

TO: Faculty Search Committee Chairs and Program Directors
CC: Division/Program Administrative Assistants (AA)
Faculty Executive Committee
Planning and Appointments Committee
Jonathan Becker
Taun Toay
Laura Ramsey
Human Resources

FROM: Deirdre d'Albertis, Dean of the College
RE: Faculty Recruitment Guidelines

Prior to recruitment efforts: All members of the search committee will meet as a group with the Dean to discuss the overall search process. Please contact the DOC to schedule this meeting in advance.

The following guidelines for conducting faculty searches are intended to coordinate the recruiting process and contain expenses. **Please read, sign and return to the Office of the Dean of the College.** (In the text of this memo, AA refers to the Division or Program Administrative Assistant most closely associated with the search). A clear understanding of this process from the outset is important in conducting a successful and equitable search. Attention to inclusive search practices is a given: all members of the committee should commit to reviewing suggested materials and working together to ensure that best practices are followed.

Position Announcements

- The chair of the search committee provides Offices of Human Resources and the Dean of the College with a final version of the position announcement (see template at <http://www.bard.edu/doc/recruitment/>), a list of recommended publications for advertising, a list of search committee members (as recommended by the PAC and accepted by the President) and a deadline for applications. Before posting, the Dean approves the announcement. The final announcement will include the URL to the *Interfolio* application website. The chair may also provide the Office of Human Resources with rating criteria to be used on *Interfolio* if desired.
- The Office of Human Resources posts the full job description on the College website with a link to the program website, and places the advertisements in appropriate venues based on the recommendation of the search committee and the Office's analysis of advertising costs.

Interfolio

- The College uses *Interfolio* to manage applications, including candidates' materials and reference letters. Candidates and referees upload materials directly to *Interfolio*, free of charge to them. Committee members may use *Interfolio* to record and share comments, ratings, rankings, and other information if they wish.
- An *Applicant Log* is created within the *Interfolio* online software. Applicants can be searched by name, or a variety of other criteria, including rating.
- The Office of Human Resources will invite each member of the search committee to create an account with *Interfolio* (if they don't already have one) and then grant access to the appropriate search. At the end of the search, the Office of Human Resources will revoke access from committee members. The AA can continue to access the search files via *Interfolio* for a period of time. After one year, the files will be archived by Human Resources for 3 years. ▪ Please note that each AA may print for the search committee one

master hard copy of the applications of a limited number of

candidates; however they should not be asked to print all application materials, nor to make multiple copies. Please respect our effort to reduce the costs associated with hard copies. Search committee members may access the materials online; they may choose to print the candidate materials for their own use, but must then shred them at the end of the search.

Recruiting (in addition to advertisements)

The *Faculty Handbook* (Ref. I.A.3.b.1.) urges search committees to keep the following in mind:

However careful the scrutiny of the candidates who are interviewed, the quality of the ultimate appointment will largely depend on the group from which they were chosen. Members of the search committee should consider the following avenues of recruiting: ■

Communication with people already known to us who meet our requirements.

- Inquiry by direct approach through colleagues in other institutions.

- Response to unsolicited letters of application bearing evidence of professional, creative, intellectual, and teaching qualifications. ■

Candidates in placement registers at various professional society meetings, and other placement agencies that the committee deems appropriate.

Communications with the candidates, whether in person or in writing, should be conducted by the most appropriate person on campus. It is understood that all such communications are tentative, under no circumstances committing the College.

Preliminary Screening of Candidates

Given equity concerns, pre-screening is to be done by video-conferencing. Professional associations champion this approach as more equitable and inclusive for all candidates. At this time, the College does not support routine interviewing of candidates at annual meetings or conferences.

Campus Visits

Prior to inviting a candidate to campus, the following must be done:

- The search committee should generate a "long list" of candidates for phone or conference interviews.

The Dean will review this list prior to these interviews at the committee's request, but this is not required. Student committee members' presence for phone or Skype interviews is at the chair's discretion.

- Based on committee members' review of applications and the phone/zoom/conference interviews, a "short list" of 3-5 names is generated. The Dean must be provided with the short list and long list for review and approval before invitations may be extended. No more than three candidates per position may be invited to the College for interviews; if the short list has more than three candidates, the Dean will consult with the committee chair about which candidates should be invited.

- The initial contact, preferably by telephone, to invite candidates to Bard and decide on an acceptable date for this visit must be made by the Search Committee Chair. The chair, in collaboration with the AA, will then negotiate a specific date for each interview, which must be cleared with the Dean's calendar; likewise the calendars of the President if he is also to interview the candidates. The AA will make all other arrangements in connection with the candidates' visits to campus. See guidelines, "Preparing for Candidates' Visits," available at [http:// www.bard.edu/doc/recruitment/](http://www.bard.edu/doc/recruitment/) under the heading Faculty Recruitment and Searches.

- Common carrier transportation for approved candidates visiting campus is coordinated by the AA *by using Travel Leader*, and is arranged at least two weeks in advance of the visit. If an airline fare will exceed \$750, the AA must contact the Office of the Dean for approval.

- As a general rule, the College will provide lodging and meals for a candidate, up to a two-night limit. An extended stay is at the candidate's discretion and expense.

During the Campus Visit:

- Candidates should meet with members of the Search Committee, the Divisional Chair, non-search faculty in related programs or with shared research or teaching interests, student search committee representatives and students in the program, and the Dean of the College (for one hour). The President may also meet with the candidate. The Search Chair, Divisional Chair, and the Dean should review the itinerary prior to finalization to be sure all appropriate Bard faculty and staff will be meeting with the candidate.
- Each candidate will present a talk and/or lead a class session in the discipline; programs may choose to include both a research talk and a teaching opportunity such as a sample class or guest lecture. The AA is to reserve appropriate spaces and handle publicity for these talks, to include listing on campus calendar and campus-wide email announcements. ▪ A campus tour may be scheduled, if time allows.
- A member of the Search Committee will be appointed to transport a candidate between local destinations including common carrier arrival/departure sites.
- Search committee dinners with candidates can be held in the Faculty Dining Room, the private room at Kline Commons, or in Finberg House. Search committee dinners are limited to two faculty members of the search committee and the candidates (no exceptions). If off-campus dining is preferred, the College will reimburse up to \$150 for the committee dinner when an **original itemized receipt is submitted**. If the amount exceeds \$150 and/or an additional faculty member attends, that amount will be charged to the divisional budget.
- If the candidate will be on campus for two evenings, the search committee chair typically takes the candidate to dinner; only the chair and the candidate should be in attendance (no exceptions). The College will reimburse up to \$50 per person when **original itemized receipts are submitted**. If the amount exceeds the per person allotment, the remainder of the bill will be charged to the divisional budget.

Reimbursements for Campus Visits

- The College will reimburse candidates for reasonable, economy class, out-of-pocket expenses related to their visit. ▪
- Reimbursements will be in accordance with the College's travel reimbursement policy and original receipts should be submitted to the appropriate AA.
- The AA will prepare a travel reimbursement request, along with receipts, in duplicate for the Dean's signature.

Appointments

- The Search Committee makes a written recommendation and all members meet with the Dean. The recommendation should include comments from faculty/students who have met with the candidates. These documents are kept on file. The search committee chair will conduct an in-depth reference check in consultation with the Dean prior to an official offer being made to the finalist.
- The Dean conducts all negotiations with candidates.
- The Vice President for Academic Affairs issues the letter of appointment.

If the Search Committee decides not to recommend making an offer to any candidate, the Dean advises the Vice President for Academic Affairs and the President. The committee should request either to conduct further interviews or to hold the position for an additional year and extend the search.

No one in the applicant pool should be notified of rejection until the position has been filled or the decision has been made not to fill the position. The Office of the Dean of the College will record when a position has been filled or not filled in the PAC tool and will notify the Office of Human Resources, which will then send notification letters to all applicants to the position who were not

interviewed. As a courtesy, interviewed candidates should be informed with a personal note (not by telephone or e-mail) from the Chair of the Search Committee of the search outcome.

Please sign and date to acknowledge that you have read and accepted the terms of these guidelines and return to the Office of the Dean of the College. Failure to do so may have a direct impact on your positions being advertised in a timely manner.

Accepted by: _____

Date: _____