Faculty are at the heart of the academic mission of the College. We strive to hire faculty who will be active in the life of the institution, both in and out of the classroom, who will provide rigorous academic programs, who will mentor and guide our students, and who will work to promote the mission of the College in all aspects of their careers.

Full-time Faculty Search Guidelines
New Faculty –Strengthening Our College & Community

Table of Contents

Background

First developed in 2007 as a result of collaboration with Departments, Provost's Office and HR these guidelines are presented in support the faculty efforts to conduct FT faculty searches consistent with CBA. This tool is designed to support a search process that provides the departments and College with the best possible pool of candidates for the best possible offer.

The guidelines are intended to be part of a larger conversation with departments as they undertake a FT search process. A member of the Human Resources professional staff and a member of the Provost's Office will be assigned to work with each search committee.

Additional supplemental materials referred to in the guidelines include the document "Search Committees: A Tool Kit for Human Resource for Professionals, Administrators, and Committee Members" by Christopher Lee published by the College and University Professional Association for Human Resources.

Curry Equal Opportunity Statement

Curry College is committed to a policy of equal opportunity in every aspect of its operations. The college values diversity and seeks talented students, faculty and staff from a variety of backgrounds.

Curry is committed to identifying and recruiting the most talented faculty, staff, and students. These guidelines are devoted to helping departments and committees identify, recruit and retain a highly qualified and diverse pool of faculty.

Executive Summary
New Faculty – Strengthening Our College & Community

The heart of Curry College is its faculty. Hiring outstanding faculty members into Curry is essential to the College's success. Faculty strengthen the college in the aggregate, but more importantly, full-time faculty make academic departments and programs, current and future, possible. The College dedicates resources and support to the success of faculty throughout the **development life-cycle** starting well before the new employee is hired and extending two years post hire. The development program brings a vision and continuity to the process of developing faculty and the department. The development life-cycle includes **planning, recruitment and hiring,** and planned **integration and professional development** activities. A successful new hire emerges from careful and coordinated program planning and decision–making at the department/division level. Once hired, a successful new full-time faculty member is fully integrated into their department and the College community with a clear understanding of expectations, opportunities and responsibilities through a twoyear onboarding program, and continues to contribute to the department with a clear professional development plan.

Program Planning and Development: Effective program planning and development is the foundation of a successful hire. Planning assesses the needs of the department in collaboration with other departments or areas of the college, considering the external environment (including recruitment as well as post-graduate opportunities) and gaps in course offerings or areas of expertise. From integrated planning involving relevant units and with the approval of the Provost's Office, departments will request and then be authorized to create a job description and develop a search plan.

Recruiting: To begin the Search Process, the College recruits nationally to attract the strongest possible pool of viable applicants. Pursuing a professional and clear process, the search committee advertises in discipline-appropriate media (professional journals, internet sites) and considers discipline-appropriate aligns with its discipline's calendar for hiring (e.g., the timing of the national conference for screening interviews). Departments should consider representatives from other disciplines to serve on search committees or to participate in the process to draw input from a wide variety of constituencies through the search process. Representatives from Academic Affairs and Human Resources will work with committees, sometimes sitting ex-officio, to provide support.

Reviewing and Interviewing: Effective reviews require consistent evaluative criteria and mechanisms (e.g., matrices, rubrics). Once evaluating process begins, committee should schedule regular meetings to develop and maintain shared and consistent understanding of established criteria, such as interview protocol, questions, etc. These should be shared widely because search processes with clear agreement on criteria and transparent processes are most likely to produce the best possible finalists.

On-campus interviewing: The goal of on-campus interviews is to find the best possible fit for the College. The campus visit is an opportunity not only for the College to evaluate the candidate but also to present the College as an attractive place to build an academic career. In coordination with Academic Affairs and HR, 3-4 candidates normally will visit Curry. Campus visits normally include teaching demonstrations; interviews with Search Committee, Provost, Academic Deans; campus tours; informal meetings with students and colleagues, and a job/research talk.

Selecting finalists/job offer: The selection and ranking of finalists represents the culmination of the collaborative search process, and open communication is critical to ensure the strongest match for the department and the College. The Search Committee will forward the department's recommendation(s) to the Provost after completing the interviews, reference

checks, assessment feedback and conducting a departmental vote. The decision of the Provost to extend an offer or not and all related hiring processes will follow the Collective Bargaining Agreement.

Onboarding: Successfully transitioning a new faculty member into the College community is critical to creating an environment in which our new colleagues thrive. Onboarding is a process consisting of formal activities and planned interactions that support new employee *integration*. This process occurs in the period between offer acceptance and full integration into the Curry community. The goal is to align new faculty with Curry's culture, mission, and values, and initiatives. The focus is on strengthening the new faculty member's *connection* to the people and processes of the College while affirming that the decision to join Curry was the right decision. Onboarding provides a more strategic plan for faculty than orientation alone, and is designed to affirmation for the new hire that he/she is genuinely welcomed, professionally supported and valued.

Effective onboarding provides clarity on resources and procedures, allowing greater effectiveness in the classroom and early contributions to the department and the College. It requires the cooperation of the department and several offices at the College, including the Provost's Office, HR, IT, and the Faculty Center. In consultation with the Dean of Faculty, new faculty member will begin professional development programming so they can effectively plan the first two years of their academic careers at Curry. This will include introduction to resources in support of teaching, scholarship, and service, and will be linked with portfolio development and the DEC process.

Step 1: Planning & Search Committee Organization

Departments wishing to request a replacement or new hire will create a needs assessment, which includes enrollment numbers, administrative needs, current areas of expertise and gaps within the department, a two-year teaching plan for the new and current hires, and the impact of the new hire of loads of current FT and PT faculty in the department. This assessment is submitted by the Department Chair or Director to the Provost for consideration along with a draft position description, area of expertise, and rank for the hire. Generally, these requests are due to the Provost by October.

The Provost will communicate with the Department Chair or Director whether the position is approved and who from the Provost's office and HR will be serving as the liaison for the search. The Provost's office liaison will complete the Faculty Personnel Request form (see Appendix A) and will forward to HR with the position description for posting.

Kick-off Meeting: The Department Chair, Provost's office liaison, and Human Resources liaison communicate to review the plan for hiring in the approved position, desired outcome, and desired timeframe for hire.

The Department Chair or Director works with the department to compose the search committee. The Search committee drives the search and selection process to surface the best possible candidate for the posted position aligning efforts with the predetermined department goals and posted criteria.

The Department selects search committee members. Selected committee members should have the relevant knowledge about the responsibilities and requirements of the vacant position, and should be able to provide adequate time to devote to search committee duties to meet department hiring objectives. Departments should consider representatives from other disciplines to serve on search committees or to participate in the process to draw input from a wide variety of constituencies. One member of the committee, usually the Chair, will be given "administrator" rights on our on-line applicant system. The Chair of the search committee should share the names of the search committee members with HR and their Provost's office liaison.

Once the search committee is formed, the search committee meets with the Provost's Office liaison and HR liaison to discuss the criteria for the position, the search process, and the search timeline. In considering the criteria for the position the committee should keep in mind key aspects of the position. Key aspects of position criteria include:

- Academic credentials, level of experience, academic specialty desired, teaching style, areas of research/scholarship/creative work, etc.
- Courses to be taught, developed, etc.
- Alignment with academic planning and program development

The search committee determines and documents the full cycle search-process, procedures, and timeline as identified and agreed upon by committee members. Aspects include:

- Developing an evaluative mechanism or tool to measure candidates against criteria (e.g., matrices, rubrics) ▪ Identifying process and timeline for reviewing on-line applications
- Identifying process and timeline for selecting candidates for phone & on-campus interviews (i.e. how many rounds of interviews are taking place? See below for more details about interviews and reference materials) ▪ Determining if all members will be present at all interviews
- Identifying who else outside the search committee will be involved and in what way(s)
- Identifying process and timeline for selecting candidates for campus visits and final round interviews (vote or other procedure?)
- Identifying who will check references on the finalists

The search committee chair summarizes the determined selection criteria, procedures, timeline in writing. Copies are sent to all search committee members, including the Human Resources liaison and Provost's office liaison.

Step 2: Diversity Recruiting

In posting the position through HR, departments should consider Curry's strategic plan, equal opportunity statement, and department goals. Our goal in all searches is to source & recruit to enlarge the candidate pool with diverse applicants, particularly where underrepresentation exists.

Enhance Equal Opportunity & Diversity: When conducting searches, committees should assess ways the applicants' diverse backgrounds will bring rich experiences to the Curry community and make our institution even stronger. Best Practice includes:

- Source & recruit to enlarge pool with diverse applicants, particularly where underrepresentation exists (HR can help)
- Screen applicants to be inclusive rather than for the sole purpose of narrowing the applicant pool
- Evaluate applicants equitably based on the qualifications advertised in the position announcement
- Create open & welcoming environment
- Establish a positive rapport with candidates during the selection process
- Consider arranging for candidates to meet with diverse constituencies to gain direct sense of the community

Step 3: Advertising and Applications

All advertising for full-time and part-time faculty position openings are placed through HR after department review and Provost's Office approval. Once the position is approved the Provost's office liaison completes the Faculty Personnel Request form (FPR in Appendix A) and forwards to HR along with the position posting.

In collaboration with search committees, HR typically places ads using discipline appropriate print and internet resources. Applicants respond via the website to access Interview Exchange, the on-line application system. HR may provide support and training on the use of Interview Exchange as desired. All posts will include our EOE statement and directions on how to apply, including the need to submit transcripts. Copies of transcripts may be attached to the Interview Exchange application, however, official sealed transcripts will be required upon hire. Providing this information in the position announcement is helpful.

HR consults with the Provost's Office and Search Committee to create a recruitment sourcing plan to include targeted advertisements and recommendations for increasing outreach to a diverse candidate pool, including possible advertising in a variety of professional publications.

Application materials are made available to all search committee members on-line through the Interview Exchange system. HR and the Provost's Office may also access the materials.
Acknowledgement of application receipt is sent to applicants via an auto-response from Interview Exchange, our online application system (or by HR in some circumstances such as for hard copy applications received). Search Committees should begin reviewing applications in Interview Exchange no later than 2 weeks from the job posting. Within the first 30 days of the job posting, Search Committee Chairs should sort all resumes and/or application materials according to job qualifications into the respective folders in Interview Exchange.

Once a Search Committee has reviewed the resumes and/or credentials of applicants, the evaluation process begins. It is important that we establish contact with applicants early in the process as this will keep applicants engaged in the search process if he/she is considering other positions. The Search Committee Chairs/Committee members should be checking the applications at least every 30 days until the position is filled. Search Committee Chairs are responsible for sending out communication emails via the Interview Exchange System using the established templates, to candidates to inform them of their status in the search.

Step 4: Reviewing Credentials

Prior to reviewing applicants' materials the search committee determines criteria to be used for screening applicants based on the qualifications specified in the position announcement (see Step 1).

While the internet may open up new opportunities, it also presents new risks. Material available on social networking sites may contain information relating to protected class status (such as age, race, religious affiliation, disability, etc.). Using that information in a hiring decision could result in a violation of federal, state or city law. It is potentially difficult to prove that an employment decision was not affected as a result of obtaining this information.

Therefore, hiring managers and search committees are strongly advised to avoid searching and/or accessing information about applicants through the use of social networking sites during the selection and hiring process. Search Committees can look at the online resources that have been provided to us by the candidates in the application materials such as LinkedIn profiles, samples of work portfolios, etc. Questions should be directed to the Office of Human Resources.

The screening process begins with an analysis of application materials submitted in response to the announcement of an open position, and should involve review of received transcripts (official or unofficial). The search committee selects candidates for interview who meet all minimum requirements and appear to be most qualified to fill the open position based on the stated requisite and desirable qualifications.

Internal Candidates: When internal applicants apply, best practice suggests considering only candidates who meet the minimum requirements for an interview. Courtesy interviews are discouraged. Internal candidates who apply within 5 days of the position being posted, and who meet minimum requirements of the position, are granted an interview.

Screening Resumes/Curriculum Vitae: Search Committee members review applications as received in Interview Exchange and select viable candidates based on criteria established in advance.

Apply predetermined screening process in which each applicant's qualifications are compared with the qualifications specified in the position announcement. A screening matrix charting each applicant's qualifications vis-à-vis the requisite and desired qualifications can be useful, and allows the search committee to compare each applicant's qualifications at a glance.

- Search Committee members may use the built-in features in Interview Exchange to make notes and recommendations about candidates. Comments and notes should be always be job related and speak to qualifications.
- Communications with applicants and decisions regarding candidacy should be documented and job related only.
- Telephone or email communications may be used to determine or clarify whether applicants meet the requisite and desirable qualifications (see below for additional information regarding telephone screening/interviewing).
- Committee selects a list of applicants to recommend for initial screening and first round interviews. There should be no more than 6 in this pool and they should be moved to the Yes folder in interview exchange.
- Any applicants not being considered should be moved into the No folder in Interview Exchange within 3 weeks of applying so that the Search Committee Chair will be able to notify them that they are not under consideration.

HR Initial Screening of Candidates: Once the search committee generates a screening list, the search committee chair passes along those names and provides possible dates for the interviews to HR. HR will contact each candidate to do an initial screening and to set up the interview with the candidate. This initial screening will include:

- Whether the candidate is still interested in being considered for the position.
- Review the candidate's targeted salary range and share the range for the advertised position and rank (Asst. Professor = $X, Assoc. Professor = $Y), so that a determination of viability may be made.
- Review the candidate's availability (when available to make transition and does it meet our needs/expectations).
- Review the candidate's eligibility to work in the U.S. In additional the criteria established by the department for the search, the College requires that one of the criteria for hiring is the ability to work in the US on an unrestricted basis.
- Explore any major gaps in employment or discrepancies of concern.
- Availability for first round interviews. If there are no red flags in the screening the interview will be set up at this time. If there are red flags, HR will communicate this to the search committee chair and the Provost's office liaison for further discussion on whether to schedule the interview.

Step 5: Interviewing Candidates

First Round/Initial Interviewing Options: As predetermined, the committee selects, typically, not more than 6 candidates to conduct a 45-minute telephone, Skype/video, or in-person first round interview. From this process, committee selects two to four candidates for a full day campus visit.

Process for telephone, Skype/video, or in-person first round interview includes:

- Determining who will conduct the interviews.

- Preparing a list of questions. HR can assist search committees in preparing appropriate questions.
- Organize and discuss the flow of the interview, including which committee members will ask which question.
- Scheduling a conference room, reserving a teleconference/speaker system equipment and testing the equipment prior first interview, if applicable (this is the responsibility of the Search Committee Chairperson and can be facilitated with assistance from the Provost's office liaison).
- Introducing the interviewers & describing how the interview will be conducted.
- Asking follow-up questions and work history specific questions.
- Providing an opportunity for the candidate to ask questions.
- Explaining the next steps as predetermined by the committee.
- Document results of the initial screening conversation and important supporting details in a way that can effectively be shared with entire Committee.
- Committee will evaluate each candidate comparatively against predetermined criteria and select three to four candidates for on campus interviews.

Full Day On-campus Visit/Second Round Interview Logistics: Following the first-round interviews, the search committee selects 2 to 4 candidates for on-campus interviews and begins the process of coordinating the visits. Campus visits are set up at least 10 days in advance in order to coordinate schedules with HR and the Provost's Office Liaison, and to allow time for materials to be sent to candidates in advance of their visits.

To arrange an on-campus interview: The search committee chair works with their Provost's Office liaison, the hiring department's administrative assistant, and HR regarding the logistics of the visit. The search committee chair identifies possible dates for the interviews to take place, schedules the interview with the candidate and works with the Provost's office liaison to put together the schedule for these on-campus interviews. Search Committee Chair sends the final date to Human Resources. Human Resources will contact the candidate to arrange hotel and transportation.

- Select campus visit dates with at least 10 days notice to secure lower airfare and hotel room availability.
- HR will reimburse the candidate for flight travel if under $500 (if over $500, HR will book – see section on resources).
- HR will book and pay for hotel and meals at the hotel.
- HR will reimburse for local taxi travel or Logan Express airport travel to hotel and back.
- Transport from the hotel to campus and back should be provided by the department.
- Lunch/Dinner provided in the Student Center Café is paid for by the Provost's Office; any-off campus meals are provided by the department.

Campus visit schedules normally include elements that allow Search Committee members to evaluate the candidate's qualifications vis-à-vis job requirements (teaching, research/scholarship/creative work, service/leadership potential), as well as elements that allow the candidate to get to know Curry College. (See Appendix B for a sample itinerary). ▪ A public teaching demonstration.

- Formal Interview with the Search Committee (typically 60-90 minutes).
- Lunch and/or informal meeting time with students and faculty, including colleagues from other departments/areas.
- Individual meeting with Provost (required, 1 hour).
- Meeting with HR to discuss benefits (30 minutes).
- Meeting with Academic Affairs Deans/Liaisons (one or more Dean, 1 hour).
- If desired, a "job talk" or seminar for faculty on research, scholarship, and/or creative work.
- Campus tour with an assigned faculty member.
- If desired, dinner with candidate. (Note: this will be charged to the Hiring Department Budget).

Once the schedule is confirmed, a Campus Visit/Interview Itinerary is sent to HR by the Provost's Office Liaison. HR will send the itinerary to all selected candidates in advance of their interview.

Interview Planning: The interview process serves two primary purposes:
> (1) To allow the search committee to assess candidates' qualifications for the position; and
>
> (2) To allow candidates to assess their interest in employment at Curry. Candidates' impressions of Curry College will be influenced by the consideration, competence, and sincerity of each search committee member.

Interviews are structured to be as consistent as possible for all candidates. Aside from candidate specific inquiries about his/her presented work history and follow up questions to elaborate on information presented during the interview, it is suggested that the committee use the same general questions, time allotment, and interviewers as reasonably possible. Such a predetermined patterned interview with each candidate allows the committee to make the best comparisons, to ensure that each candidate is treated fairly, and to minimize unconscious biases.

Behavioral interviewing techniques are based on the concept that past behavior and performance is the best predictor of future behavior and performance. Behavior-based questions focus on job-related experiences, behaviors, knowledge, skills, and abilities. Asking behavior-based questions can help separate those candidates who skillfully answer interview questions from candidates who skillfully display their quality on the job.

- Theoretical questions such as "How would you go about influencing those you work with on the benefits of __?" tend to be less useful in understanding skills on the job. A better way of inquiring would be "How have you influenced those you work with on the benefits of __?"
- To assure equality of the process, assess whether the answers to the questions will have a disparate impact on applicants in protected classes and whether the questions are essential to judge an applicant's qualifications for the position.

Prepare for the Interview:
- Review Job Description and applicant materials.
- Draft agreed upon interview questions for search committee session with the candidate. HR can assist as requested.
- Agree on the format that will consistently apply to all interviews.

Use predetermined evaluative tool that will be circulated to each person who interviewed the candidate following the interview to provide consistency when assessing candidates against other candidates. The information from these forms will be incorporated into the recommendation to the Provost for hiring.

Steps of the Interview: The search committee uses the entire interview process as an opportunity to gather as much job related qualifying information as possible.

- Introduce all of the interviewers & provide an overview of what the candidate can expect through this process (overview of the remainder of the search process & target time frames).
- Ask open-ended, situational & behavioral job related questions.
- Let the candidate do most of the talking while being cognizant of time.
- The chair of the committee should keep the interview on track (he/she may, if needed, interrupt & suggest to the candidate that you understand and would like to move on to the next question). ▪ Observe non-verbal behavior.
- Leave time for the candidate to ask questions.
- Ask for information recognizing key indicators of the candidate's ability to perform the job that can legally serve as a basis for the hiring decision and document this information factually.

Step 6: Recommendations to the Provost

If Provost has not yet interviewed the finalists set up interviews with the Provost. (<u>Note</u>: this should rarely be the case – a meeting with the Provost should be part of every finalist's interview).

Making the Hiring Decision: Following the on campus interviews the search committee meets to discuss the candidates and to prepare a recommendation for the Department and the Provost. The goal of this discussion is to recommend to the department the best qualified candidates based on advertised position requirements and substantive qualification. Each committee member provides forthright feedback regarding each candidate interviewed. This collaborative approach for gathering feedback moves towards selection of the best qualified candidate and prevents errors and omissions in screening applicants. ***Please note: As a reminder, candidate discussions by the search committee are to be kept confidential and discussed only with members of the committee, Academic Affairs Liaison, HR liaison, and the Provost.***

Consider that candidates with diverse paths and experiences can make positive contributions that have previously been untapped by the department, increase opportunity for institutional growth, and enhance the Curry community. Avoid falling victim to the "halo effect" that can occur when one positive aspect of a candidate's talents or skills is inappropriately transferred to other aspects of her/his qualifications.

References should be checked by the search committee chair for any finalist recommended for hire.

Conducting Reference Checks: Reference checks are conducted after the second round interviews have taken place and the search committee has identified any candidates that they wish to forward to the Department for consideration. The search committee chair or designee is responsible for conducting the reference checks. In doing so the search committee chair should keep the following in mind:
- Questions are focused on the candidate's job-related experience, qualifications, & accomplishments
- Aside from candidate specific work history related questions, typically the committee asks the same basic questions about each candidate so that all candidates can be evaluated fairly
- Written notes are taken by the individual interviewing the reference & retained in the search files

The Committee obtains at least two professional references by phone, one of which should be a supervisor (see "Search Committee" booklet for tips. To consider – asking candidates about permission to contact other professionals not listed on CV). Additionally, you may choose to verify submitted written references via a telephone conversation. Documented references are shared with the committee.

After considering all the information, the search committee chair writes up a recommendation that includes proposed rank, time in rank, and a rationale which includes how the candidate meets the stated qualifications for the position. If more than one candidate is recommended, the committee forwards the candidates in rank order or lists the pros and cons of each.
- Include a decision on parameters of offer (suggested rank, additional compensation, maximum "time-in-rank" acceptable)
- Following the departmental discussion and vote, the Search Committee Chair submits the recommendation(s) to Provost on behalf of the department.
- Once the Provost has accepted the recommendation of the Department, s/he contacts the candidate to let him/her know the decision and that a formal offer will be coming from the College. The Provost, in consultation

with the AAUP, as necessary, works directly with the candidate on any additional negotiations that may need to take place.

Step 7: Offer

Once a recommended finalist is approved by Provost, the Provost's Office reviews credentials and works with the Department Chair and AAUP President to establish a minimum salary offer. Steps include:

- Offer is shared with Department Chair/Director and AAUP. Questions are addressed, <u>before</u> the offer is made.
- Provost communicates with finalist and makes offer:
    - (1) Provost holds finalist to deadline regarding decision
    - (2) Provost attempts to address any finalist concerns, wants or needs
    - (3) Provost makes certain that College requirements are in letter and stated verbally (for example, if completion of a dissertation is required)
    - (4) Provost Informs the finalist that the offer is contingent upon satisfactory criminal background check, credential check, and receipt of official transcripts (this information is put in the contract letter)
    - (5) Provost keeps Chair and/or Search Committee and HR apprised of process.
- Provost notifies Search Committee Chair and/or Search Committee of candidate's decision
- **Pre-employment Packet B** is sent by administration to confirm offer
- Final Offer acceptance is confirmed via **a returned and signed Appointment Letter/Contract**, drafted/sent by Provost. Copies are shared with Human Resources.
- **Background check** is completed and once cleared **Employment Packet C** is sent by Academic Provost's office to the new faculty member.

Step 8: Post-Offer Activity

The New Hire:
Once the signed contract is received from the new hire the primary point of contact for the employee shifts from the Search Committee Chair to the Department Chair (if different).

> <u>NOTE</u>: It is important that the Department Chair connect with the new employee quickly to confirm primary contact information for the new hire in order to effectively begin onboarding communication, particularly when the new employee is relocating.

Closing the Loop – Communication/Notification of Search Closure to Non-Selected Applicants: All interviewed candidates who were not selected for the position should be notified of the decision to decline their candidacy. (No need to notify candidates who were not interviewed). The Search Committee Chair has been working with the candidates closely throughout the recruitment process and has developed a relationship of sorts with them during the search. The Search Committee Chair will close the loop with the candidates using the templates in the Interview Exchange system to notify them that we have completed the search and that we have filled the position. The Office of Human Resources remains available to assist the Search Committee Chair with the notifications if desired. If the Search Committee Chair would like to have Human Resources send out the final notifications via Interview Exchange, they should notify the Human Resources Office directly.

- An applicant may inquire regarding the reason he/she was not selected for the position. A general explanation is best. (Example language: "We made the decision to hire someone who more closely matched our current needs. Thank you so much for your interest in Curry and we wish you the best with your professional endeavors.")

Retention of Search Materials: Departments retain the resumes and all search documents for all applicants for a period of one year following the closure of the search. Search committee members should submit all notes and files they have to the search committee chair at the end of the search.

HR is responsible for maintaining the search file. In some cases the search file may be stored by the college, particularly for high level searches. The Interview Exchange system keeps on-line records and notes that were entered for the search.

Keep search committee activity folder for one year post hire; including process, applicants, and credentials.

Search Committee members, as members of the Department will join the Curry community in welcoming the new employee to Curry via our New Faculty Onboarding process. Thank you, to all the Search Committee members, for facilitating this important process!

Appendix A: Faculty Personnel Request Form (FPR)

Faculty Personnel Requisition Form (F-PRF)
To be completed by Provost's office liaison once the search for a position is approved by the Provost in order for HR to commence with the recruitment and hiring process.

CURRY COLLEGE
Human Resources

JOB TITLE: _____   DATE COMPLETED: _____
DEPARTMENT: _____   COMPLETED BY: _____
DEPARTMENT CHAIR: _____   TITLE: _____

BANNER ORG# _____   SEARCH CHAIR: _____
                                          PROVOST'S SEARCH
BANNER ACCT# _____   LIAISON: _____

POSITION INFORMATION

☐ **New Position/New Faculty Line**

☐ **Replacement Position -**   Incumbent being replaced: _____

                               Reason for replacement: _____

Targeted start date for this position? _____

Expected Area of Expertise:

TYPE OF APPOINTMENT

☐ **Full-time Faculty** (Voting privileges in Bargaining Unit)

☐ **Full-time Faculty - Special Appointment**   **Period of Appointment:**   ☐ One Semester: _____
   (Voting privileges in Bargaining Unit)   (Fall or Spring)
                                                                            ☐ Full AY: _____
   Intended FT Rank: _____   (Indicate Year)

☐ **Part-time Faculty**

Compensation Information
Per College policy, relocation reimbursement is available (Max $3,000 per policy) if more than 50 miles from current residence.

Min = $ (Make bigger) _____   (Set by CBA) _____

Special Compensation consideration for: (110%-125% rule Nursing/Management; add in drop down menu)

Additional Information
Additional Search Committee
Members
Date of Search Approval for
Provost
Additional notes for HR on the
position
==Please attach approved position description with this request.==

Date Received in Human Resources/HR Rep. Initials   _____

Appendix B: Sample On-Campus Itinerary

Curry College

Faculty Search Committee
DEPARTMENT
On–Campus Visit

Itinerary for NAME OF CANDIDATE

DATE
Curry College
1071 Blue Hill Avenue
Milton, MA 02186

Search Committee Chair/Main Contact
Office Phone:
Email

Human Resources Main Contact:
Phone: 617-333-2263
hr@curry.edu

Time	Activity
9-9:30am	Meeting with HR Representative *Human Resources, 55 Atherton*
9:45-10:30am	Meeting with Search Committee AAPC 118
10:30-11:15am	Demo class
11:30am-12pm	Research Presentation
12:15-1pm	Meeting with David Szczerbacki Executive Vice President & Provost *55 Atheron*
1:15-2:30pm	Lunch with Department Faculty *Student Center*
2:45-3:30pm	Meeting with Academic Deans *Michael Bosco, Assistant Vice President, Academic Affairs* *Susan Chang, Dean of Faculty Center for Professional Development & Curriculum Innovation* *Carrie Cokely, Associate Vice President, Academic Affairs*
3:30-4pm	Campus Tour

Appendix C: Sample Evaluation Tool

FYC Candidate – CANDIDATE NAME

Q2 What is your primary role at the College?
○ Faculty member (1)
○ Staff member (2)
○ Administrator (3)

Q1 The First Year Coordinator is tasked with the many aspects of administering both the FY Inquiry program in General Education and the FY Studies program. Please indicate how much your agree or disagree with each of the following statements as they relate to the candidate, NAME.

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)	Not able to judge (6)
Has the experience needed to oversee all aspects of courses within the First Year Studies program (FYS 1000, FYS 1002, FYS 1400) (1)	○	○	○	○	○	○
Has the experience needed to oversee all aspects of FY Inquiry seminars in the General Education Program (2)	○	○	○	○	○	○
Would be able to support and mentor faculty in General Education (3)	○	○	○	○	○	○
Would be able to support and mentor faculty in First Year Studies (4)	○	○	○	○	○	○

Would be effective in teaching within the FY Inquiry program of General Education (5)	○	○	○	○	○	○
Has experience needed to work with faculty across areas to create the General Education course schedule (6)	○	○	○	○	○	○
Would be able to lead faculty in developing and reviewing courses in General Education and FY Studies (7)	○	○	○	○	○	○
Has experience necessary to assist GE Director in assessment courses within the first year of the GE program (8)	○	○	○	○	○	○

Would be effective in collaborating with other areas of the College on General Education (9)	○	○	○	○	○	○
Would be effective in collaborating with other areas of the College on First Year programs (10)	○	○	○	○	○	○
Has the knowledge needed to be effective in planning academic offerings for new student orientation (11)	○	○	○	○	○	○

Q3 Please indicate the extent to which you agree or disagree that this candidate met each of the qualifications listed for the position.

	Strongly Agree (1)	Agree (2)	Neither Agree nor Disagree (3)	Disagree (4)	Strongly Disagree (5)	Not able to judge (6)
Candidate has a Ph.D. in a traditional liberal arts discipline or interdisciplinary field (1)	○	○	○	○	○	○
Candidate has 2-3 years of academic leadership experience in a higher education setting (2)	○	○	○	○	○	○
Candidate has 3-5 years experience teaching in interdisciplinary or liberal arts courses (3)	○	○	○	○	○	○
Candidate has experience in curriculum development (4)	○	○	○	○	○	○
Candidate has experience in learning outcomes assessment (5)	○	○	○	○	○	○
Candidate has experience in working with first year academic and co-curricular programs (6)	○	○	○	○	○	○

Q4 What strengths would this candidate bring to the position that are not addressed by the questions above?

Q5 What concerns do you have about this candidate that are not addressed by the questions above?

Q6 What other feedback do you have about this candidate that is not addressed by the questions above?

Appendix D: Quick Reference Guide to Faculty Searches

WHAT	TASK & RESPONSIBLE PARTY	COMMENT/DESCRIPTION
Posting & Advertising	Provost's office liaison – responsible for completing the Faculty PRF (see Appendix A) once the search is approved and submitting this form with the position description to the HR Liaison; confirms search committee chair and members with department and communicates information to HR HR Liaison – clarifies any questions with Provost's office liaison prior to posting and posts the position; notifies search chair and Provost's office when position is posted; adds search committee members to search in interview exchange Search Committee Chair – works through departmental procedures to assemble a search committee and communicates members to HR and the Provost's office liaison	HR Liaison, Department/Committee Chair and Provost's Office liaison meet to devise a recruitment plan, with attention to diversity sources, and begin sourcing candidates.
Initial Culling of Resumes	Search Committee – members independently record comments on each applicant; please note that all comments and feedback on candidates throughout the search process should be directly related to the search criteria and qualifications of each candidate	Application materials will be accessible by all search committee members. Committee members can use interview exchange to record comments which should reflect the position criteria and qualifications
Select Candidates – "Yes" Folder	Search Committee – meets to review and categorize candidates Search Committee Chair – communicates to HR Liaison with cc to Provost's office liaison, that the candidates are sorted and ready for screening; should also provide possible dates and times for first round interviews to HR	HR's Interview Exchange tool allows easy categorizing of candidates into the appropriate folders (Yes, No, Maybe, etc.) and allows for notes/comments on individual candidates to be made. The Search Chair, following a meeting with the search committee, moves the candidates into appropriate folders with a summary of committee comments.

HR Screening Conversation	HR - Once HR Liaison receives list from Search Chair, HR can screen each candidate in the yes folder for: continued interest in position; eligibility to work legally in US for any employer, availability for interviewing, desired/targeted availability to start new position, salary conversation, reasons for leaving and interest in Curry; adds screening notes in interview exchange and communicates dates scheduled for first round interviews back to search committee chair	If no red flags in the initial screen, the HR liaison will schedule first round interview. If red flags are present, HR Liaison will report back to Chair for further conversation. HR liaison will add notes into Interview Exchange for all who are screened, including dates for first round interviews. HR will communicate this to the search chair with a copy to the Provost's office liaison.
1st Round Interviews (Remote Interviews)	Search Committee Chair – sends meeting request to search committee members for first round interviews, books interview room, and any technology needed; develops with the search committee a list of questions that will be asked of all candidates and shares this information with the Provost's office liaison and HR; summarizes the responses from the interviews following each one Search Committee Chair schedules the interviews with the candidate with a copy of the interview dates to the Provost's office Liaison and Human Resources.	1st Round Interviews are recommended using remote devises such as Skype or via the telephone. The same format should be used for all interviews for the position to ensure consistency in the process.
Select Candidates for Campus Visit/Interview	Search committee – meets following the first round interviews and identifies 2-4 candidates to bring to campus for a longer interview; search committee should identify several possible dates for these to occur. Search committee chair – moves finalists for campus visit into finalist folder in interview exchange and communicates names and possible dates to Provost's office liaison to share with HR.	Recommend 2-4 Candidates to bring on campus.

Schedule Dates for Campus Visit Interviews	Search Committee Chair schedules and works with the Academic Liaison to put together the schedule; *there should be a 2 week minimum lead time notice to minimize cost of an airline flight and hotel room availability*; Search Committee Chair sends final date to HR; HR will contact the candidate to arrange hotel and transportation with the candidate; communicates this information to search committee chair and Provost's office liaison Provost's office liaison – collaborates with the search committee chair to develop the schedule for the visit and shares the final schedule with HR who then shares it with the candidate; note all campus visits should include a meeting with the Provost Search committee chair – communicates schedule to members of the search committee and department and schedules rooms and other events for the visit	HR has visit itinerary template that can be used to plan the visit and create a schedule Someone from the search committee should be identified to pick up candidate from the hotel and host the candidate on campus as they move from place to place
Itinerary/Confirmation to the Candidate	HR – after receiving the itinerary from the Provost's office liaison, HR will send email with final itinerary to the candidate	
Committee Selects Finalist(s)	Search Committee chair circulates feedback forms for each candidate and compiles the feedback prior to the meeting of the search committee to select a finalist Search committee – meets to discuss each of the candidates who visited campus; compares each against stated criteria for the position; recommend in rank order to the department with an overview of the information that supports the ranking	Recommend in rank order viable finalist(s) accompanied by an overview of the search activity supporting the ranking to the Provost.
Conduct Reference Checks	Committee/Chair	
Departmental vote and recommendation to the Provost	Search committee chair – presents information on the finalists from the search committee to the department for a vote; once decision is made by department, materials are forwarded on to the Provost for consideration	Recommendations to the Provost should contain rank and years in service; Provost's office liaison should be copied on the recommendation