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(Faculty & Staff Positions)

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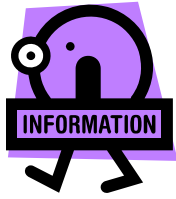
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Please contact either Sue Cypert, Associate Vice President for Human Resources and Special Assistant to the President for Equity Programs (5584) or Karen Butler, Confidential II Secretary (5509) with any questions!

Your comments and suggestions are welcome and needed.

***Office of Equity Programs
Vilas Hall, G-1
(315) 229-5584 or (315) 229-5509***



THE SEARCH PROCESS

Questions?

Call Sue Cypert, Associate Vice President for Human Resources and Special Assistant to the President for Equity Programs at 229-5584.

OVERVIEW

The external environment requires us to have a fair and consistent (non-discriminatory) process for hiring people. We are also committed to affirmative action to advance our goals for diversity.

St. Lawrence University uses a search process that involves search committees, consultation with the Vice President of the division, and the Equity Programs Office re issues of discrimination and affirmative action. The Equity Office develops, monitors, and revises the process in consultation with the President, Senior Staff, and users.

A SEARCH

Why a search committee?

All faculty and exempt* staff positions are filled through the search committee process. The requirement is a university decision. A hiring decision recommended by a search committee is considered superior, in general, to a decision made by a single individual. In addition, the committee approach allows a diversity of opinions to be involved, and a diverse search committee can be more open and welcoming to a diverse applicant pool.

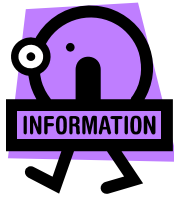
The role of the search committee

The search committee makes a recommendation to the department chair/ director: in some cases the full department is involved. The chairperson/director then makes a request to hire to the Vice President of the division. All hiring decisions are approved by the President: every hiring recommendation must be accepted by the President.

How many/how long?

A search ends when the best candidate is hired or the search is closed. How long it takes varies from one month to 24 months. St. Lawrence University searches may have as few as 7 and as many as 300+ applicants.

****Exempt Employees are excluded from minimum wage, overtime regulations, and other rights and protections afforded to non-exempt workers.***



THE ROLE OF AFFIRMATIVE ACTION/THE SPECIAL ASSISTANT

The Special Assistant to the President for Equity Programs monitors the search process as part of meeting the university's diversity goals.

Affirmative Action requires that we hire new faculty and staff after doing everything possible to recruit as large and as diverse a pool of candidates for each position and that these candidates are evaluated equally and consistently based on the professional qualifications identified in the job ad. The better the pool of candidates in size and diversity the better our chances of meeting our needs, including the need to reflect the world's diversity on our campus.

A crucial component in good recruiting is a good advertising strategy. The Search Chair and the Special Assistant work together on advertising. The EPO subscribes to websites that provide information about self-identified diversity candidates. The search chair will receive information about these diversity candidates for searching and making contact.

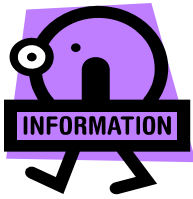
+++ HIRING / PLUS FACTORS: At each decision stage a search committee can use diversity issues as "plus" factors in making a final decision. If candidates are equally qualified an individual's contribution to our diversity goals can and should be considered as a "plus".

THE AA CARD

Each applicant is sent one of these cards (see below) with the letter of acknowledgment. The cards are voluntary and anonymous and are returned directly to the Equity Program Office. They aren't used for the search while it is in progress because the cards often trickle in after the search is over.

However the EPO collates the information for affirmative action records, which can be of use to a department or the university regarding future searches. The last question can be very helpful in planning new searches, as applicants tell us how they found out about the St. Lawrence University position.

CARD



PREPARING FOR THE SEARCH

This step includes the following tasks and is completed with the submission of the ***"Request to Search for Faculty/Staff Positions"*** form.

1. Prepare the job description
2. Prepare job advertisement
3. Select the search committee chairperson and establish the search committee
4. Prepare recruitment plan

PREPARE JOB DESCRIPTION

The job description should:

- a) identify the primary functions of the position
- b) indicate the skills necessary to carry out the primary functions
- c) state what, if any, specialized knowledge is required
- d) identify the required, expected, and/or preferred qualifications for the job.

Preparing a good job description is crucial. Specifications should help to recruit candidates who will be best prepared for the job without unduly eliminating particular groups.

Is experience an acceptable alternative to a certificate or degree? If so, use "or" rather than "and". Should both be required or is one required and one preferred?

What skills, degrees or experience are really needed and what kinds of preparation could make a candidate a good one for the position?

Keep in mind the circumstances of groups you especially want to attract and consider how well the job description invites applications from that group.

PREPARE JOB ADVERTISEMENT

Prepare the advertising copy based on the job description. The Equity Programs Office will handle all internal and external advertising upon confirmation that the search is approved. There can be no advertising or distribution of job descriptions until the ***"Request to Search"*** form is approved.

TURNAROUND: The Equity Programs Office handles 100 or more faculty and exempt searches each year as part of a full set of duties. Search needs are given priority, but turnaround on a form and placing ads with less than 3 days notice may not be possible.

WHO PREPARES THE AD?

The search chair submits a first copy of the ad with the "***Request to Search***" form so that the Vice President can respond to it.

The ad must be sent to the Special Assistant by email as an attached file. The Equity Programs Office (EPO) adds standard Affirmative Action (AA) and St. Lawrence University information. The Special Assistant and the Search Chair prepare the final copy via phone and email contact. The final version must be used for ***ALL*** postings or publications.

It is very important that all notices of the position and its terms be exactly alike. The difference between an "and" and an "or" can end up in court. The EPO with the Search Chair prepares the final copy for ***all*** job ads.

The EPO will add the uniform AA/EOE statement and SLU descriptor.

WHO DOES WHAT WITH THE AD?

The Special Assistant and the Search Chair decide on the print and internet venues for the ad. The EPO does most of the submitting and handles any payments. The Search Chair is welcome to post the ad to as many internet options as possible.

ALWAYS DONE BY EPO:

1. Full ad is posted to the SLU web page *Job Postings* which is linked to the Associated Colleges and local college websites
2. Posted on Human Resources bulletin board outside Vilas G6

ADS IN PRINT:

Each ad can be published in ***two*** publications — one run each. Additional venues/additional runs can be done but are paid for by the department.

All open positions will be included in block ads when possible [inclusion in a block ad does not count as one of the two published ads]. Block ads are prepared periodically by the EPO to be used in The Chronicle of Higher Education, Black Issues, Women in Higher Education, and Hispanic Outlook.

Local ads are placed in the St. Lawrence County Newspapers (St. Lawrence Plaindealer, Courier-Observer, Ogdensburg Journal/Advance, Rural News) and North Country This Week, sometimes in the shortened version or in block ads, Sunday editions when available.

Regional ads There are many regional (Watertown, Syracuse, Burlington, Albany, Rochester, Plattsburgh) options. The chairperson of the search committee and the Special Assistant will discuss the best options for placing the ad. The regional papers are often the most expensive venue.

WHAT ABOUT APPLICATION DEADLINES?

An application deadline can be useful, but it can also be limiting. If an application arrives *AFTER* the deadline it can *NOT* be considered. Most SLU search committees have moved to a statement of “*review begins...*” so that no one needs to be rejected based on a date.

Sample statements:

The deadline for receipt of completed application materials is February 1, 2006. Applications received after this deadline may be reviewed beginning March 1, 2006, but only in the event that the position has not already been filled – Or Completed applications should be received by _____, 2006. Applications received after this date will be reviewed as needed.

But how does the committee handle applications that come in after the review begins?

When we have a job posting without a deadline there is the benefit of finding someone late in the game who is just perfect. However, it also creates a new task for the search committee. When there is a deadline the applications that come in after the deadline can simply be told (*sorry, you were late*). Without the deadline you can't reject an applicant for being late. You have to have a process for evaluating all applications, regardless of the date any application came in.

A search committee can begin to review applications on the date specified in the ad. The committee then should decide on a process to apply consistently to the second batch of applications. The committee doesn't have to stop its process for every newly arrived application. You **DO** need a process to screen the new applications and you need to apply that process consistently to all applications in that group.

Most committees do this: after the initial stack has been screened and the search committee is reviewing the initial group of applications the committee designates one person - usually the chair - to screen, in a consistent manner, all applications that come in after the “review begins” date. The criteria being used in the second screening should be consistent with the first screening. The major difference is probably that this screening is being done by one person, whereas the first screening may have been done by a sub-committee or the entire committee. That's okay—the applications ended up in two batches due to timing, but the process being used to decide who moves forward and who doesn't is as similar as possible - criteria are similar, process for each batch is consistent.

This allows every applicant to get a fair shot at being considered, and it allows the Search Chair to bring forward an applicant who looks good at any point in the search.

In summary, an applicant can not be rejected based on a date, on being “late”.

The best way to evaluate any process you use in a search is the "That's not fair" method, which is as follows: Imagine yourself as a candidate for the search. You hear that something was done in such and such manner. If you can imagine yourself saying "That's not fair", thinking as a candidate, than that is a sign that perhaps the committee has to reconsider the process being used.

SELECT THE SEARCH COMMITTEE

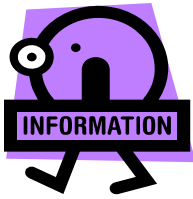
Membership on the search committee must include representation of both genders and if practical, represent racial and ethnic diversity. The search committee should also include at least one faculty member from another department or program and a student.

Select a search committee chairperson to centralize the administrative responsibility for each search. While clerical duties can be assigned to a secretary (**see *Keeping Records/Clerical Responsibilities, Page 12***) the search committee chair must supervise the work closely. Secretaries cannot be placed in the position of handling reference checks or speaking for the committee.

The Special Assistant for Equity Programs should meet with the search committee to discuss appropriate search processes and procedures. Call the Office of Equity Programs to schedule this meeting.

OVERALL - BASIC RESPONSIBILITIES Of a Search Committee

- *hire the best person for the position
- *follow the recommended procedure including affirmative action concerns and diversity goals
- *maintain accurate and up to date records on all applicants
- *file forms and documents as described



PREPARING THE RECRUITMENT PLAN

THE APPLICANT POOL - SLU searches have taken 1 to 24 months with 3 to 500 applicants.

Every search wants to hire the best person, and so the search committee wants the number of applicants that makes that possible. What that number is depends on every search.

BEFORE you start your search create a **RECRUITMENT PLAN**.

Past experience: has our department done a search like this in the last three years? What can be learned from that regarding the number of applicants, how to recruit applicants! Interview past search committee chairs/department chairs.

Equity Office Records

The EPO keeps the records of all searches. We have information on recruitment from past searches. In particular we ask applicants to send us the AA card (***see Page 2***). The information we gather re ***Where did you hear about the position?*** can be very helpful in deciding how to recruit applicants. Call the EPO for this information.

INCREASING the number of applicants can be critical to making a good decision, and it often means ***recruiting***, which is done by the search committee. Include the following in your recruitment plan, if your applicant numbers are expected to be, or turn out to be, low.

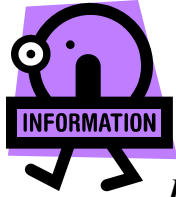
Phone calls or ***emails*** to colleagues at other institutions

Contacts at conferences

Letters, emails, or phone calls to graduate programs in the specialty being recruited

Letters, emails, or phone calls to individuals listed on diversity websites

[The EPO subscribes to a number of websites that list basic information about potential candidates. The EPO will send you the info – and ask us if you need more!]



SOME BASIC SEARCH TERMINOLOGY

REGULAR SEARCH [Three Forms–Request to Search, Request to Interview, Request to Hire]

A regular search follows the procedure described in this packet with optimum advertising and a generous time frame. The hire that results is for the start date as planned in the original ad.

A regular search is required to fill all full time positions. If a position is less than a full time position the decision on whether or not a search is required is made by the Vice President in consultation with the Department Chair and the Equity Office. A regular search is not required for a part-time position.

EMERGENCY APPOINTMENT [One Form-Request for Emergency Appointment]

When a faculty or staff position must be filled as fast as possible and/or is best filled with an individual who can be identified without any advertising, an emergency appointment can be requested. The individual is hired for up to 12 months for that position. A regular search must be conducted to fill the position permanently. The person on the emergency appointment may be an internal candidate in the regular search.

Emergency appointments are usually made when a sudden resignation does not allow enough time to do a search. Sometimes an appointment is being made for a position on soft money so the emergency appointment route makes sense.

Usually we do no advertising to find an individual for an emergency appointment. If a position needs to be filled quickly, but we don't have a person to fill the position, we usually have to proceed with an expedited search (*see below*). The benefits for an individual on emergency hire status are less than the benefits for a person on regular appointment (*see Page 14*). *This route should be used only as necessary.*

EXPEDITED SEARCH [Same as Regular Search-see above]

When a position needs to be filled quickly, such as replacing a faculty member over the summer due to an unanticipated resignation, the Equity Office* can work with the department to process an expedited search. The regular search process forms are used but we compress the time frame as much as possible. We might limit advertising, using only local advertisements and seeking nominations from graduate departments. The department chairperson will probably also serve as search chairperson with a smaller search committee (often involving those who are available over the summer) and interviewing candidates as they become available, and hiring the first one who fits our needs. The resulting hire is a regular hire, not an emergency appointment.

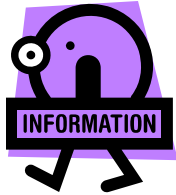
*With approval of the Vice President.

OPEN SEARCH

A search that has been approved and that has not yet resulted in a hire is open. The Equity Office considers a search open until we have received our copy of the candidate's signed and returned appointment letter. The job ad is removed from the Job Posting list on our website (*which the Equity Office maintains*) when the "***Request to Hire***" form has arrived at the EPO. *The job ad can be removed sooner if a search chairperson requests that we remove it.*
Send Sue Cypert an e-mail to make that request.

CLOSED SEARCH (also called Failed Search)

A search that has been discontinued before resulting in a hire is a closed search. Searches are closed by the Vice President of the area in consultation with the chairperson of the search committee and the Special Assistant.



CITIZENSHIP OR NATIONALITY INFORMATION POLICIES: IMMIGRATION SERVICES FOR EMPLOYEES

INTERVIEWING/HIRING A FOREIGN NATIONAL

Your search must give fair consideration to all applicants. Do not take a person's citizenship or nationality into consideration when reviewing applicants' credentials. This is in keeping with the university's goals, and the laws on discrimination, which prohibit discrimination based on national origin.

Hiring someone from another country may require that the university take special steps with the ***BUREAU OF CITIZENSHIP AND IMMIGRATION SERVICES***. The specifics often depend on the kind of position and the country involved. If you will be interviewing someone who is not a U.S. citizen, you should call ***COLLEEN MANLEY, ASSOCIATE DIRECTOR OF HUMAN RESOURCES, 5988***, for more information.

When interviewing a candidate you can ask: ***If offered this position do you have the legal status to take the job and to be in Canton as of [fall / spring / month] to begin?*** With that question you aren't asking about national origin, just employment eligibility.

If immigration work is necessary we need as much lead time as possible. ***Approval can take at least six months after the person is hired. That's important.*** The government clock starts with the date the offer was made **not** the date the job begins.

POLICIES: IMMIGRATION SERVICES FOR EMPLOYEES

FOR STAFF

Staff hires below the director or head coach level St. Lawrence University will pay ***ONLY*** for visa services for TN visas [or J if applicable]. All other legal services, filing fees, or other costs will be the responsibility of the person who is hired.

Staff hires at or above the director or head coach level St. Lawrence University will provide up to \$3,000 for services to obtain/retain a visa for the employee [this funding is not for immigration work for dependents, only the employee]. If an individual's costs exceed \$3,000 SLU will continue to assist the employee but will bill the employee for legal services, filing fees, etc., as appropriate, unless extended funding is approved by the President.

St. Lawrence University will not fund immigration work to obtain "green cards" for staff [except with Presidential approval].

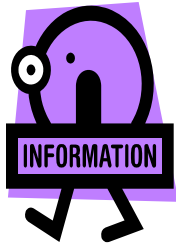
FOR FACULTY

Visiting faculty hires: St. Lawrence University will pay ONLY for visa services for J or TN visas. All other legal services, filing fees, or other costs will be the responsibility of the person who is hired.

Tenure track faculty hires: St. Lawrence University will provide up to \$3,000 for immigration work [visas and "green cards"] for the employee [this funding is not for immigration work for dependents, only the employee]. If an individual's costs exceed \$3,000 SLU will continue to assist the employee but will bill the employee for legal services, filing fees, etc., as appropriate.

LOANS AVAILABLE

St. Lawrence University has established a program for low-interest loans to assist employees in covering the cost of immigration work. For information employees should contact the Human Resources or Business Office.



KEEPING RECORDS / CLERICAL RESPONSIBILITIES

Information for both the Search Chairperson and the Secretary

Use a date stamp to mark all incoming correspondence from candidates. Keep a file of all correspondence on all applicants for three years.

The search committee must be able to show exactly what was sent to each applicant at exactly what date and to what address. An individual paper copy of each piece of correspondence must be filed in the folder for each candidate.

Do not depend on computer disk copies. Do not use one copy of the basic letter with a list of who got the letters. A photocopy of each dated, addressed, and signed letter must be filed in each applicant's file. This procedure ensures that each applicant receives notification of the status of her/his application and that **we can demonstrate exactly what was written and sent to each candidate exactly when.**

St. Lawrence University must be able to produce a copy of exactly what was communicated to each applicant - **WITH** date and address, **WITH SIGNATURE**, for each piece of communication.

The search committee must acknowledge receipt of each applicant's letter and vita or résumé. It is important that we correspond as promptly as possible with candidates as the search proceeds.

Sample letters are included in this packet - call anytime for further assistance.

When you write to an applicant to acknowledge receipt of an application ***send the "Affirmative Action/EEO response card"*** with it. The Equity Programs Office must compile data on each search as the cards are returned. Equity Programs will provide labels for the cards: **please** call for assistance!

Keep full and thorough records of the search process. Keep a log of committee activities, e.g., *11/10/05 - selected top half of applicants*, etc. Do not write on candidates' resumes or letters: write "file memos" for your notes on the selection process. Any notes taken should be job related. Selection should not be based on non-job characteristics or job requirements that are not reasonably connected to the job as advertised.

Do **not** write on the originals of any items in a candidate's file, especially the candidate's letter, vita or other application items.

Records on every search must be kept by the department for **three years.**

Search records can be seen by members of the search committee and others as determined by the search chairs. Search records are not open records, they are not public documents, and they must be kept as confidential material.

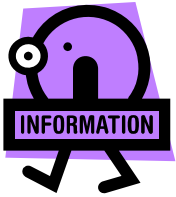
The President, Vice President/Dean/Associate Dean of the Division, Department Chair/Administrative Head and the Equity Office have access to search records, no one else.

Note on costs: if costs for copying, telephone use, etc. can be documented, you can submit a request for reimbursement for those costs to the Office of the Academic Dean / Equity Programs.

Please contact us if you have questions.

HR/Equity Programs Office: Vilas G-1. Phone: 229-5584 or 5509. Fax: 229-7431
E-mail: Sue Cypert (scypert@stlawu.edu) or Karen Butler (kbutler@stlawu.edu)

For Faculty Positions
Office of Academic Dean: Vilas 103. Phone: 229-5998. Fax: 229-7416



**SUMMARY LIST OF BENEFIT PROGRAMS FOR FACULTY & EXEMPT STAFF
AS OF JANUARY 1, 2005**

	FULL-TIME REGULAR Appointments	FULL-TIME TEMPORARY Appointments (at least 1 year)	PART-TIME Appointments
Bookstore Discount/Charging Privileges	Yes	Yes	Yes
Business Travel Accident Insurance	Yes	Yes	No
Dental Insurance	Yes	Yes	No
Disability Pay (<i>Short and Intermediate term</i>)	Yes	Yes	Yes
Disability Insurance (<i>Long Term</i>)	Deferred <i>one year</i>	No	No
Employee Assistance Program (EAP)	Yes	Yes	Yes
Flexible Benefits Plan	Yes	Yes	No
Health Insurance	Yes	Yes	No
Housing Loans	Yes	No	No
Identification Cards (<i>& courtesy card for spouse</i>)	Yes	Yes	Yes
Life Insurance	Yes	Yes	No
Moving Expense Reimbursement	Yes	Yes	No
Social Security	Yes	Yes	Yes
TIAA-CREF Retirement Plan	Deferred <i>one year</i>	Deferred <i>one year</i>	No
TIAA-CREF Tax-Deferred Annuity Plan	Yes	Yes	Yes
Tuition Assistance: (Dependent children matriculated full-time enrollees)	Yes	No	No
Tuition-Free Courses at SLU: (Including Spouse & Dependent children): 1 course per semester and 1 course each summer session	Yes	Yes	No
Tuition Remission at SLU: (Dependent children: matriculated full-time enrollees)	Yes	No	No
Workers' Compensation:	Yes	Yes	Yes

**"REQUEST TO SEARCH"
FOR FACULTY/EXEMPT STAFF POSITIONS**

***TO BEGIN A SEARCH, COMPLETE THIS FORM AND SUBMIT IT TO YOUR VICE PRESIDENT/DEAN
ATTACH POSITION DESCRIPTION AD***

Department/Administrative Division: _____

Title of position: _____

Type of appointment

• **Exempt Staff:** 12 month 10 month Other: _____

• **Faculty:** Tenure track Visiting Academic Concentration: _____

Full-Time Regular Full-Time Temporary Part-Time Explain: _____

Date duties begin: _____ Salary range: _____

Reason for search: Replacement * New position Other: _____

**If replacement position, indicate: Retirement Resignation Sabbatical leave
 Personal leave Professional leave of absence Termination Other: _____*

This is a replacement for which individual: _____

SEARCH COMMITTEE:

Search Chairperson: _____ Phone: _____

(The committee must include representation of both genders and if practical, ethnic and racial diversity, and student membership.)

Department Members: _____

Member(s) from other departments: _____

Student(s): _____

Search Committee meeting with special assistant is scheduled for: _____

ADVERTISING:

Prepare the ad copy based on the job description and search committee input. ***(Please send a copy of the advertisement to Sue Cypert and Karen Butler as an attached file via e-mail).*** The Equity Programs Office will handle all internal and external advertising upon confirmation that the search is authorized and that the search meets our diversity guidelines. There can be no advertising or distribution of job descriptions until the "***Request to Search***" form is approved.

The Search Chair and the Special Assistant will discuss mailings and work out who will be able to do what part of the project.

For more information about advertising see ***Preparing for the Search - Pages 3 – 6*** of the search packet.

RECRUITMENT PLAN:

The search chair/committee will recruit applicants by: *(decide plans for print ads, internet use, contacts with other departments/universities, conferences, etc. Note for AA efforts in particular.)*

PRINT ADS (EPO PAYS FOR TWO (2)): _____

INTERNET: _____

CONTACTS WITH COLLEAGUES VIA: _____

CONFERENCES: _____

OTHER: _____

(SEARCH CHAIR) (PHONE NUMBER) (DATE)

SIGNATURES: *Please obtain the following signatures in the order designated.*

Administrative or Department Head: _____
(Signature) (Date)

Vice President: _____
(Signature) (Date)

Budget Officer: _____
(Signature) (Date)

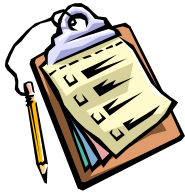
President: _____
(Signature) (Date)

Special Assistant for Equity Programs: _____
(Signature) (Date)

Original form will be retained by Equity Programs Office and copies sent to:

- | | |
|---|--|
| <input type="checkbox"/> President's Office | <input type="checkbox"/> Human Resources |
| <input type="checkbox"/> Vice President | <input type="checkbox"/> Budget Officer |
| <input type="checkbox"/> Department Head | |
| <input type="checkbox"/> Search Chairperson | |

Date: _____



SEARCH COMMITTEE CHECK LIST FOR FACULTY POSITIONS

Questions on the Search Process for

FACULTY can be directed to the Associate Dean for Faculty Affairs at 5998 or the Special Assistant for Equity Programs at 5584 or 5509

GETTING APPROVAL

_____ Before beginning a search the ***position or replacement must be approved*** by the Dean of Academic Affairs. All requests should include the following:

- ✓ ***Rationale***
- ✓ ***Job Description:*** Identify the primary functions of the position; indicate skills necessary to carry out the primary functions; and state what, if any, specialized knowledge is required.
- ✓ ***Other*** supporting documents

STARTING THE SEARCH

_____ To begin the process pick up a packet of materials for searches from the Equity Programs Office (EPO), Vilas Hall G-1 or from the HR website. **PLEASE READ THE INFORMATION IN THE SEARCH PACKET.**

_____ Arrange to have the Special Assistant provide a training session for the Search Committee.

_____ The "***Request to Search***" form must be signed by the Academic Dean, the Budget Officer, President, and the Special Assistant. Include with the form the

- ✓ ***Advertisement:*** The advertisement will be ***reviewed by*** the Dean and the Special Assistant. The ad will be ***handled by*** the EPO (which will add uniform statements about St. Lawrence University).

*****PLEASE E-MAIL YOUR AD***** as well as information regarding ad placement in specified publications [deadline dates, email address, Internet site, etc.] to Karen Butler, Equity Programs as she places all ads.

The EPO will notify the search chair when the search and the ad have been approved.

RECEIVING APPLICATIONS

_____ Keep a file of all correspondence on all applicants for ***three years***. You may send out form letters, but place a dated and signed copy of each letter you send (with each applicant's personal address) in each applicant's file. Acknowledge receipt of each applicant's letter and vita/resume and include ***AA/EEO response card*** via a dated and signed letter.

INTERVIEWING

_____ The **"Request to Interview"** form is to be sent to the **Dean with a copy of the resume of each candidate to be interviewed.** The Dean's office will forward the form to the EPO, which will notify the search chair to proceed with scheduling interviews. Please note that candidates should not be interviewed simply because they are local or on campus.

_____ Candidates can be scheduled for interviews **after** the **"Request to Interview"** form has been approved. Whenever possible, candidates' visits to the University should include a Saturday night stay.

- ✓ All **tenure track** candidates must be interviewed by the President, the Dean, and the Associate Dean.
- ✓ For **one year appointments** candidates interview with the Associate Dean; if Associate Dean is unavailable the candidate may interview with the Dean.

Note: Please check availability of all interviewers before scheduling interviews. All travel arrangements can be (but this is not required) secured through Travel Unlimited. (*Please refer to the "Interviewing Expense Guidelines"*)

HIRING

_____ Submit the **"Request to Hire"** form to the Dean for approval plus additional necessary signatures. **An offer may be made only after the "Request to Hire" form has been completed with all appropriate signatures. Generally the Dean makes the phone offer for tenure track hires. The search chair makes the phone offer for visiting position hires. Exceptions to this procedure is as approved by the Dean.** The EPO will contact you when the request has been approved. The President's Office will send the appointment letter.

_____ If the offer is refused, a new **"Request to Hire"** form must be sent to the Dean with a completed **"Refusal of Offer"** form.

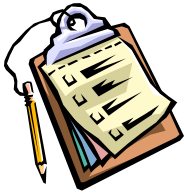
_____ All **reimbursements** for recruiting expenses are made through the Associate Dean's Office.

RELOCATION

_____ Please refer to the **"Relocation (Moving) Expenses & Travel Guidelines"** form. All reimbursements for relocation expenses are made through the Associate Dean's Office.

_____ Associated Colleges of the St. Lawrence Valley has an agreement for moving and relocation assistance with United Van Lines. For more information please refer to **"Relocation info from Associated Colleges"** in **STEP 3: HIRING.**

**Comments/suggestions about the search process are welcome
Call or email the Special Assistant for Equity Programs (5509/5584)**



SEARCH COMMITTEE CHECK LIST FOR EXEMPT STAFF POSITIONS

Questions on the Search Process for

EXEMPT STAFF can be directed to Special Assistant for Equity Programs at 5584 or 5509.

GETTING APPROVAL

_____ Before beginning a search the ***position or replacement must be approved*** by your Vice President/Dean.

STARTING THE SEARCH

_____ To begin the process pick up a packet of materials for searches from the Equity Programs Office (EPO), Vilas Hall G-1 or from the HR website. ***PLEASE READ THE INFORMATION IN THE SEARCH PACKET.***

_____ Arrange to have the Special Assistant provide a training session for the Search Committee.

_____ The ***"Request to Search"*** form must be signed by the Vice President/Dean, the Budget Officer, President, and the Special Assistant. Include with the form the

- ✓ ***Advertisement:*** The advertisement will be ***reviewed by*** your Vice President/Dean and the Special Assistant. The ad will be ***handled by*** the EPO (which will add uniform statements about St. Lawrence University).

*****PLEASE E-MAIL YOUR AD*****as well as information regarding ad placement in specified publications [deadline dates, email address, Internet site, etc.] to Karen Butler, Equity Programs as she places all ads.

The EPO will notify the search chair when the search and the ad have been approved.

RECEIVING APPLICATIONS

_____ Keep a file of all correspondence on all applicants for ***three years***. You may send out form letters, but place a dated and signed copy of each letter you send (with each applicant's personal address) in each applicant's file. Acknowledge receipt of each applicant's letter and vita/resume and include ***AA/EEO response card*** via a dated and signed letter.

INTERVIEWING

_____ The ***"Request to Interview"*** form is to be sent to the ***Vice President/Dean with a copy of the resume of each candidate to be interviewed.*** Your Vice President/Dean will forward the form to the EPO, which will notify the search chair to proceed with scheduling interviews. Please note that candidates should not be interviewed simply because they are local or on campus.

_____ Candidates can be scheduled for interviews *after* the "**Request to Interview**" form has been approved. Whenever possible candidates' visits to the University should include a Saturday night stay. The interview schedule will be approved by your Vice President/Dean and may include an interview with the President. All travel arrangements must be secured through Travel Unlimited. (*Please refer to the "Interviewing Expense Guidelines"*)

HIRING

_____ Submit the "**Request to Hire**" form to your Vice President/Dean, that office will secure additional necessary signatures. *An offer may be made only after the "Request to Hire" form has been completed with all appropriate signatures.* Your Vice President/Dean or the EPO will call you when the request has been approved. The President's Office will send the appointment letter.

_____ If the offer is refused, a new "**Request to Hire**" form must be sent to your Vice President/Dean with a completed "**Refusal of Offer**" form.

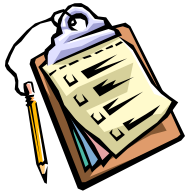
_____ All *reimbursements* for recruiting expenses are made through the Equity Programs Office.

RELOCATION

_____ Please refer to the "**Relocation (Moving) Expenses & Travel Guidelines**" form. All reimbursements for relocation expenses are made through the Associate Dean's Office.

_____ Associated Colleges of the St. Lawrence Valley has an agreement for moving and relocation assistance with United Van Lines. For more information please refer to *Relocation info from Associated Colleges*" in **STEP 3: HIRING**

*Comments/suggestions about the search process are welcome
Call or email the Special Assistant for Equity Programs (5509/5584)*



**SAMPLE
ACKNOWLEDGEMENT OF APPLICATION LETTER**

[Date]

[Name]
[Title – if applicable]
[Street Address]
[City, State, Zip Code]

Dear [Name],

Thank you for your application for the position of [title] in [department] at St. Lawrence University.

The Search Committee will be reviewing materials and will make decisions about campus visits and interviews. We will notify you of changes in the status of your application as the search committee proceeds.

Please complete and return the enclosed Affirmative Action/EEO response card and note the general information on the back of this letter.

I have included [**Search chair: you may choose to include written material here about your department, SLU, or the community. This can help in building interest in your position.**] to familiarize you with our community and university. We invite you to learn more about St. Lawrence University by visiting our website at <http://www.stlawu.edu/>

Thank you, again, for your application. We appreciate your interest in St. Lawrence University.

Sincerely,

[Chairperson Name]
[Title/Department]

XXX/xxx

Enclosure

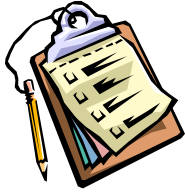
GENERAL INFORMATION FOR ALL APPLICANTS

The St. Lawrence University policy on immigration services for employees is available on the St. Lawrence University website at <http://www.stlawu.edu/resources/visasimmigration.htm>

Search committees will check references for applicants. The committee chairperson or designated member may contact any previous employers or members of pertinent academic departments for a candidate: these contacts may ***not*** be restricted to those you have listed. If there is anyone in your academic or employment record you ***do not*** want to have contacted please inform the chairperson of the search committee for the position for which you have applied, who, while not bound to honor your request, will do so as is possible and practical.

It is the university's understanding that all written or verbal representations regarding your background, experience, and preparation for the position are true and accurate to the best of your knowledge. The university in its selection process will rely upon these representations. If you are hired by the university any misrepresentation provided to the university in the search process could be grounds for termination.

All appointments for positions at the university can be made solely by the President and are made in writing. Information that is shared with you in meetings, interviews, or by phone, is not definitive until confirmed in writing, by the President.



***SAMPLE
SOLICIT NOMINATIONS LETTER***

[Date]

[Name]

[Title – if applicable]

[Street Address]

[City, State, Zip Code]

Dear [Name],

St. Lawrence University is searching for a tenure track position in Library Science. This person joins an established department of eight members offering both a major and minor in library science.

You have been suggested to us as *(one who may know suitable candidates)* or *(as someone who may be interested in being considered.)*

Evaluation of candidates will begin **(Date)**. A position description is enclosed and further information is available at the St. Lawrence University website:

<http://www.stlawu.edu/resources/job.html>

Please reply to:

Search Committee: Library Science
XX XXXX University
Town Hall
Twin Cities, NY 16772

Thank you for your help.

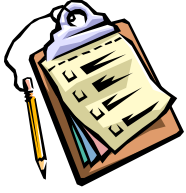
Sincerely,

[Chairperson Name]

[Title/Department]

XXX/xxx

Enclosure: Position Description



***SAMPLE
INVITATION TO APPLY LETTER***

[Date]

[Name]

[Title – if applicable]

[Street Address]

[City, State, Zip Code]

Dear [Name],

St. Lawrence University is searching for a Director of the Medical School who will be one of the senior administrative officers of the College. This person will report directly to the Dean of the College and be responsible for all departments in the medical school.

We are contacting you to request that you consider applying for this position. St. Lawrence University, chartered in 1856, is an independent, private, non-denominational university whose mission is to provide an inspiring and demanding undergraduate education in the liberal arts to students selected for their seriousness of purpose and intellectual promise.

If you would like more information about the position or about St. Lawrence please contact [Name] or see the SLU website <http://www.stlawu.edu/>. If you decide to apply, please send your materials to the search committee as listed below. A position description is enclosed.

Thank you for considering St. Lawrence University.

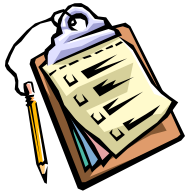
Sincerely,

[Chairperson Name]

[Title/Department]

XXX/xxx

Enclosure: Position Description



APPLICANT INFORMATION PACKET

This is information, based on the experience of departments around campus, the search chair may want to include in the "*Acknowledgement of Application Letter*," "*Solicit Nomination Letter*", or "*Invitation to Apply Letter*."

*Applicants tell us they like **St. Lawrence University** the more they hear from us and learn about us so we need to provide information as early as possible.*

Cover sheet with relevant web address (see sample list below)
Current St. Lawrence University catalog
Department newsletter(s) or descriptive information
Honor Society information
Summary of Exempt Benefits (see Page 14)
General brochure(s) about SLU as prepared by Admissions Office

Sample List of Web Addresses

St. Lawrence University

<http://www.stlawu.edu>

Associated Colleges of the St. Lawrence Valley

<Http://www.associatedcolleges.org/>

Canton Chamber of Commerce

<http://www.cantoncc@northnet.org/>

St. Lawrence County Chamber of Commerce

<http://northcountryguide.com/>

**"REQUEST TO INTERVIEW"
FOR FACULTY/EXEMPT STAFF POSITIONS**

CANDIDATES MAY NOT BE INVITED FOR INTERVIEWS UNTIL THIS FORM HAS BEEN APPROVED.

Department/Administrative Division: _____

Title of position: _____

Type of appointment

• **Exempt Staff:** 12 month 10 month Other: _____

• **Faculty:** Tenure track Visiting Academic Concentration: _____

Full-Time Regular Full-Time Temporary Part-Time Explain: _____

Date duties begin: _____ Salary range: _____

Reason for search: Replacement * New position Other: _____

**If replacement position, indicate: Retirement Resignation Sabbatical leave
 Personal leave Professional leave of absence Termination Other: _____*

This is a replacement for which individual: _____

Number of completed applications:

Male _____ Female _____ Unidentified _____ Total: _____

The Search Committee requests that the following individuals be interviewed for this position.

Three on-campus interviews per **TENURE TRACK SEARCH**. Two on-campus interviews per **EXEMPT STAFF SEARCH**. More can be approved when it is cost effective or the first interviews are unsuccessful. Repeat interviews will be paid for by the department. For **ONE YEAR POSITIONS** candidates will be invited one at a time; if the first candidate is acceptable no further interviews are approved.

(SEARCH CHAIR'S SIGNATURE)
(Indicating consensus of committee)

(PHONE NUMBER)

(DATE)

Candidate Name

1. _____

2. _____

3. (For tenure track) _____

Alternate: _____

Alternate: _____

Comments on gender breakdown and diversity of pool and candidates selected for interview:

ATTACH RESUMES OF THE CANDIDATES TO THIS FORM FOR USE BY YOUR VICE PRESIDENT

Approved by Vice President: _____ Date: _____
(Signature)

Vice President's comments: _____

Special Assistant for Equity Programs: _____ Date: _____
(Signature)

Original form will be retained by Equity Programs Office and copies sent to:

- | | |
|---|--|
| <input type="checkbox"/> President's Office | <input type="checkbox"/> Department Head |
| <input type="checkbox"/> Vice President | <input type="checkbox"/> Travel Unlimited |
| <input type="checkbox"/> Search Chairperson | <input type="checkbox"/> Best Western University Inn |

Date: _____



SELECTING, INTERVIEWING & REFERENCE CHECKING CANDIDATES


SELECTING

Before - please - BEFORE - candidates are contacted about on-campus interviews you must have the "Request to Interview" form approved.

In selecting candidates to interview the search committee should use one system so that selections are consistent. Some committees use a point scoring system. If you keep notes during this process use a file memo: **DO NOT** write on the candidate's materials.

Special note of caution! At all times during this process, take care to select qualified applicants on the basis of the professional characteristics and background **as described in the job advertisement.**

AVOID EXTRANEOUS OR PERSONAL variables (ethnicity, gender, marital status, urban or rural background, assumptions about the person's likes or dislikes, spousal needs or reactions).

 ***Time is the uninvited member of every search committee. Be prepared to limit the influence of time pressure on committee decisions. Hiring someone is a long term commitment. Talk back to time.***

Telephone calls, reference checks, conference interviews, etc., do not "count" as official interviews. A search committee can and should take advantage of as much of this kind of screening as possible. The rules on fairness still apply, as in what to ask/not ask. But no forms are required during this phase. The search committee is free to proceed as it wants. (If there are costs involved, as for attending a conference, permission will be needed from the appropriate Vice President's office.)

First Sort: You may choose to separate applications into four groups: (see "Initial Evaluation Form")

- A) Applicants who are unqualified and will receive no further review;
- B) Applicants who possess only minimum qualifications;
- C) Applicants who possess both the minimum qualifications and additional qualifications or experience related to the job description;
- D) Applicants who possess the maximum qualifications and much more.

Second Sort:

- A) Re-examine applicants in groups B & C.
- B) What special qualifications contribute to each candidate's ability to fulfill or exceed the requirements of the position description?
- C) Letters of recommendation, telephone interviews of candidates, and reference checks can now be used for further information.

Third Sort:

A) Separate candidates from groups B & C into best and next-best groups. Add group D to the best of groups B & C.

SCHEDULING

For candidates who must be interviewed by President Sullivan check with his office first to find out when he is available.

Faculty Positions: All candidates being interviewed (on campus) for *tenure track* positions need to meet with:

Dr. Sullivan for 1/2 hour
Dr. Lehr for 1/2 hour
Dr. Schonberg for 15 minutes

All candidates being interviewed (on campus) for *visiting* positions need to meet with:
Dr. Schonberg for 1/2 hour; if Dr. Schonberg is unavailable, Dr. Lehr will meet with the candidate)

Exempt Staff Positions: Your Vice President will discuss with you the interviews that are required, including whether or not President Sullivan must interview your candidate.

Complete a "Candidate Refusal of Interview" form for all candidates who turn down an interview. File a copy in the candidate's file and send the original to Equity Programs Office.

INTERVIEWING

It is recommended that you use the same interviewers and schedule and ask the same questions as closely as possible for all candidates who are brought to campus. Please refer to the *Legal and Illegal Questions in Personal Interviews* sheet.

See the *"Questions for Telephone Interview"* form for advice on interviews by phone.

REFERENCE CHECKING

Reference checking is an important component of the interview process and is used to determine the candidate's ability to perform the job. Please refer to the *"Telephone Reference Check"* form.



SAMPLE INITIAL EVALUATION FORM

This form must be developed using the qualifications in the ad

Candidate Name: _____

QUALIFICATIONS

1. College/University teaching _____

2. Evidence of comprehensive knowledge in _____

3. Ability to effectively work and communicate with students and faculty _____

4. Evidence of research _____

5. Leadership skills _____

6. Computer background _____

7. Relevant experience _____

PRELIMINARY EVALUATION COMMENTS

_____ **EXCELLENT CANDIDATE**

_____ **MINIMUM QUALIFICATIONS**

_____ **STRONG CANDIDATE**

_____ **UNSUITABLE**



LEGAL AND ILLEGAL QUESTIONS IN PERSONAL INTERVIEWS

Legal statutes prohibit employers from asking certain types of questions in personal interviews ***BEFORE*** selecting an employee. The following list provides examples of inquiries that have been ruled lawful and unlawful. [Source: NYS Fair Employment Practice Laws]

<i>It is unlawful to ask <u>ANY</u> questions on the following topics</i>				
RACE OR COLOR	RELIGION OR CREED	NATIONAL ORIGIN	GENDER	MARITAL STATUS
	AGE DISABILITY	ARREST RECORD	BIRTHDATE/PLACE	

TO ASK OR NOT.....WHY?

The key issue regarding what to ask, or not ask, is respect for privacy. You can ask about any professional qualities related to the job, but do not ask about private issues. How old are you? is private, don't ask. How long did you teach xyz? is about the profession, ask away.

SUBJECT	Lawful	Unlawful
A. Address or duration at residence	What is your place of residence? How long have you been a resident of this state [or city]?	What are your personal/family plans? Will your spouse/children like it here?
B. Age	Are you 18 years of age or older? If not, state your age.	How old are you? What is your date of birth? What are the ages of your children, if any?
C. Arrest Record	Have you ever been <u>convicted</u> of a crime? (Give details)	Have you ever been arrested?
D. Birthdate	NONE	To require an applicant to submit a birth certificate, naturalization or baptismal record, or proof of age in the form of birth certificate or baptismal record.
E. Birthplace	NONE	Birthplace of applicant. Birthplace of applicant's parents, spouse or other close relatives.
F. Citizenship	If you are offered this position do you have the legal status to take this job in Canton, New York to begin the job for the date the position is needed?	Of what country are you a citizen? Whether an applicant is naturalized or a native-born citizen; the date when the applicant acquired citizenship. Requirement that applicant produce naturalization papers. Whether applicant's parents or spouse are naturalized or native-born citizens of the United States; the date when such parents or spouse acquired citizenship.
G. Disability*	NONE	Do you have a disability? Have you ever been treated for any of the following diseases. . . . ? Do you have now, or have had, a drug or alcohol problem?

* It is UNLAWFUL to inquire, either directly or indirectly, about an applicant's/employee's disabilities. An employer may inquire only whether a prospective employee can perform specific tasks in a reasonable manner. An employer may not disqualify an applicant/employee because of suspected FUTURE risk to his/her health while performing a specific job.

The above limitations apply equally to questions which may be asked of an employee who applies for or is under consideration for promotion, transfer, upgrading, etc. These limitations also apply equally to questions asked by a prospective employer, either in person, by telephone, in writing or otherwise, of a former employer, with reference to an application or a person under consideration for employment.

SUBJECT	Lawful	Unlawful
H. Driver's License	Do you possess a valid NYS driver's license (if a driver's license is necessary for the position applicant is seeking)?	Requirement that applicant produce a driver's license.
I. Education	Inquiry into applicant's academic, vocational or professional education and the public and private schools attended is allowed.	Questions about year(s) of attendance/ Date(s) of graduation are not allowed.
J. Experience	Inquiry into work experience is allowed.	
K. Language	If the duties of the position applicant is seeking require fluency in a particular language, inquiry may be made into whether applicant speaks or writes that language fluently.	What is your native language? Inquiry into how applicant acquired ability to read, write or speak a foreign language.
L. Marital Status	NONE	Do you wish to be addressed as Miss? Mrs.? Ms.? Are you married? Single? Divorced? Separated? Name or other information about spouse.
M. Military Experience	Inquiry into applicant's military experience in the Armed Forces of the United States or in a State Militia. Inquiry into applicant's service in particular branch of United States Army, Navy, etc. Did you receive a dishonorable discharge?	Inquiry into applicant's military experience other than in the Armed Forces of the United States or in a State Militia. Did you receive a discharge from the military in other than honorable circumstances?
N. Name	Have you ever worked for this company under a different name? Is additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.	Original names of an applicant whose name has been changed by court order or otherwise. Maiden name of a married woman.
O. National Origin	NONE	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse.
P. Race or Color	NONE	Complexion or color of skin. Coloring
Q. Religion/ Creed	NONE	Inquiry into applicant's religious denomination, religious affiliations, parish or church, religious holidays observed. Applicant may not be told "This is a (Catholic, Protestant, Jewish, etc.) organization."
R. Sexual Orientation/ Sex/Gender	NONE	All questions in this area unlawful



SAMPLE
QUESTIONS FOR TELEPHONE INTERVIEW

CANDIDATE TELEPHONE INTERVIEW: *(In a conference call, identify self, composition of committee, conference call set-up, plan of questions.)*

How do you see your career in the next five years? What are your long-term goals? _____

What achievements to date are you particularly proud of? _____

Would you give us four adjectives that describe yourself? _____

Can you give us a couple of specific examples of how you dealt with a (student), (parent), (employee), (customer) related problem? _____

How have you managed to combine teaching and research? _____

What do you consider to be your greatest strengths? Weaknesses? _____

What do you feel are your primary strengths as a teacher? How would you characterize your personal teaching style? _____

Can you tell us about an experience you have had as a teacher which will illustrate your pedagogical qualities? _____

What particularly attracted you to apply for this position? _____

What committees have you served on? _____

What questions do you have of us? _____

Are you available the week of **(Date)** if we were to invite you for a campus interview? _____



**SAMPLE
TELEPHONE REFERENCE CHECK**

CANDIDATE NAME: _____ **DATE:** _____

FORMER EMPLOYER: _____ PHONE: _____

DATE OF EMPLOYMENT: _____ TO _____

POSITION TITLE: _____

DUTIES: _____

How long and in what capacity have you known (*candidate*)? _____

What strengths does/did the candidate demonstrate in performing daily responsibilities? _____

What weaknesses does/did the candidate demonstrate in performing daily responsibilities? _____

What do you regard as (*candidate's*) most significant contribution or achievement in his/her current position? (*Or, if not employed at candidate's current institution... "in his/her position during the period of your professional association with (candidate)."*) _____

In what sort of professional environment or atmosphere would (*candidate*) be most comfortable or potentially productive? _____

What evidence can you provide of *(candidate's)* sensitivity to students/colleagues of diverse backgrounds? Please give any examples you might have. _____

To your knowledge, what interest does *(candidate)* have in multicultural issues? _____

In what capacity or regard will *(candidate)* be most missed should he/she decide to leave *(institution)*? _____

How would you rate this candidate's overall performance? _____

How would you describe the candidate's working relationship with his/her colleagues? _____

Is there anything else you would care to tell us about *(candidate)*? _____

Would you rehire? _____ Yes _____ No. If not, why? _____

Additional Comments: _____

Information received from: _____

Title: _____ Date _____

Received by: _____

(Signature)



**SAMPLE
CANDIDATE EVALUATION SHEET**

Candidate's Name: _____

1. I have personally met the candidate. _____

Basis for evaluation comments:

_____ Open Meeting _____ Small Group _____ Other

2. Please list the apparent strengths of this candidate. _____

3. Please list the apparent weaknesses of this candidate. _____

4. Please describe your overall reaction to the candidate. _____

**PLEASE RETURN THIS EVALUATION SHEET TO A MEMBER OF THE SEARCH COMMITTEE AS SOON AS
POSSIBLE.**



INTERVIEWING EXPENSE GUIDELINES

TRAVEL

Reservations for air travel and car rentals can be arranged through Travel Unlimited (315-386-8525). Travel Unlimited is listed as a resource that can be used, it is not required that you use Travel Unlimited. These reservations will be charged directly to a St. Lawrence University account. If a candidate prefers to make his or her own reservations, he or she can submit receipts for reimbursement to the Office of the Associate Dean for Faculty Affairs, Vilas 103 (for faculty positions) or to the Office of Equity Programs, Vilas G1 (for exempt staff positions).

Airfare may be significantly lower when it includes a Saturday night stay-over. In some cases this savings offsets the additional lodging costs and car rental fee. If travel arrangements are completed with Travel Unlimited, this possibility should be discussed.

If a candidate uses his/her own personal vehicle for travel to and from the interview, travel will be reimbursed by actual mileage at the rate of \$0.55 per mile **OR** actual expenses (**gas and oil**) if accurate records are provided. Parking fees and tolls may also be submitted for reimbursement.

LODGING

Whenever possible all candidate lodging should be at the Best Western University Inn in Canton. The EPO notifies the Best Western of the candidates' names and appropriate budget codes. (***The search chair should make the reservations.***) The costs will be charged to the Associate Dean's Office for faculty positions and the Equity Programs Office for exempt staff. Local bed and breakfast inns are also available: several offer reduced rates for St. Lawrence University recruiting. Many search committees have also used the Brush Alumni House (229-5925) for candidate lodging.

Costs for a candidate's meals during the interview period are reimbursed at the rate of \$30 per day without receipts and \$40 with receipts. The cost for **two** search committee members to join the candidate for each meal will also be covered. There is a \$100 reimbursement limit for dinner for **two** search committee members and the candidate. Discretion in cost control is requested.

If a meal is arranged on campus meal tickets can be used with the appropriate budget code and a larger number of people (i.e.: the full search committee), particularly students, can join the interviewee. The small meeting rooms at the Student Center can be a nice place for a larger group to get to know a candidate.

Requests for reimbursement (***expense reports***) should be submitted with appropriate receipts to the Associate Dean's Office (***faculty positions***) or Office of Equity Programs (***exempt staff position***) in a timely manner, normally within 15 business days.

**"REQUEST TO HIRE"
FOR FACULTY/EXEMPT STAFF POSITIONS**

WHEN A FINAL CANDIDATE IS IDENTIFIED, THE SEARCH CHAIR WILL COMPLETE THE "REQUEST TO HIRE" FORM. THIS MUST BE SUBMITTED AND HAVE ALL APPROVALS BEFORE AN OFFER CAN BE MADE TO THE CANDIDATE.

Department/Administrative Division: _____

Title of position: _____

Type of appointment

• **Exempt Staff:** 12 month 10 month Other: _____

• **Faculty:** Tenure track Visiting Academic Concentration: _____

Full-Time Regular Full-Time Temporary Part-Time Explain: _____

Reason for search: Replacement * New position Other: _____

**If replacement position, indicate: Retirement Resignation Sabbatical leave
 Personal leave Professional leave of absence Termination Other: _____*

This is a replacement for which individual: _____

PERSON HIRED _____ **SALARY RANGE** _____

START DATE _____ **REPLY DATE** _____

(ASAP IS NOT SUFFICIENT)

FOR FACULTY ONLY

Tenure/sabbatical "clock" _____

Start-up funds, etc. _____

OTHER SPECIFICS

All letters of appointment are prepared in the President's Office. Letters may be delayed for lack of an address or knowing a proper salutation. Please provide the information below so letters can be prepared properly and promptly. **TO PREPARE APPOINTMENT LETTER**

GENDER: FEMALE MALE

SALUTATION: DR. MR. MS. OTHER/SPECIFY _____

ADDRESS: _____

IF LETTER MUST BE ALSO SENT BY FAX OR E-MAIL PLEASE SPECIFY: _____

Consistent with the qualifications advertised, the following factors made this candidate the best choice

Number of completed applications: Male _____ Female _____ Unidentified _____ Total: _____

Candidates interviewed but not selected:

1. _____

2. _____

You must complete a **"Reasons for Non-Selection"** form for ***all candidates interviewed*** on campus but not made an offer of employment and send it to the Equity Programs Office with this **"Request to Hire"** form.

I hereby certify that to the best of my knowledge the equal employment opportunities/affirmative action guidelines have been met.

(SEARCH CHAIR'S SIGNATURE) (PHONE NUMBER) (DATE)

CALLING THE CANDIDATE: When the **"Request to Hire"** form has been approved, the Equity Programs Office will notify the search chair, department chair, vice president and president's office. The search chair and vice president for the division will decide which one of them will make the call to the candidate. A separate e-mail will be sent to the department secretary. (All offer letters are prepared in the president's office.)

IF CANDIDATE DECLINES: A new **"Request to Hire"** form must be completed before an alternate candidate can be offered the position. This must be accompanied by a **"Candidate Refusal of Offer"** form for each candidate who turns down the offer.

SIGNATURES: Please obtain the following signatures in the order designated.

Vice President: _____
(Signature) (Date)

Budget Officer: _____
(Signature) (Date)

President: _____
(Signature) (Date)

Special Assistant for Equity Programs: _____
(Signature) (Date)

Original form will be retained by Equity Programs Office and copies sent to:

- | | |
|---|---|
| <input type="checkbox"/> President's Office | <input type="checkbox"/> Search Chairperson |
| <input type="checkbox"/> Vice President | <input type="checkbox"/> Human Resources |
| <input type="checkbox"/> Department Head | <input type="checkbox"/> Budget Officer |

Date: _____



REASONS FOR NON-SELECTION

Please complete this form for all candidates interviewed but not made an offer of employment. Check all reasons that apply and list further reasons or explanations on the back, if necessary. Send this form to the Equity Programs Office with the "**REQUEST TO HIRE**" form for the successful candidate.

(Candidate's Name)

(Date of Interview)

(Department/Administrative Division)

(Title of Position)

*** **CANDIDATE WELL QUALIFIED FOR THE POSITION AND MAY BE CONSIDERED FOR THE POSITION IF FIRST CHOICE DECLINES.**

REASON(S) FOR NON-SELECTION:

• DEGREE

- Did not possess academic qualifications advertised.
- Degree in a field not compatible with the needs of the department as advertised.
- Dissertation not completed and insufficient evidence that it will be completed by the end of the year.
- See explanation attached.

• TEACHING/SEMINAR

- Area of secondary competence not compatible with the needs of the position as advertised.
- Candidate's teaching or performing experience was not suitable for this position.
- Insufficient teaching experience or candidate selected had more teaching experience.
- Interview revealed that this candidate was not interested in the teaching assignment required by this position.
- Did not have sufficient technical competence in the primary area.
- Seminar/lecture was unsatisfactory.
- See explanation attached.

• RESEARCH, SCHOLARSHIP AND PUBLICATIONS

- Unsatisfactory publication, composition or exhibition record.
- Lack of demonstrated research skills.
- Research/publications not appropriate to position as advertised.
- Research does not support teaching assignment.
- See explanation attached.

• **OTHER**

- _____ Potential conflict of interest with campus interests.
- _____ Candidate's experience was outside the primary responsibilities of the position as advertised.
- _____ Candidate had insufficient or inappropriate experience in the areas as advertised.
- _____ See explanation attached.

EXPLANATION/COMMENTS: _____

(SEARCH CHAIR)

(PHONE NUMBER)

(DATE)



**SAMPLE
LETTERS OF REGRET**

[Date]

SAMPLE LETTER # 1

[Name]

[Street]

[City, State, Zip Code]

Dear [Name],

Thank you for taking the time to visit St. Lawrence University.

The final decision for filling the position of *[Name of Position]* in *[Department]* has been made and the position has been accepted by one of the other candidates.

We appreciate your interest in St. Lawrence University and wish you every success in your professional pursuits.

SAMPLE LETTER # 2

Thank you for applying for the *[Name of Position]* in *[Department]* at St. Lawrence University.

The search committee has reviewed all applications and has decided to pursue other candidates who meet our needs more closely. Although your background and qualifications are interesting they are not what we are looking for to fill this position.

We appreciate your interest in St. Lawrence University and wish you every success in your professional pursuits.

Sincerely yours,

[Name of Search Chair]

Search Chair [Department]

SPECIAL NOTE REGARDING REJECTION LETTERS

It is recommended that the language in a letter of rejection be carefully chosen. Letters should be short. General language is better. File a copy of the letter as it was sent to each person in each person's file. We have to be able to document exactly what was communicated to each applicant with date and address and signature for each piece of communication. Please note that sending a rejection letter ends the candidate's participation in the search process. Do not send a rejection letter to a candidate whom you might wish to hire should your first choice decline the offer.



RELOCATION (MOVING) EXPENSE GUIDELINES

The St. Lawrence University limit for relocation expenses is \$2,500 per employee. Reimbursement requests over \$2,500 must be approved by the Vice President for that division and these additional costs will be paid by the department/division.

[NOTE: IF THE MOVE IS FROM A FOREIGN COUNTRY RULES MAY BE DIFFERENT. CALL US!]

EXPENSES WHICH DO QUALIFY FOR REIMBURSEMENT ARE THE REASONABLE COST OF:

- ✓ Packing, crating and transporting of household goods and personal effects, also storage up to 30 consecutive days
- ✓ Vehicle rental/air travel/train travel (See Travel Unlimited below)
- ✓ Travel to the new residence by car: the cost may be figured by either actual expenses (***gas and oil***) if accurate records are provided ***OR*** by actual mileage at the ***rate of \$0.24 per mile***.

[NOTE THAT THE MILEAGE RATE FOR RELOCATION IS DIFFERENT THAN THE (BUSINESS) RATE FOR TRAVEL FOR MEETINGS, INTERVIEWING, CONFERENCES, ETC.]

- ✓ Parking fees and tolls
- ✓ Lodging costs while in transit to new home (***BUT NOT for temporary housing at the new location***). One night upon arrival in Canton can be included.

If belongings are being moved from a third location reimbursable costs may be limited. Please Check!

EXPENSES WHICH DO NOT QUALIFY FOR REIMBURSEMENT INCLUDE*:

[*TRIPS THAT ARE PART OF RECRUITMENT & INTERVIEWING CAN BE PAID FOR FROM RECRUITMENT, IF AN OFFER OF EMPLOYMENT HAS NOT YET BEEN ACCEPTED.]

- ✓ Expenses may become taxable benefits to the employee if the employee does not or chooses not to work at the new job for at least 39 weeks (over a 12-month period).
- ✓ Meal expenses
- ✓ Costs associated with pre-move house hunting trips
- ✓ Costs associated with occupying temporary quarter
- ✓ Expenses involving buying or selling of a home
- ✓ Rent
- ✓ Costs associated with side trips and stopovers for visit

TRAVEL GUIDELINES

- ✓ SLU will reimburse the new employee for one trip per family member. (These trips can occur at different times.)
- ✓ *The 50-mile test of the Internal Revenue Service*: the distance from home to the new job must be at least 50 miles greater than the old commute.
- ✓ Relocation trips should be made via the most direct route.
- ✓ Airline reservations and car rentals can be (but do not have to be) booked through Travel Unlimited (315/386-8525). A new employee can make his or her own arrangements and submit receipts for reimbursement.

Expense reports should be completed and submitted with appropriate receipts to the Associate Dean's Office (Faculty positions) **OR** Equity Programs Office (Exempt Staff positions) for budget approval in a timely manner, normally within 10 business days.



RELOCATION INFO FROM ASSOCIATED COLLEGES OF THE ST. LAWRENCE VALLEY

East End Moving & Storage/Corrigan Moving Systems and the Associated Colleges of the St. Lawrence Valley have constructed a strategic agreement to meet the needs of Clarkson University, St. Lawrence University and SUNY Potsdam faculty and staff. East End is an award-winning agent for United Van Lines, the world's largest household goods carrier. More importantly, East End/Corrigan is ranked as one of the top 15 agents (out of 512) for meeting or exceeding United Van Lines standards of performance.

A summary of benefits follows and a packet of information regarding this service is available by contacting the Human Resources/Equity Programs office.

SUMMARY OF BENEFITS

- ◆ **65%** discount on **Interstate** moving rates
- ◆ **50%** discount on **federal** Storage-in-transit rates
- ◆ **“Peak Season Transportation Rates”** will be waived
- ◆ **FREE Full replacement valuation (insurance) up to \$100,000**
- ◆ A personal **Move Coordinator** to facilitate move from start to finish
- ◆ **Services include:** Home selling, home buying, mortgage assistance and detailed destination information
- ◆ **Rebates (based on the selling and or purchase prices of your home)** if you choose to use the **CITY POINTE** program

For a free in-home consultation contact:

John D. Silvernail
Corporate Relocation Consultant
East End/Corrigan Moving Systems
1133 Emerson Street
Rochester, NY 14606
800-333-0763 ext. 232
Ph: (585) 295-2232
Fax: (585) 647-3004

Terri Durney
National Account Coordinator
East End/Corrigan Moving Systems
1133 Emerson Street
Rochester, NY 14606
800-333-0763 ext. 235
Ph: (585) 295-2222
tdurney@corriganmoving.com

**"REQUEST FOR EMERGENCY APPOINTMENT"
FOR FACULTY/EXEMPT STAFF POSITIONS**

St. Lawrence University policy indicates that in extenuating circumstances such as late resignations, illness, or death, an emergency appointment may be authorized without an open search. Such appointments are generally made for a maximum of 12 months. A regular search must be used to fill the position permanently.

AN APPOINTMENT CANNOT BE MADE UNTIL THIS COMPLETED FORM IS FULLY AUTHORIZED.

Department/Administrative division: _____

Title of position: _____

Type of appointment

• **Exempt Staff:** 12 month 10 month Other: _____

• **Faculty:** Tenure track Visiting Academic Concentration: _____

Full-Time Regular Full-Time Temporary Part-Time Explain: _____

Date duties begin: _____ Salary range: _____

Reason for search: Replacement * New position Other: _____

**If replacement position, indicate: Retirement Resignation Sabbatical leave
 Personal leave Professional leave of absence Termination Other: _____*

This is a replacement for which individual: _____

TO PREPARE APPOINTMENT LETTER

NAME OF PERSON TO BE HIRED _____

GENDER: FEMALE MALE

SALUTATION: DR. MR. MS. OTHER/SPECIFY _____

ADDRESS: _____

IF LETTER MUST BE ALSO SENT BY FAX OR E-MAIL PLEASE SPECIFY _____

Race/Ethnic Category: American Indian/Alaskan Native Asian/Pacific Islander Black/African American
 Hispanic/Latino White Bi-racial Other: _____

Other Categories: Non-citizen Vietnam Era veteran Disabled veteran Disabled Unknown

Reasons for emergency appointment/Why is this the best person to fill this need? _____

Anticipated Length of Position: Health, dental plans, and life insurance benefits may be available.

_____ **LESS THAN HALF A YEAR.** F/T temporary appointments ineligible for benefits.

_____ **HALF A YEAR OR MORE.** F/T temporary appointments are eligible for health, dental, & flex benefits.

_____ **ONE FULL YEAR OR MORE.** F/T temporary appointments are also eligible for life insurance benefits.

Anticipated Date to Begin Regular Search Process: _____

(SEARCH CHAIR'S SIGNATURE)

(PHONE NUMBER)

(DATE)

SIGNATURES: Please obtain the following signatures in the order designated.

Vice President: _____
(Signature) (Date)

Budget Officer: _____
(Signature) (Date)

President: _____
(Signature) (Date)

Special Assistant for Equity Programs: _____
(Signature) (Date)

Original form will be retained by Equity Programs Office and copies sent to:

- President's Office
- Vice President
- Department Head

- Search Chairperson
- Human Resources
- Budget Officer

Date: _____