partner or spouse is also an academic – “My partner has a PhD in X.” You are welcome to continue the conversation about that partner’s area of specialty but you

should refrain both from making assumptions about whether that partner is also looking for employment and from making explicit or implicit promises about the possibility of a position for that person. Moreover, the partner's employment situation should never be a factor in your deliberations. If the candidate specifically asks about this, refer them to the DADP or the DOF/VPAA, as appropriate.

If questions about any of this arise during the search process, reach out directly to Human Resources to set up a phone call to assist.

3.4.3 Communications with candidates during the search process

Responding to candidate communications during a faculty search requires a balance of professionalism, courtesy, and maintaining the integrity of the search process.

- Acknowledge the receipt of the email:
 - Respond to the email promptly, ideally within one to three business days.
- Confirmation of receipt:
 - Confirm you have received the email and that it was appreciated.
- Maintain professionalism:
 - Keep the tone of the email professional, neutral, and appreciative.
 - Ensure the response does not indicate a preference or hint at the candidate's standing in the search process.
- Standardize the responses:
 - Personalization: Slightly personalize the response by mentioning the candidate's name and the position they applied for.
 - Consistent communication: Use a standardized response template to ensure consistency across all candidate interactions.

Sample template:
Dear [Candidate],

It was a pleasure speaking with you, and we are grateful for the time you took to meet with us.

We are currently in the process of reviewing all candidates and will be in touch with you once we have an update on the status of your candidacy.

Thank you for your kind follow up email. We appreciate your interest in the [position title] at Union College.

Best regards,
[You]

3.5 Selecting Finalists

In some departments, the search committee selects the finalists after the interviews and presents the list to the department for approval. In other departments, the search committee reports the interview results to the department and the entire department selects the finalists. Whatever your usual procedure is, it should be reviewed and agreed upon beforehand by all department members.

As the committee/department conducts its deliberations, here are some things to keep in mind:

1. Use your rubrics to help select finalists from the first-round interviews. Again, keep notes about why people were and were not selected.
2. Avoid evaluations of candidates that rely on language related to personality, like “collegiality,” or ambiguous concepts, like “fit” or “instinct.” Additionally, avoid other types of presumptions that are similarly vague, like “our students just wouldn’t connect with them.” Such language can often hide implicit bias.

Once you have selected the finalists, submit the list of names, along with the reasons for selection, to the DDEIB **and** either the DOF/VPAA (for tenure track) or the DADP (for visitors and lecturers) and for approval. After approval has been given, begin to make arrangements for the campus visits.

If your department is running simultaneous searches and you have questions about a candidate from one search who might be suitable for the other position, reach out to the relevant dean for consultation with HR.

Notifying unsuccessful candidates: If some of the unselected first-round candidates may be in the running as alternates, you may choose to let them know that the department is still deliberating and give them a general sense of the timeline for the department’s decision (without revealing any specifics about who the finalists are).

Sample “keeping candidates warm” template:
Dear [Candidate],

I hope this email finds you well. I wanted to take a moment to thank you once again for taking the time to interview with us for the [title] position. We were very impressed with your background and the insights you shared during our conversation.

We are currently thoroughly reviewing candidates, and anticipate to have a decision about next steps in [general timeline here]. In the meantime, please feel free to reach out if you have any questions or if there is anything else you would like to share with us about your candidacy. We truly appreciate your interest in joining our team and your patience during this period.

Thank you once again for your time and interest in working at Union College. I look forward to speaking with you soon!

Regards,
[You]

If some first-round candidates have no chance of being invited to campus, you may notify them at this stage, either personally or by “dispositioning” them in Workday (which will generate an automated email).

Sample rejection template:

Dear [Candidate],

Thank you once again for applying for our [title] position. We very much appreciate the extensive time and effort you put into this process, particularly [last major step in the process].

I'm writing to let you know we have decided not to move forward with your candidacy [or an offer]. I'm sorry to share what I'm sure is disappointing news. Almost every search involves making and communicating tough choices, and that is especially the case here given [something distinctive about their qualifications, interest, or affiliation with Union]. Please be assured this decision was the result of very careful consideration of your interest and qualifications.

Allow me to also apologize for communicating this update to you by email. While my experience has been that it is less awkward for most candidates to hear this news by email, I understand that it may seem impersonal to some. If you would like to speak to me about this decision or if you have feedback you want to share with us, please let me know.

Regardless of this outcome, please know we wish you the very best.

Best wishes,
[You]

3.6 The Campus Visit

Like first-round interviews, campus visits are an opportunity to learn more about the finalists. They are also an opportunity to showcase the strengths of your department, which may be only one of several strong opportunities each candidate is considering. Hiring is increasingly competitive. Keep that in mind as you plan and conduct the visits.

3.6.1 Logistics

Number of finalists: Normally, three finalists should be invited to Union for interviews. Their travel, lodging and meal expenses will be paid by the DADP, including for candidates currently located outside the U.S. If one of the candidates is internal, a fourth person may be brought to campus as a finalist with the prior approval of the DOF/VPAA or DADP. In exceptional circumstances, a campus visit may be conducted over Zoom with the permission of the DOF/VPAA or DADP.

Internal candidates: To the extent that it is possible, internal candidates should have the same interview schedule, the same meeting opportunities, the same teaching demonstration/job talk responsibilities, and the same meal arrangements as external candidates. During the search, please allow the internal candidate to do their job: it is not necessary to pretend you don't know the candidate during the interview, or to ask them to avoid their office or other campus spaces while another candidate is visiting. However, be careful not to allow them to see the job materials of other candidates, and when advertising the talks of external candidates, make sure the internal candidate is not also notified. Internal candidates should not attend the job talks of external candidates. Students and faculty who attend any teaching demonstration or job talk should be asked the same questions about internal and external candidates, in

order to minimize bias in favor of a familiar instructor. Internal candidates should not participate in any departmental discussions or evaluations of the other candidates.

Length of visit: The standard campus visit includes one full day on campus and a one-night stay (often the night before). In extraordinary circumstances or for accessibility reasons, a candidate may need a second night and/or more time on campus. This must be approved in advance by the DOF/VPAA or DADP.

Travel: Departments are expected to make all travel arrangements for finalists. Human Resources recommends telling finalists, “We are happy to make travel arrangements for you, but if you would prefer to book your own travel arrangements and provide receipts, we will reimburse you promptly.”

Hosting: Make sure to ask ahead of time whether the candidate has any particular dietary needs or preferences. Try to allow the candidate a couple of breaks during the visit. Candidates should be escorted between meetings by members of the search committee, another faculty member from the department, or the department administrative assistant.

Meals: The cost of one dinner with the candidate will be reimbursed by the DADP up to \$225/meal including gratuity. The dinner should include 2-3 faculty members from the department. If the cost exceeds this amount, either the department should pay the excess from its own restricted accounts or the faculty members attending the dinner should do so out-of-pocket. For a list of suggested restaurants, see Appendix 3. If department members are having breakfast and/or lunch with the candidate, these expenses will be reimbursed by the DADP up to \$200.

Presentation: Whether the candidate will be giving a research talk or a teaching demonstration or both, make the parameters of that event extremely clear to the candidate beforehand. This includes information about length, audience, a/v needs, context, and so forth. Unless the campus visit must be remote, the candidate should be teaching/presenting only to an in-person audience; for equity reasons, no hybrid presentations are allowed. Make sure that all students answer the same followup questions about every candidate.

3.6.2 The Interview Schedule

Before scheduling a campus visit, please check to make sure that the DADP and/or DOF/VPAA are both available for that date. It is very helpful to lock in interview times with the deans as early as possible in the scheduling process.

Required interviews:

Deans: The DADP must interview all faculty candidates; schedule a 45-minute interview for each tenure track candidate and a 45-minute interview for each visitor and lecturer candidate. For a **tenure-track searches only**, schedule an additional 45-minute interview with the Dean of the Faculty and Vice President for Academic Affairs (VPAA) and a 30-minute interview with the Assistant VP for Academic Advancement and Research and Director of the Grants Office (Nicole Marshall).

If the DOF/VPAA is unavailable for a tenure-track interview due to scheduling difficulties, schedule a one-hour meeting with the DADP. In the unlikely event that it is not possible to schedule an interview because both the DADP and DOF/VPAA are not on campus, the Dean of Studies (DOS) should be asked to do the interview instead.

Please send a copy of each candidate's CV and cover letter to the interviewing dean(s) at least 2 days before the interview. No other materials are needed.

UCID: For tenure-track and lecturer searches only, have the department AA send finalists the formstack questionnaire that includes the option to participate in a 30-minute conversation with two members from the Union Coalition for Inclusiveness and Diversity (UCID). Any questions regarding the role of UCID in the campus visit process can be directed to the DDEIB. Department AAs no longer schedule UCID interviews directly; the formstack will notify Debbie Catharine if a candidate opts in.

Student interviews: If possible, schedule the candidate some time to meet and talk with students in the department.

Faculty interviews: If possible, try to group department faculty in threes or fours to allow the candidate some breaks during the day and to help reduce repetition of questions.

Interview questions: Candidates may only be asked questions that are directly related to assessing their qualifications to do the job you are seeking to fill. Questions of a personal nature may not be asked. (Refer to section 3.4.2, above.)

ISP directors: For candidates applying for an Interdisciplinary Studies Program position, or who have a serious interest in contributing to one of Union's IS programs, arrange a meeting with the Director of Interdisciplinary Programs and/or the director and other faculty involved with the individual program in question (consult with the Director of Interdisciplinary Programs for guidance). Relevant IS program faculty should also be encouraged to attend the candidate's talk. Faculty who meet with candidates should be invited to send comments on each candidate to the search chair.

3.7 Deliberations

After the final candidates have concluded the campus visit and before the department meets to discuss the candidates, the search chair communicates with the VPAA (for tenure-track searches) or DADP (for visitors and lecturers) to hear the dean's assessment of the relative strengths and weaknesses of each candidate and any questions or concerns related to each candidate. This input may be solicited and provided either verbally or by email. The search chair should bring this feedback to the department meeting, and must report back on the department discussions to the dean for all searches.

These discussions can be fraught, especially for tenure-track and lecturer hires that will potentially affect the department for many years to come. Anyone in the department may confidentially request that the DDEIB or DADP attend the final deliberations.

We offer these guiding principles to help facilitate productive deliberations:

Principle 1: Anonymity: Ensure anonymity in written feedback, any straw polling, and final voting.

Principle 2: Focus: Keep the discussion focused on the categories in the search rubric and the job ad.

Principle 3: Equity: There are many opportunities for implicit and explicit bias to surface in discussions of individual candidates; avoid evaluations of candidates that rely on language related to personality, like “collegiality,” or ambiguous concepts, like “fit” or “instinct.”

Principle 4: Consistency: Conduct the discussions in the manner that is consistent with your department’s agreed on conventions (who runs the meeting, who is eligible to vote in the final decision, how feedback is solicited, how votes are collected and tallied, what to do if there is a lack of consensus, what to do if the discussion becomes problematic, etc.). If your department does not have such conventions or if it’s time to revisit those conventions, please feel free to reach out to the DADP or DDEIB for guidance.

If, during the deliberations, the department comes to an impasse (for example, because of strong disagreements about the discussion conventions, or DEIB-related concerns, or personality conflicts), the department may suspend deliberations and consult with the DADP or DDEIB.

3.8 Making the job offer

After the final deliberation meeting, but before the job offer is made, the search chair should share with the dean a detailed narrative with the department’s assessment of each candidate, indicating their relative strengths and weaknesses, and the department’s opinion on the suitability of each candidate for the position.

If there is a difference of opinion in the department, please report on the department vote (without attributing names). Comments from any member of an ISP who has provided information to the search committee should also be provided to the dean. **The VPAA (for tenure-track searches) or DADP (for visitor and lecturer searches) must approve the choice of candidate(s) before any job offer is made.**

Deciding terms: After the VPAA or DADP (as appropriate) approves of the choice, the dean will decide upon the salary offer (and, if appropriate, the offer of start-up funds as well) and communicate that to the department chair. The department chair should phone the candidate to make the offer. Offers should be made verbally, although you are advised to summarize the terms of the offer in an email copied to the DADP or VPAA (as appropriate). Only the VPAA can issue an official appointment letter. If the candidate wishes to see an appointment letter before negotiations are complete, please let the dean know.

Negotiation: If the candidate has any questions or concerns about the offer, the department chair should direct the candidate to contact the DADP (for visitors and lecturers) or the VPAA (for tenure track searches) for further discussion. The department chair should defer all negotiations to the appropriate dean, and should not engage in any negotiations with the candidate. Requests to shorten the time to reappointment review to less than the normal 8 terms must be made at this time.

Appointment Letter: Once the candidate and the dean have reached a verbal agreement, a letter of appointment will be sent to the new faculty member. Again, only the VPAA can issue an official appointment letter. The hire is not official until the candidate has signed and returned the appointment letter. At this time, the appropriate paperwork for obtaining permission for conducting the background check will be shared with the candidate.

Visas: Questions about obtaining proper visas for international faculty members and payment of visa expenses should be directed to the DADP and to HR.

If your department is running simultaneous searches and you have questions about a candidate from one search who might be suitable for the other position, reach out to the relevant dean for consultation with HR.

3.9 After the offer has been accepted

Notify unsuccessful candidates: Those who did not make it into the first or second round of interviews should already have been notified (see sections 3.3 and 3.5). Once the appointment letter is signed and returned, the search committee chair should notify each unsuccessful first-round applicant who was an alternate. A more personal note or phone call should be provided to each of the finalists who did not receive an offer.

Final diversity reporting: Once the search concludes, the search committee chair will update the unsuccessful candidates' status in Workday by selecting from the following options (See Appendix 1).

Welcome and support: Finally, please keep in contact with the person you have hired during the period before they arrive on campus. Encourage other faculty members from the department and/or program to reach out as well. The department chair should offer to answer any questions they might have and look for ways to make them feel welcome both before and after they arrive. Inform them about new faculty orientation dates, and about book ordering and course approval processes; work with the AVP-APO to finalize office space arrangements; check with ITS to help arrange computer and email access; put the new hire in touch with HR to determine what needs to be done before they arrive.

Appendix 1: Unsuccessful Candidate Reporting in Workday

At every stage of the search, the search committee chair can update the status of unsuccessful candidates by clicking “Decline” and selecting one of the following options under “Disposition Reason.”

- Accepted Another Offer
- Applied after Slate of Candidates Identified
- Candidate Declined Due to Salary
- Candidate Withdrew
- Did not Meet Minimum Qualifications
- Did not Meet Preferred Qualifications
- Former Employee Not Eligible For Rehire
- Other – Provide Details
- Position Canceled
- References Not Favorable
- Staying with Current Employer

By the end of the search, the search committee chairs must officially decline *all* unsuccessful candidates in Workday.

Appendix 2: Faculty Recruitment Plan

For each search, departments will create and submit a Faculty Recruitment Plan via Formstack. Once submitted, the form will automatically be sent for approval first to the department chair, then to the DDEIB, and finally to the DADP. When the ad and plan have been approved by all parties, you will receive a confirmation email.

The form asks you to provide information about the search committee and the demographics of your department; it also asks you to upload the job ad and your rubric of criteria for assessing candidates, and to respond to the following questions:

Space:

Has the department discussed the campus space needs for this position with the AVP-APO? If the hire will have space needs beyond an office, please describe them in the search plan.

Background:

Is this a second attempt for this search?
If yes, what will you do differently to avoid a second search failure?

Recruitment Sources:

Please explain the particular research or teaching focus the department is looking for. What steps will you take to expand the diversity of your applicant pool?

Application Materials:

What materials are you asking candidates to submit?

Application Reviews:

How will the committee review applications to ensure that all qualified candidates are strongly considered?

Please upload a copy of your finalized job ad and your rubric(s) for assessing applications and candidates. If you would like examples of rubrics, contact the DDEIB.

First-Round Interviews:

What will you do to ensure that your first-round interviews are equitable and welcoming (e.g. sharing specific interview questions/topics in advance; pasting interview questions into zoom chat, etc.)?

Selection of Finalists:

What steps will you take to ensure that you are evaluating first-round interviews transparently and equitably?
Please explain your department's process for selecting the final candidates.

On-Campus Visit:

What will you do to ensure that each candidate has an informed and welcoming campus visit?
What additional procedures apply to this search that should factor into campus visits (e.g. touring a laboratory, meeting with faculty and staff outside of department: ISP directors, librarians, etc.)?

If this visit could include a conversation with a UCID member (for lecturer and tenure track searches *only*), please reach out to Debbie Catharine at catharid@union.edu.

Discussion and Ranking of Finalists:

How will you ensure that all candidates and all department participants are treated equitably during the departmental conversations about which finalist to hire? What is your usual departmental voting procedure? In the case of a split decision, how will you navigate those tensions?

Appendix 3: Restaurant Suggestions and Guidelines

Local restaurants not open on Mondays:

[Max410](#)

[Daley's](#)

[Scotti's](#)

[Bangkok Kitchen](#)

[Vice and Virtue](#)

[The Nest](#)

[Perreca's](#)

[Cornell's](#)

[Chez Nous](#)

[Stella](#)

Local restaurants open on Mondays:

[Kazami](#)

[Wasabi](#)

[Innovo](#)

[Tequilas](#)

[Druthers](#)

[Seoul](#)

Local coffee shops:

[Arthur's](#)

[Take Two Cafe](#)

[Ambition](#)

[Graham's](#)

DADP reimbursement limits: for a candidate breakfast or lunch on campus with faculty, \$200; for one dinner off campus with faculty, \$225 total including gratuity. (The candidate's own meals during travel are, of course, also covered by the DADP.)

Appendix 4: Search Committee Member Agreement

Prior to beginning a search, all search committee members will be asked in Workday to sign this standard HR agreement, which has been used in staff searches for some time now:

As a Union College search committee member, I understand that the integrity and success of this search depend on it being conducted in an ethical and professional manner. Accordingly, I agree to the following as a condition of my service as a search committee member:

- I understand that the search committee serves in an advisory capacity and that decisions to advance consideration of candidates or to offer employment are made and communicated by the official who has authorization to make and communicate these decisions. I agree not to engage in any communications that could be construed as a decision to advance consideration of candidates or to offer employment to a candidate.
- I agree to promptly disclose any actual or potential conflicts of interest between myself and any applicant to the search committee chairperson or hiring manager. I agree that such conflicts of interest may preclude me from continuing to serve on the search committee.
- I agree to base my recommendations on job-related criteria and qualifications and not on any non-job-related factors.
- I agree to exhibit respect and collegiality in search committee discussions, particularly when disagreements or differences of opinion may arise. In addition, I agree to help create a positive and welcoming experience for candidates.
- I agree not to disclose confidential information about the search process to those who are not authorized to have such information. I understand that it is my responsibility to be aware of what information is confidential and I agree to consult with the search committee chairperson, hiring official, or Human Resources if I am ever unsure about the confidentiality of any information about the search process.
- During the search, I agree to keep my notes and candidate ratings in PageUp. Following the completion of the search, I agree to dispose of all personal notes and any copies of candidate materials I have in my possession. I acknowledge that the hiring official and the search committee chairperson are responsible for the proper retention of pertinent records.

ACKNOWLEDGEMENT

I have read, understand, and agree to abide by the terms of this agreement as a condition of my service as a search committee member. I agree that the hiring official has the authority to remove me from the search committee if I have been found to have breached this agreement or violated any other Union College policies.

Dear Colleagues:

Attached are the revised faculty search procedures for AY 2024-25. We are sending this document to all faculty in every department doing a search; it is also available [\[link\]](#) here. These revisions specifically update our procedures to incorporate Workday as the application portal. Additionally, they take into account various situations that arose across recent searches, best practices for inclusive hiring, and our own institutional priorities.

Updates to this document include:

- A one-page step-by-step outline of the process
- The incorporation of Workday as the site through which all candidates will apply and all search committee members will access applications
- New guidelines related to candidate materials
- New DEIB search training procedures
- Some revisions to the Faculty Recruitment Plan formstack
- Sample templates for communications to candidates throughout the search process
- New procedures related to UCID
- More explicit guidelines regarding departmental deliberation policies
- A list of local restaurants
- The Search Committee Member Agreement, a standard document from HR that all search committees—for faculty and salaries staff positions—must sign