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Executive Summary for Full-time Academic, Professional and most M/C positions

I. Starting the Search process includes preparation of the Authorization to Recruit form and all supporting documentation. Search committee members, including an outside member and a student (if appropriate) and the search chair are selected by the department chair and the dean/director with consultation from the vice president. A recruitment plan, to include affirmative action strategies and timeline, is drafted. The search committee is advisory and charged with protecting the confidentiality of the search. The Search Committee represents and acts on behalf of Plattsburgh State University.

II. Search Orientation Meeting and Recruitment Strategies. A Human Resources Associate conducts a search orientation/training meeting with all members of the search committee and the department chair. The search committee also meets with the dean/director to receive the charge and ask questions.

III. Narrowing the Pool. Applications are reviewed by the search committee using agreed upon criteria at each stage. At the end of each stage, the search committee prepares a list of candidates not advanced to the next stage with their weaknesses, and sends it to HR, the dean/director, and the Affirmative Action Officer. Authorization to proceed to the next stage comes from the dean/director.

The first stage, or cut, is simply made on the basis of qualified (meets minimum advertised criteria) vs. unqualified. Letters to unqualified candidates are sent once the list is approved. Intermediate stages or cuts narrow the field to a small number of highly qualified candidates, usually six to twelve. Telephone interviews, using a standardized set of questions, are conducted to allow selection of a small group of finalists to be brought to campus for interviews.

References must be checked by the search committee for all finalists. References provided by the candidate may be contacted at any time, but additional references can only be contacted once the completed Application for Employment form is returned by the candidate.

IV. Campus Visit and Interview. Candidates should be treated as consistently as possible during their visits. An itinerary, including escorts, should be presented to each candidate. Search committee members must be aware of legal and illegal questions and must be sure illegal questions are not asked during any venue. Travel must be booked through the state-authorized travel agency. Reimbursements and meals are done through the standard Travel Voucher. Candidates must be informed of reimbursement procedures, including the need to have original receipts.

V. Making the Hire. The search committee presents candidate strengths and weakness in unranked order to the dean/director. The dean/director will discuss candidates with the search committee chair and the department chair before making an offer. All negotiations with the candidate, including salary, and final hiring decision, rest with the dean/director. Letters are sent to the remaining candidates once a candidate has accepted or the signed letter is returned.

V. Post-Search Retention. Everyone helps to make the transition to Plattsburgh as smooth as possible for the successful candidate and family.

Classified Employees

Classified employee recruitment follows procedures prescribed by Civil Service Laws and Rules as well as the collective bargaining agreement each union has reached with the State of New York.
Academic and Professional Employees (a.k.a. unclassified and includes employees represented by UUP and GSEU, Casual, and some M/C employees)

I. Starting the Search Process

The primary focus of this section of the Search Manual is on academic employees. The rules and regulations also apply to professional employees. Throughout the text use of the term dean/director is intended to include appointing officers for professional employees as well. If there are any questions, please contact Human Resources or the UUP Vice President for Professional Employees.

An open position or a new position represents an opportunity for a department or unit to critically evaluate needs for the future and respond to changes. The chair/director/coordinator needs to thoroughly discuss staffing needs with the members of the unit and present the needs to the dean/director. Staffing requests can be made on the basis of enrollments, programmatic, and academic disciplinary needs for academic employees and by needs and workload for professional employees. The dean/director or supervisor for professional employees will secure authorization to fill a position from the appropriate vice president.

A. Types of Searches

1. Full-time, tenure-track academic, permanent-track professional employees and most M/C recruitment is accomplished through a national search that is intended to draw applicants from across the country.

2. Full-time temporary academic (ie. Visiting Assistant Professor or Lecturers) and professional employees recruitment is done typically by a local/regional search intended to draw applicants from the state or northeast. Ads are placed in newspapers in Plattsburgh, Burlington, and in some cases, Albany and Montreal. A national search may sometimes be appropriate.

3. Part-time temporary academic (adjunct) recruitment is usually done by a vita bank search. Vita bank searches are intended to establish a pool of qualified candidates for the purpose of filling sporadic (usually part-time) vacancies. Each academic unit conducts an annual vita bank search by advertising locally to gather new qualified and available candidates.

Any and all deviations from these recruitment procedures must be discussed with the Human Resources Office, the appropriate vice president’s office, and the Office of the President.

B. Submission of Authorization to Recruit Form and Other Paperwork

The completed form signals the beginning of the formal search process. The following support material must accompany the Authorization to Recruit form:
**Job description** (i.e., summary of essential job duties/responsibilities) to be reviewed by Human Resources and the dean/director. Depending on the expected application response, the description should be as general as possible to ensure a broad pool of applicants.

**Job definition**, including appropriate budget and campus title, position status/rank or SL grade, and salary range.

**Search committee members and chair.** The department chair will consult with the dean/director and the responsible Executive Committee member in selection of the search committee chair. Each search committee must have at least one member from outside the department and a student representative (if available).

**Ad copy** draft submitted via email attachment or disk. The ad is drafted by the department chair in consultation with the department and search committee chair. The ad is a public and legal synopsis announcing what the job entails, minimum and preferred qualifications, salary range (necessary if the successful candidate is a non-citizen and requires a certain visa status for employment authorization), date to begin review of applications, description of Plattsburgh State, affirmative action statement, application instructions, and other information. Consider if an ABD candidate is appropriate, and under what limitations.

The authorized EEO/AA statement is: “Applications from women and minority candidates are especially welcome. Plattsburgh State University of New York is an affirmative action, equal opportunity employer”. Human Resources will add standard descriptive language re. PSU and the local area. HR may have suggestions for language and format within the ad, but will inform the search committee chair of any changes and all placements.

The position description should be as general as possible to allow for a wider range of qualified applicants. To use a recent example, we needed to hire a faculty member to teach jazz. The incumbent played the trumpet, but a candidate can teach jazz with a specialty in a range of brass instruments. Advertising for jazz/brass rather than jazz/trumpet got a larger pool of qualified candidates. Of course, the specificity will vary with the need and the likely applicant pool.

**Advertising.** An important planning strategy for effective advertising is to allow sufficient and reasonable lead-time in order to meet advertising deadlines. Advertising should be out in September/October for most academic searches. A list of proposed paid (professional journals or professional conference advertising) and unpaid sources of advertisements (internet and listserv postings) should be provided to Human Resources. Placement of job ads is accomplished through the Human Resources Office. Ads for all national searches are placed in: PSU website, *Chronicle of Higher Education, Black Issues in Higher Education, Hispanic Outlook in Higher Education*
(paid periodicals), and HigherEdJobs.com (internet ad resource). Additional recruitment strategies are developed as part of the recruitment plan (Sample in Appendix B).

**PJ Number.** Each authorized search is assigned a “PJ” number by Human Resources. HR receives and forwards application materials to the search committee chair. HR sends out a voluntary affirmative action form to each applicant and maintains that information in confidence.

**Time-Line and Recruitment Plan.** A recruitment plan and time-line (see sample in Appendix B.) must be drafted for review and approval by the dean/director no later than after the search committee has the orientation meeting. We generally advertise a date to begin the review of applications, rather than an application deadline. With the review date, applications received later in the process can still be considered, but must be evaluated at the higher standards in place at whatever stage of the search they are received. January should not be down-time for academic searches. Consider setting a review date before winter break, and work on narrowing the candidate pool in January so interviews can begin in early February. The Recruitment Plan provides strategies for building the applicant pool, and is discussed later in this document.

**C. The Search Committee**

All search committees are advisory in nature to a senior administrator (dean/director, supervisor or vice president) who has been delegated authority and accountability for appointments by the President. All appointments are subject to approval by the President. All committee members should consult with their supervisor prior to agreeing to serve on a search committee.

1. **Composition and Responsibilities:** In general, search committee membership should be as diverse as possible. Search committees may be a committee of the whole or a subset of a larger department and must include one (or more) members from outside the department, and a student, if available. Search committees act on behalf of, and represent, Plattsburgh State University.

For professional employees, employees who are supervised by this person should not be selected as search committee members to allow a free flow of information and discussion, balanced with the need to have appropriate technical expertise and departmental representation among search committee members.

A Human Resource Associate is assigned as a liaison for each search committee for the purpose of providing technical support and ongoing advice during the search.

2. **Selection:** The dean/director and department chair selects the search committee members and chairperson subject to the approval of the vice president. In general, the appointing administrator should not serve on the search committee. Department chairs/supervisors can serve on search committees if they are not the person making the hire (i.e. professional employees), if they
represent a small unit, or if their specialized/technical expertise is needed, as decided in consultation with the dean/director.

3. Search Committee Chair: The Search Committee Chair is responsible for the overall coordination, organization, communication, and supervision of search committee meetings and deliberations. He or she must arrange for preparation of materials for meetings, delegate tasks and responsibilities to committee members and support staff, follow-up on information or with questions committee members may have, and serve as the primary liaison with the dean/director overseeing the search. The search committee chair must assure that each member of the committee understands both the collective aim and the process of the search. The search committee chair maintains all documents, notes and materials relating to the search and each applicant, and provides applicants with information about procedures. Any calls from candidates should be directed to the search committee chair.

4. Meetings: Meetings are arranged by the search committee chair, and should be organized and scheduled in a timely manner with a set agenda. The chair should facilitate open, professional discussion to bring the committee to consensus (not necessarily unanimous) of strengths and weaknesses of candidates. Committee members must understand and follow campus policies, as well as state and federal policies and laws.

5. Confidentiality of Search Committee: Unlike most other campus committees, search committee proceedings and deliberations must be kept strictly confidential. Applicants expect the privacy of their application will be honored during the search process through to the campus interview stage. Confidentiality also permits the free expression of opinion during committee deliberations. These considerations are particularly important if there are any internal candidates in the pool.

By accepting membership to a search committee, each member assumes a responsibility not to mention any candidate’s name or status, qualifications, references, or the content of committee conversation, to anyone outside the committee. Committee members do not report back to their office or department. All public statements concerning the search are made by the chair of the search committee, in consultation with the department chair/coordinator and the dean/director (see below for information on Media requests). The search committee chair is empowered, in consultation with the respective department chair/coordinator and dean/director, to request the resignation of any committee member who breaches confidentiality.

6. Conflict of Interest: If there is a clear or potential conflict of interest with a search committee member (for example, a relative or long time friend or rival of a candidate), the committee chair and dean/director should be informed in order to seek resolution. It is not automatically a conflict of interest if a search committee member nominates a candidate or writes a reference letter; the key is if he or she can be
objective. In cases of a significant conflict, the search committee member can recuse themselves or they may be excused from continued service by the dean/director.

7. Media: Any requests for information concerning a search from the media and other sources should be referred to the Director of Communications (Keith Tyo). All comments to the media about searches are prohibited, including those concerning the number of applicants, or the reflection of talent in the pool. The expected time-line of the search and members of the search committee will be officially announced to the campus.

D. Role of the Department Chair/Director/Coordinator

The chair/director/coordinator has an important role throughout all stages of a search. During on-campus interviews the chair/director/coordinator needs to meet individually with all candidates to discuss departmental responsibilities and expectations for teaching, scholarship and service for academic employees, and job responsibilities and evaluation for professional employees and to answer any questions the candidate has. The chair and search committee chair will meet with the dean/director to discuss the candidates and the findings of the search before an offer is made by the dean/director. The chair will also work with the dean/director after an offer has been made to recruit the candidate. In summary, responsibilities of the chair/director include:

- Work with department/center/program to discuss staffing needs of the department and to formalize the position description.
- Appointment of search committee and search committee chair after discussion with the dean and approval from the vice president.
- Drafting the ad copy in consultation with the department and search committee chair.
- Works with search committee in development of recruitment plan and timeline.
- Ensures search committee is making satisfactory progress.
- Chair meets individually with all candidates brought to campus.
- Chair and search committee chair meets with the dean to discuss strengths and weaknesses of the final candidates.
- Preparation of appointment paperwork once the Applicant Flow Log is complete.
- Active role in post-search transition of the candidate to Plattsburgh State.

E. The Dean/Director’s Role

The dean/director works with the department chair/coordinator to appoint individuals to the search committee, signs off on the Authorization to Recruit paperwork and approves the position description. The dean meets with the Search Committee, usually at the Orientation Meeting (see below), to charge the committee, raise specific issues, and answer questions.

As part of administrative policies as outlined in sections 1.7.B.2 and 1.21.B.2 of the Plattsburgh State Campus Handbook, deans and department chairpersons have full responsibility for personnel and affirmative action for their units.
F. Role of the Affirmative Action Officer.

An Affirmative Action Officer (AAO) is dedicated to the advancement of affirmative action, equal employment opportunity and elimination of discrimination on the basis of race, gender, ethnic background or other criteria that deprive people of opportunities to live and work. Plattsburgh State University does not discriminate on the basis of race, color, creed, national origin, religion, age, disability, marital status, sexual orientation or gender. The Affirmative Action officer is available to help in development of recruitment plans. The AAO will review the search in detail prior to the telephone interview stage and again prior to approval for bringing candidates to campus for interview. The AAO can have the search committee reconsider candidates at any point in the search, and may add candidates to any stage of the search process. The AAO and the Affirmative Action committee work together to review Search Waivers. The AAO works with the dean/director to ensure the recruitment plan was followed.

II. Search Orientation Meeting and Recruitment

A. Search Orientation/Training

A Human Resource Associate will conduct the Orientation/Training session to present the mechanics of conducting a search and cover what specific information and assistance is available from the Human Resources Office. It is up to the search committee chair to work out a mutually convenient time for all to attend. The meeting must be attended by the entire committee and the chair of the department to enable the search committee to become fully acquainted with Plattsburgh State’s recruitment procedures and affirmative action goals. It is critical that this meeting take place at the beginning of the search process and a charge be given by the appropriate dean/director. If an individual cannot attend, they can contact their Human Resources Associate to attend a different orientation meeting, but will miss the opportunity to talk to the dean/director. An individual who serves on more than one search in a given year will only have to attend orientation/training once. An abbreviated refresher course will be available to individuals who have served on a search committee in the past two years.

B. Recruitment Plan and Timeline

The establishment of a recruitment plan and a timetable, in consultation with the dean/director, is important to enhance applicant responses and promote efficient coordination between the search committee and the Human Resources Office. See sample in Appendix B.

National data provides information concerning the number or percentage of recent graduates in specific fields and disciplines. A work-force analysis can also provide guidance on availability of candidates for a particular search. Careful and focused planning must accompany searches if recruitment efforts are to be successful. Affirmative Action requires employers to do more than ensure employment neutrality with
regard to race, gender, and Vietnam-era veteran status. As the phrase implies, affirmative action requires the employer to make additional, affirmative efforts to recruit, hire, and promote qualified members of groups formerly excluded, even if that exclusion cannot be traced to particular discriminatory actions on the part of the employer. It is the responsibility of the dean/director that a comprehensive recruitment plan addresses issues of affirmation action, and that the plan has been followed by the search committee.

Recruiting Protected Class Individuals

Deans/directors and search committees should be mindful of historical patterns and practices that create a disparate impact on applicant pools. Disparate impact discrimination may be found when an institution’s use of a neutral selection standard(s) (e.g., a test, an interview, or other requirements) disqualifies members of a particular group at a significantly higher rate than others and is not justified by organizational necessity or job relatedness. Protected class individuals are fully aware that a significant majority of colleges and universities in this country are predominantly white.

Be aware of reinforcing stereotypes. For example, it has been said that minority candidates will not come to Plattsburgh State for several reasons, including: it’s too cold here; we’re in an isolated, rural, area; there are no minorities in the field: we can’t compete against other institutions: and there is no significant minority population in Plattsburgh. Many of these considerations are factors in recruiting anyone to Plattsburgh. Our strategic plan includes celebration of location. We should be positive about our location and stress the many advantages and good quality of life we have in a small city close to a major international city. We live in a beautiful area with important cultural, historical and recreational opportunities all around us. Be positive.

C. Recruitment Strategies: Beyond the Basics.

Some disciplines and areas of study do encounter significant pipeline problems; however, it is sometimes possible to identify potential candidates and actively recruit those who have the qualifications we are seeking. Aggressive recruitment must be a normal part of our searches. Never underestimate the power of a personal touch. Sending out personalized letters and making phone calls often pays off in applications. Networking is also a good way to identify potential candidates. All such additional recruitment efforts should be documented in the PJ file, including dates, numbers of letters mailed, numbers contacted, and so on. Strategies include:

Brochure. Some departments or divisions may decide to design and print their own brochure or flier for their position(s). Fliers could accompany personalized letters or mass mailings, and could be carried to conferences and placed on tables for distribution.
**Letter Writing Campaign.** The search committee can prepare a letter to members of the professional association or organization. The mailing list for the discipline/area’s newsletter or professional publication can be obtained or purchased, and the letters written and sent out as soon as possible. Professional and academic associations and organizations often maintain minority caucuses. Membership lists can be obtained through the discipline’s professional web site, or the chair of the caucus. Lists and sometimes mailing labels are provided for recruitment services that benefit members.

A packet of fliers and letters can be sent to academic departments for graduate student and faculty mailbox distribution at institutions identified as graduating large numbers of doctoral students in the appropriate field or discipline. Peterson’s Guide offers a listing of all graduate programs registered throughout the country. The school, program, name of the chair, address, and telephone number are all listed. The Guide can be found in the Career & Placement Services office or the Library. A search committee can attempt to obtain the names of students near degree completion for individualized recruitment providing the qualifications in the ad are met (i.e. ABD status).

The Human Resources office maintains three directories that will be provided to each search chair, to assist in the recruitment of protected class individuals. The directories are the Southwestern Minority Directory, the New York State Minority Directory, and Minority and Women Doctoral Directory. Each directory is formatted differently, but telephone recruitment for qualified candidates identified in each directory is strongly recommended for all searches.

**Web Site Postings.** Many disciplines or fields maintain web sites and many of these web pages allow posting of positions gratis or for a nominal fee. Some also automatically post the position on the web sites if an institution purchased an advertisement in the trade newsletter or publication.

**Post to e-groups.** Many discipline and area professional associations and organizations maintain multiple list-serves, or electronic discussion groups. A member must log-on to the group then the discussion group manager will forward directions and information that may include how many people are attached to the list serve.

**Recruitment at Conferences.** For some searches, sending a search committee member to recruit at a conference might pay off in increased applications. Someone attending a conference could bring brochures and post announcements. You must discuss plans early with the dean/director for approval.

### D. Search Waiver Procedure

A detailed Request for Search Waiver form is available from the Human Resources Office and must be followed if any appointment is being requested without a search. The process requires documentation of reasons for the waiver and all other pertinent circumstances and must include a detailed justification.
A search waiver package is submitted to the dean/director to send to Search Waiver Committee for review. The waiver package should include the waiver form, the date, and reason to fill the position (failed search, retirement, resignation, etc.), whether or not the incumbent was a candidate in a previous search, whether there will be a national or regional search in the future and when, who was responsible for the duties for which the incumbent will be responsible, a resume or c.v., job description and the Authorization to Recruit form and all supporting paperwork, along with the CP appointment paperwork.

The Search Waiver Committee makes a recommendation for approval or denial to the individual responsible for affirmative action who has the final say in approval or denial. If approved, the waiver form, along with the appointment paperwork is forwarded to the HR office. If disapproved, the paperwork will be returned to the requester. Details regarding the information required for the review are explained on the Request for Search Waiver form.

The following guidelines will be used by the Search Waiver Committee in determining its recommendation:

- A search waiver may be submitted and approved for any type of position (full or part time; temporary, term or permanent.)
- The search waiver does not replace the process described in this manual. If approved, it is a waiver of that search only. All paperwork specified in the search process manual is still required, and should be submitted with the waiver, along with the CP form to appoint the person.
- Lack of appropriate planning resulting in a short timeline is often reason for denial of a request for a waiver.

Generally, a waiver can be approved under the following circumstances:

- When the appointment satisfies affirmative action and diversity objectives, as well as the academic/professional qualifications for the position; or,
- In an emergency situation in which it is not possible to conduct a search. Waivers of this type would be approved only for a specified time period, and any extension of the appointment beyond the terms approved would require another waiver. This type of waiver also requires a specific plan to recruit in an appropriate and timely manner for the position (if permanent) once the appointment of the temporary position expired; or,
- When a full scale search would lead to the appointment of that person. This situation would only arise under exceptional circumstances, such as selection of the incumbent through a different national search.
III. Narrowing the Pool: Getting to the Finalists

A. Review of Applications

We usually advertise a date for beginning the review of applications, rather than a firm deadline. Individual members of the search committee may review files before the announced review date, but cannot meet to discuss the candidates until that date. Applications received after the review date should be considered either as they come in or at the beginning of each cut. Later applications have to be evaluated using the higher standards in practice at each successive stage of the search.

Candidate qualifications and judgment standards should be clearly understood, endorsed and documented by committee members, and (for academic searches) must include all the Trustees' criteria: teaching, scholarship, and service. For academic searches, the committee will evaluate the candidate's ability to teach, usually by an appropriate presentation. Candidates must be informed of the type of presentation expected, level of preparation of the intended audience, and other expectations. Judgments include, for example, the relative weight given to publications, specialization within the discipline, teaching, service, grant writing, community activities, and the ability to enhance cultural diversity and richness. A sample candidate assessment sheet is attached (Appendix B.).

It is critical throughout the search that there be consistency in evaluation of candidates.

B. Special Consideration; Retrenchment

Individuals represented by UUP throughout the state, who have been or are about to be retrenched, have certain reemployment rights under Article 35 of their bargaining agreement. To exercise these rights, a retrenched individual must apply for an open position and inform us that they seek “special consideration.” When this occurs, the application of the person seeking special consideration must be evaluated before any further search committee work is done. A determination must be made as to whether this individual is qualified for the position. If not qualified, she/he should be notified immediately. If qualified, she/he must be offered the position.

The search committee, upon receipt of a “special consideration” application, clearly designated as such by the applicant, will coordinate the determination of qualifications and the response to the applicant with the Human Resources Office and appropriate dean or department chair. Verification of eligibility is the responsibility of Human Resources. Plattsburgh State is not required to compromise its job requirements or operational needs in any way in this process; however, the rules requiring immediate consideration of the retrenched person’s qualifications for the position must be observed.
C. Number of Applicants

The dean/director, vice president and/or the Office of the President may consider extending or closing the search if the search does not produce an adequately diverse pool of candidates with regard to the specific position. If the applicant pool is not appropriately diverse or too low in number, the Affirmative Action Officer may recommend to the dean/director and vice president to extend the search (actual numbers and percentages depend on the department, field, and area of specialization based on national norms).

D. Approval Process at Each Stage

Depending on the number of applications received in a search, committees move through several rounds of evaluation, sometimes referred to as “cuts.” Before proceeding to the next stage, a list of all candidates along with a statement of strengths and weaknesses (as detailed below for each stage) must be submitted to:

- Human Resources: copied to PJ file
- Affirmative Action Officer
- Dean/Director

The dean/director or Affirmative Action Officer may identify qualified applicants at any stage who have not been selected for further consideration and ask the search committee to revisit these applications for review and/or inclusion. A detailed review will take place before the telephone interview and campus interview stages. Formal notification to continue to the next stage is received from the dean/director.

E. The First Cut: Qualified vs. Unqualified

The first step is to eliminate any applicants who fail to meet the advertised minimum qualifications for the position, typically degree and area of specialization. The first cut is made entirely on material in the applicant’s file, typically a resume, cover letter and often references. Search committee members with knowledge of a candidate should be objective in evaluating qualifications. The search committee should evaluate candidates in broad and comprehensive terms, carefully examining all of an individual's accomplishments, potential for growth, diversity of perspective, and unique contributions.

Once search committees reduce the pool, they forward the entire list of candidates, qualified and unqualified, to the Human Resources Office, providing a short explanation for each candidate deemed unqualified. HR provides affirmative action information and forwards the list to the dean/director and Affirmative Action Officer. After review, the Affirmative Action Officer will make a recommendation to the dean/director, who will relay his or her recommendation to the search committee chair and to Human Resources. The Affirmative Action Officer and the dean/director may recommend the search move forward or re-visit certain applications for further review.

Non-selection Letters: After receiving approval for the first cut, the search committee should notify unqualified applicants through official non-selection letters (a draft letter and mailing list is provided by the Human Resources office).
F. The Middle Cut(s): Reviewing Qualified Candidates

Depending on the size of the qualified candidate pool, there may be several middle stages, or none at all. The search committee reviews all the applications with regard to previously established criteria and qualifications for the position. Candidates can only be evaluated on the basis of information provided in their file. Specific outside knowledge of candidates should not be considered at this stage, for example, information on an internal candidate that is not covered in the application material, or if a search committee member knows something about an external candidate.

A list of candidates to receive further consideration along with a brief justification for each applicant not recommended for further consideration should be submitted to Human Resources for forwarding to the dean/director and the Affirmative Action Officer. The dean/director verifies that the Recruitment Plan was completed. The dean/director in consultation with the Affirmative Action Officer, may carry qualified candidates forward for consideration, or ask committees to re-evaluate candidates. Please note that non-selection letters should not be written or sent to this group until a candidate has accepted an offer from Plattsburgh State University.

G. Telephone Interviews/Application Completion

In order to further narrow the pool prior to the campus interview, the search committee is urged to conduct telephone interviews. As with other interview stages, care must be taken to ensure fair and consistent treatment of candidates. A list of questions to be asked of all candidates should be prepared in advance (but not shared with the candidates). During the interview, it is okay to deviate from the questions to follow-up on topics, but you should try to be as consistent as practical. The candidates are contacted by the search committee chair or a member of the search committee to find out if they are still interested in the position and to arrange a mutually agreeable time for the telephone interview.

A conference call for the interview may be arranged. Search Committees can get a search PBN from the dean’s office or Purchasing for telephone interviews and reference checks. Telephone interviews may be tape recorded with the explicit approval of the candidate, but taping is not recommended. One suggestion for keeping a record of the interview is to assign a search committee member to keep a record of all candidate responses to a particular telephone interview question. This summary becomes the official record and would go into the search committee file to share with other committee members. (Personal notes from individual search committee members do not need to be added to the file.) The search chair can tell the candidate the salary range or the minimum starting salary for the position, as determined through discussion with the dean/vice president and included on the Authorization to Recruit form. Actual negotiation regarding compensation takes place with the appropriate dean or vice president when an offer to hire is made.
At this stage, the search committee mails candidates the Application for Employment form with a return envelope and instructions to return the completed application to the Human Resources Office as soon as possible. The application gathers basic, required information and provides written permission from the applicant to pursue a full investigation of past employment. In signing our standard application the applicant grants permission to investigate all aspects of his or her employment/educational history. A copy of the completed application will be sent to the search chairperson to enable the search committee to verify credentials of each finalist. The Search Committee may find the information provided on the application to be helpful for a variety of reasons, such as previous salary and reasons for leaving past jobs. When the application is returned to Human Resources, HR will pursue immigration status issues with any non-U.S. citizen.

**H. Checking References and Credentials**

The committee must decide how reference information will be collected (e.g., letters, telephone calls, or a combination of both) and how much weight will be assigned to each reference. Documentation of reference information should be maintained with each applicant’s search file (sample in Appendix B.).

If the ad requested letters of recommendation, and they are not provided, please ask the candidate so they may remind their references. The candidate can be asked to provide contact information for missing references or for additional references. Candidates should not be automatically eliminated from consideration because of missing letters, but are expected to cooperate in arranging for letters to be sent.

References provided in the application material by the candidate may be contacted at any time. A PBN to charge telephone calls to can be obtained from the dean’s office or Purchasing. Additional references relating to education and past employment can only be contacted once the completed Application for Employment form has been returned. The candidate should be notified out of courtesy when the reference checks are going off the list. References must be checked by the search committee for all candidates brought to campus, before or after the interview, including at least one or two references that are not on their list, such as a former department chair.

Reference letters and calls are confidential and should not be shared outside the search committee.

Unfortunately, you cannot always assume everything on an application or resume is accurate. It is necessary for the search committee to verify the terminal degree for the finalist. Verification can be done by requesting transcripts. Note that transcripts need to be provided with the appointment paperwork for the successful finalist. In some cases, the credentials of the degree-granting institution itself may need follow-up with the advent of diploma mills.
When relevant, salary verification from former jobs is the responsibility of the dean/director or other appointing officer.

Unsolicited references. If the committee receives an unsolicited reference, an anonymous letter, a newspaper article, or reference to a website, it is up to the search committee to investigate the reference. These must be handled on a case-by-case basis, depending on the facts of a particular search, the information contained in the unsolicited material, and the reliability of documentation received. Such material cannot be ignored, but the veracity and relevancy needs to be carefully evaluated.

I. The Final Cut: Selection for Campus Interviews

After further discussion, the search committee recommends candidates for an on-campus interview. A list should be submitted to Human Resources for forwarding to the dean/director and the Affirmative Action Officer. The list should include both those who are not recommended by the committee as well as those who are recommended to move forward with strengths and weaknesses indicated for all candidates. Again, the administrator overseeing the search has the authority to add a candidate to the finalist pool for further consideration. The dean/director determines how many candidates may be brought to campus for a particular search.

IV. The Campus Visit and Interview

A. Interviewing Procedures

In the interview process, departments present their best face to prospective colleagues. After all, while we are interviewing the candidate, the candidate is deciding whether she/he wants to come here. Each finalist is sent a package of material to give each candidate a fair and equal chance to prepare for the campus visit and interview. HR will provide a campus map; recruitment brochure; the undergraduate catalog; and professional development brochure. The search committee should provide departmental and other relevant information.

B. The Campus Interview

- **Itinerary.** Arrange an itinerary before the candidate arrives. The itinerary and a reminder of travel policies should be mailed to the applicant prior to her or his arrival. Let the candidate know what their schedule will be and who will be the escort from meeting to meeting. Don’t forget to build in breaks and walking/travel time.

- **Meetings.** Have the candidate meet all faculty and professional employees who will have input in the hiring decision. Schedule meetings with the search committee, the department chair, Human
Resources, the dean/director, department members (individually or in groups), students, formal teaching and/or research presentation(s), and invite a meeting with the provost and president.

- **Consistency**: The interview schedule, presentation format and level, and questions should be as consistent as practical for all candidates, including internal candidates.

- **Presentation(s)**: Take steps to ensure full attendance at the candidate's presentation(s). Publicize the candidate's visit and presentation topic to the broader campus and invite colleagues from around the campus to attend. This inclusiveness is especially important for creating interdisciplinary opportunities and contacts for the successful candidate. Specifically invite the dean/director, the provost, and the president to any formal presentation. Be sure the candidate knows of the search committee’s expectations for the presentation(s); Teaching or research based? Level of the audience expected? Are there multiple presentations?

- **Candidate Resume**: Please note, when distributing the candidates’ resumes to those attending open presentation(s), etc., that personal information (home address, telephone number, family, etc.) **MUST be deleted from the handout**. We recommended that committees prepare one-page summaries of the candidates’ experiences related to the position for use outside the search committee.

- **Evaluation forms**: Prepared evaluation forms for all candidate presentations are a good way to collect feedback, particularly from students.

- **Students**: For student-contact/teaching positions arrange for the candidate to meet with students, either informally or in a classroom setting. Ask for student feedback and consider it seriously in making a hiring decision.

- **Human Resources**: Have the candidate meet with a representative of Human Resources who will talk with her/him about benefits and other terms and conditions of employment. The meeting can be expected to last approximately 30-45 minutes.

- **Open Sessions**: Additional sessions open to the campus are optional, but are particularly useful for some M/C and professional candidates.

- **Internal candidates should not participate in external candidates’ interviewing sessions/presentations.**

### C. Legal and Illegal Questions

In general, you can only ask questions that directly pertain to the qualifications of the candidate for the position advertised. It is illegal to ask for a photograph. It is illegal to solicit information about the candidates’ national origin; race or color; marital status; religion or creed; children or family plans; or whom to notify in case of an emergency. Questions of a personal nature should not be asked. If a candidate reveals personal information, such as asking about school districts for their children, you may follow-up, but be circumspect to ensure their privacy and do not seek additional personal information.

The following topics have some restrictions as to what questions may be asked of a candidate.
• **Education**: You may inquire into the candidate's academic, vocational or professional education and the schools the candidate may have attended.

• **Experience**: You may inquire into work experience or gaps in work experience. Keep in mind that gaps in work experience should not automatically be viewed as negative.

• **Membership in Organizations**: You may inquire into membership in organizations that are relevant to his or her ability to perform the job. Caution: such inquiries may also reveal personal information about religion, race and national origin, which should not factor into the selection process.

• **Age**: Only if the candidate is under 18. All other questions about age are illegal.

• **Conviction Record**: this question appears on the application form. Conviction does not automatically justify rejection for the position. You may NOT ask if the candidate has ever been arrested.

• **Citizenship**: Evaluation of the candidate should not include reference to national origin or citizenship. This is a matter for Human Resources and the dean/director and vice president to discuss for visa purposes only. You may NOT ask if an applicant is naturalized or native-born, or the date when the applicant acquired citizenship.

• **Disability**: You may inquire whether a prospective employee can perform the essential functions of the job with or without reasonable accommodation, but questions about an applicant's possible disabilities are illegal.

• **Driver’s License**: You may ask if the candidate possesses a valid driver's license ONLY if the position applied for advertised driving responsibilities. You may NOT require that it be produced.

• **Language**: You may not inquire what languages the candidate speaks or writes fluently unless it is directly related to performance of the job for which she/he is applying. You may NOT ask the candidate's native language or how the applicant acquired the ability to read, write or speak English or a foreign language.

• **Name**: You may ask if the candidate has worked for the State University of New York, other state agencies, or any of her/his previous employers under a different name.

## V. Making the Hire

### A. Candidate Strengths and Weaknesses

Once campus interviews are completed, the Search Committee presents a list of strengths and weaknesses for each candidate interviewed. The list should be presented in alphabetical order or by application number. There are two important reasons for having an unranked list since the first choice may not be the person hired. It is not fair to a new employee to let them know they may not have been the first choice. In addition, the dean/director may take affirmative action factors into consideration in selecting the first candidate to be offered the job from among similarly qualified finalists. The dean/director will consult with the search committee chair (or the entire search committee, upon request) and the department chair/director.
before making an offer. The list is sent to Human Resources and the Affirmative Action Officer, but the hiring decision and negotiations are made by the dean/director.

B. Role of the Dean/Director

The dean/director will contact the candidate to make the offer. Discussion will include salary, prior service for full-time teaching experiences (maximum of three years), and other considerations that may vary with discipline or location. Candidates are asked to make their decision in a timely manner, usually within one to two weeks. Once a verbal offer has been accepted, the department is notified to proceed with completion of the Applicant Flow Log and other appointment paperwork.

The committee, vice president or dean may recommend additional visits for candidates who possess extremely valuable qualities or may be in the process of deciding between two or more institutions. The dean/director should consult with the respective vice president for authorization.

C. Applicant Flow Log

Once a verbal offer has been tendered by the dean/director or vice president, and accepted by the candidate, a summary record of recruitment and selection activity accomplished by the search committee must be completed and submitted by the search committee chair with other required appointment paperwork from the department chair. The Human Resources Office supplies the Applicant Flow Log to the search chair for completion. Appointment paperwork (CP-1) completed by the department, resume or curriculum vitae, and transcript/diploma completes the appointment process.

All other records and documents associated with the search (c.v. or resumes, cover letters, reference letters, and correspondence) should be maintained in a secure location by the search committee chair or stored in a centralized Search Material Room for three years and then destroyed. The only exception to this guideline would occur if a charge of discrimination was filed concerning a particular search. The records for that search would be moved to a location specified by Human Resources and kept until the case is closed.

Please note: The search committee will receive a search process evaluation form to complete and return to Human Resources. Any and all feedback is appreciated and will be considered for incorporation in future revisions of the search process manual.

D. Completion of the Search

Formal announcements of any completed search must be made carefully and after approval from the dean/director overseeing the search. Official announcements come from the Director of Communications.
Remaining candidates from the middle and final cuts, telephone interview pool, and on-campus candidates should be sent letters after a strong verbal agreement is reached or a signed appointment letter has been returned. Letter format is available from the Human Resources Office.

Questions from Candidates. If a candidate calls the search committee chair to check on the status of their application, it is important to note that it is the policy of Plattsburgh State University that no reasons will be given to candidates regarding their success or failure in the search. You can inform them, for example, that campus interviews have been completed, or that an offer has been made, but nothing specific about their candidacy or why they were not selected for interview.

E. Search Extended/Search Closed

The search committee chair should consider extending or closing a search that yields candidates evaluated as low in number, unsatisfactory or marginal. The dean/director and Affirmative Action Officer must approve requests for extensions or to return to the pool. Depending on the search, a committee can re-advertise in the same publications and/or include additional recruitment strategies as appropriate, such as attendance at a meeting for purposes of recruitment.

Additional advertising and recruitment strategies will often be necessary as a new recruitment plan must be drafted and approved. If it becomes a new search, for example, with a change in criteria or qualifications made, then it requires a new “PJ#” and would require submission of appropriate paperwork (Authorization to Recruit form, etc.) and approval signatures as though it was a first-time search.

Reasons for extending/closing a search can fall within several categories, including:

- Missed Approval Stage. Search committees that move forward without receiving approval from their respective dean/director may be subject to review for termination of the search.
- Resource or Budgetary Set-Back. Extreme circumstances may require Plattsburgh State to review the feasibility of current and future hires in addressing budgetary concerns that may otherwise impact academic programs and other institutional priorities.
- Illegal Questions: To ensure an ethical and effective search and to protect the institution from legal vulnerability, it is vital for each member of the search committee to be cognizant of legal and illegal interview questions and the need to protect confidentiality.
- Failure to complete the approved recruitment plan.
VI. Post-Search Retention and Transition

Departments, search committee members and chairs can greatly ease the transition of the successful candidate to life at Plattsburgh State. Be sure to keep in contact with the new hire. Send your new colleague new information about the department. Please be sure the candidate feels welcome, and offer to do whatever you can to help them settle into the department and the area.

**Spouse/Partner Job Placement**
Provide any assistance you can. Refer questions to the dean and to HR. Offer to send the Sunday want ads and direct candidates to resources such as northcountryhelpwanted.com, lakechamplain.com, oppshop.org, and the Plattsburgh State website (www.plattsburgh.edu/hr/index.cfm).

**Real Estate**
Information is available in Human Resources and will be provided upon request. Send newspaper listings or real estate brochures as appropriate. Sometimes information on available homes and apartments is collected by the dean’s office.

**Schools, Child Care, Adult Care Facilities**
Information is available in the Human Resources Office and will be provided upon request.

**Faculty Development Programs**
Plattsburgh State has designed and implemented several faculty development programs, some in conjunction with UUP and SUNY System Administration, which provide faculty the funding and scholarly opportunities to enhance their work and scholarship. These programs have been outlined in a pamphlet produced by the Provost’s Office and should be discussed thoroughly with faculty candidates. Recent research shows that new faculty are attracted to institutions that not only are committed to the progress of new faculty, but maintain programs and opportunities that will contribute to their success.
Clerical, University Police and Maintenance Employees (AKA classified; includes employees represented by CSEA, Council 82, PEF and certain M/C employees)

Classified employee recruitment follows procedures prescribed by Civil Service Laws and Rules as well as the collective bargaining agreement each union has reached with the State of New York.

A. Competitive Class

(Positions for which merit and fitness are determined through an examination process; these include clerical, police and heating plant titles, as well as Nurse, Maintenance Supervisor and Supervising & Head Janitor titles)

1. Authorization to Recruit (ATR) with job duties attached, appropriately completed, is received and reviewed by a Human Resource Associate.

2. A search number (CPJ #) is assigned and availability of the line item number is verified. If no appropriately classified line is available, one must be procured through Civil Service. If/when this occurs, the requesting department chair/director is notified, since this process can take several months to complete.

3. Authorization to Recruit is forwarded to Budget for approval.

4. Once approved by Budget, ATR is returned to Human Resources.

5. Appropriate civil service list is ordered. The list is usually received in HR within 3 to 5 days of being ordered.

6. Vacancy Announcement is completed. (Information includes: title, department, status, shift/hours, and duties of the position.)

7. Vacancy Announcement is posted on all (19) bulletin boards including the 1st & 9th floors of Kehoe, and posted on the HR web site to notify internal candidates of the job opportunity. The deadline for reply is 10 calendar days from the date of posting.

8. Once the Civil Service list is received, canvass letters with duties attached, are typed, copied, labeled and mailed to candidates on the list. To be eligible for consideration response must be received in the HR office 10 business days from the date of the mailing.

9. Eligible candidates from the transfer file (current New York State employees from other agencies who have notified Plattsburgh State of their interest in and eligibility for a transfer) are identified and copies of their resumes are sent to the department.
10. Once the canvass letter deadline date is reached, the department chair/director is contacted to provide dates and times to interview. A list of questions to be asked during the interview will be requested by the HR Associate, and reviewed to determine compliance with all applicable laws.

11. The determination of the candidates to be interviewed will be made by the department chair/director in consultation with the HR Associate. The choice will be made from among the top three scorers from the civil service list who have indicated a willingness to accept the position through the canvass process, transfer candidates, and any internal applicants.

12. Human Resources Office (Secretary 1) schedules the interviews with each candidate. Once interview dates and times have been established, the supervisor and appropriate HR Associate will be notified with names, dates and times. The supervisor and HR Associate should consult to decide if it is appropriate and/or necessary to include the HR Associate in the interview.

13. Applicants will report to Human Resources a half hour prior to the interview to complete an employment application and get directions to the interview site. The completed application form (and resume, if the candidate has one) is sent to the department with the candidate.

14. Once the interviews have been completed, it is recommended that the department chair/director verify the references of the candidates before making a selection.

15. HR prints and sends an applicant flow log from its recruitment file to the department chair/director for completion. The department chair/director completes the applicant flow log filling in the reasons for selection/non-selection, and sends the completed form to HR.

16. Human Resources makes the offer to the selected candidate and determines a start date.

17. Human Resources notifies the supervisor of the start date.

18. Once an offer is accepted, Human Resources sends non-selection letters to the candidates interviewed, but not selected.

19. Selected candidate reports to HR on the first day of employment to complete the necessary paperwork (approx. 1 hour). This appointment is normally scheduled at 8:00 am.
B. Non-Competitive & Labor Class

(Positions for which merit and fitness are determined through comparison of qualifications of candidate to those described in the statewide classification standard and appropriate local job description)

1. Authorization to Recruit (ATR) with job duties attached, appropriately completed, is received and reviewed by a Human Resources Associate.

2. A search number (CPJ #) is assigned and line item number is verified. If no appropriately classified line is available, one must be procured through Civil Service. If/when this occurs, the requesting department head is notified since this process can take several months to complete.

3. Authorization to Recruit is forwarded to Budget for approval.

4. Once approved by Budget, ATR is returned to Human Resources.

5. Vacancy Announcement is completed. This consists of title, department, status, shift/hours and duties of the position.

6. Vacancy Announcement is posted to all (19) bulletin boards including the 1st and 9th floors of Kehoe, and posted on HR web site. The deadline for reply is 15 calendar days from the date of posting.

7. After the fourth day of the posting, any internal applications are reviewed by HR for compliance with minimum qualifications. This review includes the HR Associate, Senior HR Associate and/or Director, and the recruiting department (if applicable/necessary).

8. If internal applicants do not meet minimum qualifications, ad copy is drafted based upon the posting information.

9. If necessary, on the fifth day of the posting, the department is notified that the position will be advertised. Line ad is placed in the next possible issue of the Plattsburgh *Press Republican*. If practical, the ad is placed in the Sunday edition. The HR Secretary 1 sends the job announcement to the NYS Department of Labor.

10. When outside applications are received, they are logged in on an applicant monitoring log, and an acknowledgement letter with affirmative action form is sent to the applicant. The application is forwarded to the supervisor for review.

11. Once the internal posting deadline is up, another review is done to see if any qualified internal candidates have applied. If so, the department chair/director is notified to suggest dates and times for
the interview. A list of questions to be asked during the interview will be requested by the HR Associate and reviewed for determination. The supervisor and HR Associate should consult to decide if it is appropriate and/or necessary to include the HR Associate in the interview.

12. Once the ad deadline is up, the department chair/director is contacted to see who they would like to interview, and dates and times they are available.

13. Human Resources schedules the interviews with each candidate. Once interviews have been established, supervisor and appropriate HR Associate will be notified with names, dates and times.

14. Applicants will report to Human Resources a half hour prior to the interview to complete an employment application and get directions to the interview site. The completed application form (and resume, if the candidate has one) is sent to the department with the candidate.

15. Once the interviews have been completed, it is recommended that the department chair/director verify the references of the candidates before making a selection.

16. HR prints and sends an applicant flow log from its recruitment file to the department chair/director for completion. The department chair/director completes the applicant flow log filling in the reasons for selection/non-selection, and sends the completed form to HR.

17. Human Resources makes the offer to the selected candidate and works out a start date.

18. Human Resources notifies the supervisor of the start date.

19. Once the offer is accepted, Human Resources sends non-selection letters to candidates interviewed, but not selected.

20. Selected candidate reports to HR on the first day of employment to complete the necessary paperwork (approx. 1 hour) usually at 8:00 am.

C. Reemployment rights and lists

Classified service employees from Plattsburgh State or any other State agency whose jobs have been abolished or designated for abolishment have significant rights to open positions. An important step in all classified service recruitment/appointments, which must be accomplished by an HR professional employee, is to check with Civil Service to verify that no person exists who has reemployment rights to the job being filled. If there is such a person, she/he must be offered the position.
APPENDIX A. Finalist Travel Arrangements and Reimbursements

Allowable expenses for candidate travel include costs for transportation, lodging, and meals. Expenses for telephone calls, movie rentals, souvenirs, etc. are not payable, nor are any expenses for a traveling companion. All costs for candidate travel are supported by a single account administered through the Accounting Office and not by individual department operating funds.

It is important that candidates understand the need to save all receipts for expenses they incur during the interview trip. The process for reimbursing candidates is exactly the same process used to reimburse faculty/professionals for approved expenses and requires submission of a fully documented travel voucher.

Departments are encouraged to spend the time necessary to assemble candidates’ travel vouchers with the candidates before they leave the campus. In this way, barring any problems, candidates can expect to receive reimbursement within four weeks. If applicants pay for travel/lodging/meals, they will not be reimbursed for the tax. If we make the arrangements, candidates will not have to make up-front payments.

1. Travel Arrangements

   **Flights must be booked through the state-approved travel agency to get reimbursed.**

   It is usually easiest for the candidate to work directly with the state-approved travel agency to work out travel details. When possible, candidate’s tickets should be purchased by Plattsburgh State University using an electronic ticketing process through a purchase requisition and purchase order number.

   **Please allow sufficient lead-time for scheduling campus visits to ensure reasonable airline ticket costs.**

   **All ticket costs exceeding $750 must be brought to the attention of the dean/director for approval before purchase.**

   Arrange for a search committee or department member to meet the candidate at the airport or train station. If the candidate arrives at the Burlington airport, ferry tickets can be obtained ahead of time through the Purchasing Office. Costs incurred by search committee members (e.g., mileage, parking, etc.) are reimbursable. Alternatively, arrangements can be made with Airport Limousine to bring candidates to campus.

   Candidates who drive their own vehicle to campus will be reimbursed for mileage at the standard allowable rate. Candidates who need to rent a car can do so, and they will be reimbursed for that expense. Arrange for a parking permit for the candidate if she/he will be driving to campus and mail it to her/him before the visit. Parking permits are available through University Police.

2. Lodging

   - Arrange hotel accommodations and drive the candidate to the hotel.
Ask the candidate BEFORE arrival if there are any special arrangements that need to be met regarding any particular accommodations, and if there are, refer the candidate to Human Resources to arrange details. Preferably, lodging arrangements will be made for candidates in a manner that will allow the College to be billed directly by the hotel/motel or College Auxiliary Services (if on-campus arrangements are made). Many hotels and motels in the city will do this, but they will need a **Purchase Order Number**, which the search committee can obtain from the Dean’s Office. The mechanism for paying bills received for candidate lodging is the standard **Purchase Requisition**.

Candidates paying for their own lodging will be reimbursed at the standard allowable rate.

- Make a partner/spouse/family member feel welcome, too (although we cannot reimburse expenses for those who are not interviewing for positions on the campus).

3. Meals

Meals should be scheduled as part of the itinerary, although they should not be seen as an opportunity to continue the interview. Do not leave candidates to pay for meals, or to find where to go. Preferably, meal arrangements will allow Plattsburgh State to be billed directly by the restaurant. The College will also pay for allowable meal expenses for search committee members escorting candidates (IF THE CANDIDATE WISHES TO BE ESCORTED). However, since the campus recruitment fund is limited, search committees are asked to be reasonable in incurring these expenses. It is not necessary to have more than 2-3 search committee members escort candidates to each meal. Invite the candidate for lunch with faculty, professional employees and students in the College Center. Attempt to utilize Sodexho facilities first. Lunch in the College Center at Java Jos generally is available, or consider taking candidate to the newly renovated Clinton Dining Hall. Sodexho will bill the recruitment fund directly.

Candidates paying for their meals will be reimbursed at the standard allowable rate. In addition, search committee members escorting candidates to meals can be reimbursed for allowable meal expenses for themselves and for candidates. However, if we use the process of reimbursement with candidates, they will still be responsible for the tax liability.

**Alcoholic beverages will not be paid for or reimbursed by New York State.**

4. Other

- Offer to take the candidate on a tour of the city and area, but do not obligate her/him to do so.

Since allowable expenses incurred by candidates from their origination point are reimbursable, candidates can be reimbursed for mileage or taxi costs, etc., from their home to the airport. Again, receipts will be needed. If a candidate needs to stay overnight in Burlington or Montreal, check with the Purchasing Office to find a hotel or motel that will accept a SUNY Purchase Order Number and have Plattsburgh State billed directly for the expense. Note: Some hotels in Burlington provide shuttle service to and from the airport and train station.
Appendix B. Sample Documents

SAMPLE CANDIDATE ASSESSMENT SHEET

Name: ________________________________ File #: ____________

1. Minimum Qualifications:

   Highest Degree: __________ Year Awarded: ______

   Institution: ____________________________________________________________

   Area of Specialization:

2. Selection Criteria:

   a. Teaching experience. Evidence of effective teaching.


   c. Service contributions.

   d. Other

Recommendation:

   Negative; Reasons:

   Positive: Rank from 1-5 with 1 weakest, 5 the strongest.

   Reasons:
**TEMPLATE: RECRUITMENT PLAN AND TIMELINE**

Paid Advertising. In some cases a full-length ad may be too costly, and the strategy of directing applicants to our website may be employed.

<table>
<thead>
<tr>
<th>Sources</th>
<th>Contact information</th>
<th>Costs</th>
<th>Deadline</th>
</tr>
</thead>
</table>

**Letter Writing.** Secretarial or work-study employees can create mail merge and handle mailings. Review available information and request complete vitae of suitable candidates, make personal contact to invite an application.

**Personal Contacts.** Please keep a record of any personal contact made.

**Disciplinary graduate school departments.** Information can be found in the library in Peterson’s Guide and other sources. Keep a list of institutions contacted.

**Directories:** Get information from Human Resources Associate on available directory listings. Review listings and make a personal contact to invite the application of any qualified candidates. Keep a record of contacts made and responses.

**Listservs:** The Search committee will prepare versions of advertisements for listservs. Keep a record of listservs posted to and any responses.

**Recruitment at Conferences:** Recruitment must be arranged on an individual basis between the dean/director and the search committee.

**EXAMPLE:**

**RECRUITMENT PLAN: COMMUNICATION DISORDERS AND SCIENCE**


2. Job Vacancy Book at the ASHA Placement Center – National Convention in San Francisco in November. (Ad and payment by October 18th for best rates; $65.00.)

3. Other: Send letters to 53 Ph.D. programs, including Howard University, in US and 4 programs in Canada.

4. Advertise position with the National Black Association for Speech-Language and Hearing. (No charge.)

5. Letters to identified individuals from AASCU list and directories: National Minority Faculty Identification Program, Minority and Women Doctoral Directory, and Hispanic Caucus.
<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Person(s) Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week of _____</td>
<td>Search Committee Chair meets with Dean to discuss &amp; review plan</td>
<td>Dept. Chair</td>
</tr>
<tr>
<td></td>
<td>Search Committee, Dept. Chair, Search Committee Chair, &amp; Dean meet with</td>
<td>Scheduled by Search Committee</td>
</tr>
<tr>
<td></td>
<td>Human Resources</td>
<td>Chair</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Ads begin to be placed</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Letters writing campaign begins.</td>
<td>Search Committee and Clerical/</td>
</tr>
<tr>
<td></td>
<td>Mailings under way Networking</td>
<td>All faculty</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Review files and make first cut; identify individuals for telephone</td>
<td>Search Committee</td>
</tr>
<tr>
<td></td>
<td>interviews.</td>
<td></td>
</tr>
<tr>
<td>Week of _____</td>
<td>Memo to Dean regarding initial Screening</td>
<td>Search Committee Chair</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Consultation/approval to proceed</td>
<td>Dean and Search Chair</td>
</tr>
<tr>
<td></td>
<td>Send letters to unqualified individuals</td>
<td>Committee Chair</td>
</tr>
<tr>
<td></td>
<td>Keep HRO, Pres. Office apprised of progress.</td>
<td>Dean</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Conduct phone interviews and review results.</td>
<td>Search Committee</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Memo to Dean regarding next steps and on-campus interviews</td>
<td>Search Committee Chair</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Consultation/approval to proceed</td>
<td>Dean and Search Chair</td>
</tr>
<tr>
<td></td>
<td>Keep HRO, Pres. Office apprised of progress.</td>
<td>Dean</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Arrange and conduct on-campus interviews</td>
<td>Search Committee and Dean/Director</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Complete reference calls</td>
<td>Search Committee</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Memo to Dean re: candidates strengths and weaknesses.</td>
<td>Search Committee Chair</td>
</tr>
<tr>
<td></td>
<td>Dean makes hiring offer</td>
<td>Dean</td>
</tr>
<tr>
<td>Week of _____</td>
<td>Flow-log completed</td>
<td>Search Committee Chair</td>
</tr>
<tr>
<td></td>
<td>Letters to remaining candidates</td>
<td>Search Committee Chair</td>
</tr>
</tbody>
</table>
TELEPHONE INTERVIEW QUESTIONS  SAMPLE: For Faculty Search

Sample #1:

Candidate:                                      Date:  

(It is a good idea to go around the table and introduce the members of the search committee that 
are present to the candidate.)

1. What attracted you to apply for this Assistant Professor position at Plattsburgh State?
2. Tell us about a successful teaching experience you have had.
3. What would be your plans for establishing a research program here at Plattsburgh?
4. How do you feel about teaching classes for non-majors?
5. Do you have any questions for us?

Thank the candidate for their time, and tell them the general timeline for the rest of the search. 
You’ll be in touch with them in the next two weeks.

Sample #2 (from Chemistry)

Candidate:                                      Date:

1. Why have you chosen to pursue a career in a four-year school like Plattsburgh State?
2. With reference to your research plan, is this plan flexible enough to provide opportunities for 
several student of varying backgrounds and abilities?
3. Would you elaborate on your plans to carry out your research program so that it is a part of the 
educational mission of a school like Plattsburgh State?
4. What equipment and resources are essential to starting your research program?
5. How long would you need for your research program to get on track?
6. How would you handle a student who questions your grading judgement?
7. How would you handle a question in class pertaining to material already covered that you 
think the students should have already grasped and understood?
8. What three courses would you most like to teach? What course of a basic chemistry 
curriculum would you not want to teach?
9. What is the most important concept that needs to be learned by students in a basic ________
(whatever their specialty lies) course?
SAMPLE REFERENCE VERIFICATION FORM

Identify yourself as a member of a search committee at Plattsburgh State University. Describe the position, and that you are calling to get a reference for applicant X. Secure the permission of the reference to proceed.

Applicant’s Name:____________________________  Position:_____________________________

Employer Contacted: _________________________  Telephone #:________________________________

Institution:___________________________________  Title:_________________________________

Dates of employment:_________________________  Position held: _________________________

1. How do you know the candidate; _______________________________________________________

2. How well do you know the candidate; ___________________________________________________

3. Reason why applicant left this job: _____________________________________________________

4. Applicant’s strengths:

5. Areas the applicant needs improvement:

6. Is there any additional information you feel we should know about this candidate?

6. Would you hire this candidate again for the same or a similar position? Why?

7. Are there any other people you could recommend that we contact about this candidate? (Ask for contact information.)

Reference verification conducted by:     Date: