

WORKING DOCUMENT: Faculty Recruitment

I. Obtaining Approval to Search

1) **Consultation.** In the course of each academic year, the Executive Officer (EO) consults with program faculty on the program's hiring priorities. During these discussions, and before making any hiring request, the EO meets with the Senior Advisor on Diversity and Inclusion to discuss the program's diversity goals. [For further information on hiring at the ASRC, see the ASRC companion document.]

2) **Pathways for approval.** There are two paths to securing provostial approval for faculty hiring:

a) **Searches:** Each spring semester, the EO submits requests to search in the Annual Report and Request (ARR). Requests should include rank and research area, broadly defined. EOs are typically notified of approved searches (including salary range and advertising budget) in the Provost's response to the ARR by the start of the fall term.

b) **Opportunity hires:** At any time, the EO may consult with the Provost about new opportunities.

3) **Hiring Budget.** The Provost consults with the Senior VP for Finance and Administration on the budget for faculty hiring and secures approval for all hiring from the President in writing.

II. Preparing the Search

1) **Search Budget.** Immediately upon approval, the EO obtains the salary range and advertising budget from the Provost's office.

2) **HR logistics.** The EO or Chair schedules an appointment with the GC Recruitment Manager, Regina Pakh, to discuss the Recruitment Request Form (RRF) and other matters. The EO or Chair prepares the Recruitment Request Form (RRF) (Section A), selects the pre-screening questions from the RRF, and prepares a list of venues for external advertising.

To schedule an appointment, call 212-817-7700 or email hr@gc.cuny.edu

3) **Job description.** If the search is a replacement for an existing line, the EO or Chair requests a copy of the job description on file from the HR Recruitment Manager. The EO prepares the job description and sends it to the Provost for review and approval. Upon approval, the EO or Chair sends it to HR, where it is incorporated into the CUNYfirst template.

4) **Search committee.** The EO meets with the Senior Advisor on Diversity and Inclusion to discuss the formation of the search committee and how to recruit the most diverse possible candidate pool. The EO then suggests names of search committee members to the Provost, who approves the final list. Either the EO or the Provost may issue the invitations. The EO may serve as Search Committee Chair (referred to below as “Chair”).

Note: Every search committee must represent our community’s diversity (especially regarding gender and race) as well as student interests. Recommended size is 5 faculty, 2 students. In keeping with our Strategic Plan, hires are typically expected to benefit more than one program, so interdisciplinary interests should also be represented; including faculty from other programs is highly desirable.

5) **Chief Diversity Officer.** The EO or Chair sends the RRF and selected materials listed in Section A to the Graduate Center’s Chief Diversity Officer (CDO) and schedules a meeting to go over the recruitment package. After the meeting, the CDO forwards the completed package to HR.

To schedule an appointment, call 212-817-7410 or email compliancediversity@gc.cuny.edu. Include the salary range, as approved by the Provost, on the RRF. The RRF must be signed by the Provost (“Authorized Officer/Title”).

6) **Final step.** HR forwards the package to the Senior VP for Finance and Administration for sign-off.

III. The Search

Upon approval by the Senior VP for Finance and Administration, HR submits the job to the Central Office who posts it in CUNYfirst. It is then routed to several approvers. CUNY Central then posts the job on CUNY.edu and GC.edu. GC HR will post it to all other external sites identified in the RRF. The average posting time for faculty positions is typically open until filled, with a specific review date at least 2 weeks from the posting date.

Typically solicited materials: CV, cover letter, 1-2 pieces of representative work (article, book chapter), list of references.

Following the closing day of posting (or for an “open until filled” search, the date when review begins), HR provides access to the applications via CUNYfirst to the Chair or the Interested Party (in the CUNYfirst system, an Administrator who sets meeting times and logistics, organizes materials, schedules interviews, and maintains contact with candidates). The Chair or Interested Party reviews the materials and forwards them to the committee.

1) **Charging the Committee.** The Chair or Interested Party contacts the CDO to charge the Search Committee. The CDO will discuss current recruitment policies and

procedures, as well as how to complete the applicant rubric, the Affirmative Action Certification Form (AA Cert Form), and the interview evaluation form. The meeting should be scheduled before the closing date/review date.

2) **Diversity.** Before interviews or visits to campus, the Senior Adviser on Diversity and Inclusion meets with the Search Committee, either separately or together with the CDO, to discuss diversity-fostering interview protocols and other matters.

3) **Short lists.** The Search Committee creates a short list of candidates to interview. The Chair can decide to have 1 or 2 rounds of interviews. Committees may choose to interview candidates at conferences or via videoconference (recommended maximum, 12); in the second round, they may invite 3-5 candidates to campus. Committees may choose to skip the initial interview and invite 3-5 candidates to campus. For campus visits, three candidates is the optimal number.

If there is only one round, all candidates who are interviewed in that round must complete part 1 of the CUNY Employment Application. If there are 2 rounds, only those candidates who move on to the second round must complete Part 1 of the CUNY Employment Application.

4) **Interview preparation.** The Search Committee Chair provides copies of the AA Cert Form (page 1 completed), rubric, interview questions, and CVs of candidates selected for interview to the CDO and the Provost for review and approval. S/he obtains the signed AA Cert Form from the CDO. No invitations may be issued or contacts made with candidates before approval is obtained from the CDO and the Provost.

Upon approval, the Chair or Interested Party begins scheduling interviews. The Search Committee must solicit examples of representative work from the candidates at this time if examples have not already been obtained. Note that interview questions must be approved by the CDO. All candidates must be asked the same questions during the initial interviews.

5) **Letters of reference.** At this time, if appropriate, the Chair solicits letters from external evaluators. Candidates must be notified of this solicitation before it occurs. Chairs should be sensitive to the concerns of candidates about confidentiality: bring questions or concerns to the Provost.

The letters of evaluation should be from scholars (or, where appropriate, other experts such as creative artists) outside The City University of New York (a minimum of **three in cases of appointment of an assistant professor without tenure; five in all other cases of appointment, promotion or tenure**) and should be from specialists in the candidate's field. None of the reviewers should be collaborators or co-authors with the candidate. Preferably, none should have been the candidate's dissertation advisor except in cases of appointment of an assistant professor without tenure.

The Executive Officer will select the evaluators in consultation with the Executive Committee of the program. The candidate may submit names of potential evaluators and the names of up to two potential reviewers whom he or she would wish to exclude along with the reasons for the exclusion. If a reviewer is taken from that list, the candidate's reason for concern shall be provided with the letter. The Executive Officer will submit the list of evaluators with brief bios to the relevant dean for final approval. The relevant dean may request additional letters.

Evaluators should be at a rank appropriate to the action requested. For example, in a promotion to Associate Professor, evaluators should be at the rank of Associate or full Professor. The evaluators should be identified briefly on a separate sheet, with notice as to which evaluators were selected independently (i.e., other than recommended by the candidate). No more than two evaluators should be selected from those recommended by the candidate. Additional evaluation letters beyond the minimum number may be included. All letters should contain a statement describing how the candidate is known to the evaluator; which of the candidate's writings have been read by the evaluator; and how the candidate's work is judged relative to the most important work currently being done in the field. See the Provost's Office website for additional information.

For Distinguished Professors, a minimum of 10 letters of evaluation from full professors or people of comparable standing who are widely recognized authorities in the nominee's field outside of CUNY. Letters for Distinguished Professor nominations should include a comparison of the nominee to a specific list of other distinguished scholars and provide a clearly articulated rationale for the assessment. (Note: Provost's Office will oversee any DP appointments.)

6) ***Campus visits.*** The Search Committee Chair or Interested Party is responsible for ensuring that during their visit to the GC, candidates deliver a public scholarly presentation, meet program faculty and students in groups or one-on-one, meet relevant faculty in other programs, and meet the Deans, Provost and (when appropriate) the President of the Graduate Center.

IV. Recruitment

1) ***Paperwork.*** Once a finalist is identified, the EO or Interested Party sends the following documents to the CDO for approval: Page 2 of the AA Cert Form, CUNY Employment Application (Page 1 for all applicants), the search file checklist, and the interview evaluation for each candidate interviewed.

2) ***Recommendation.*** After the AA Cert Form is signed by CDO (Page 2), the Chair in consultation with the Committee writes a recommendation. The recommendation should include an evaluation of all candidates on the short list and a justification of the Committee's choice. The Committee is encouraged to provide a ranked list to the Provost,

who sends it to the President. The Committee's recommendations should not be communicated to the candidates until after discussion between the Provost and the Chair.

3) **Appointment Materials.** Upon approval, the Chair informs all the candidates and submits to the Office of the Provost appointment materials according to Academic Review Committee (ARC) guidelines and requests from the candidate a copy of his/her tenure certificate if applicable.

4) **Negotiations.** Upon approval by the President, the Provost conducts all negotiations with the finalist and prepares the offer letter.

5) **ARC.** The program's nomination for the appointment is then considered by The Graduate Center's ARC. Pending committee approval and candidate acceptance of the position, the request is forwarded to CUNY's central administration.

6) **Final Paperwork.** After verbal acceptance of offer, Provost's Office sends the offer letter and CUNY Employment Application (Part 2 and 3) to the finalist, and informs both HR and the CDO.