



# TCNJ Procedures Faculty-Librarian Recruitment



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## Mission Statement

The College of New Jersey, a nationally recognized public institution founded in 1855 as the New Jersey State Normal School, is a primarily undergraduate and residential college, with targeted graduate programs. Grounded in the liberal arts, TCNJ's personalized, collaborative, and rigorous education engages students at the highest level within and beyond the classroom. TCNJ believes in the transformative power of education to develop critical thinkers, responsible citizens, and lifelong learners and leaders. The College empowers its diverse students, staff, and faculty to sustain and enhance their communities both locally and globally.

## Letter from the Vice President of Human Resources

Dear Faculty Search Committee Member:

Congratulations on being selected to serve on your search committee. Participating in the hiring process is one of the most important contributions that one can make to our campus community. The selection will have a lasting impact on the reputation of the College, as well as on the students who will be impacted by your decision.

The College of New Jersey's mission of teaching exceptional students requires that we hire exceptional faculty. In doing so, we continue to maintain and advance the College's mission to prepare our students to excel in their respective fields. Hiring exceptional faculty allows the College to continue to be a national example in the field of education as we seek to teach the brightest students from New Jersey and beyond. To that end, you should exercise great care and consideration as you approach the serious task of hiring faculty members to join the ranks of our prestigious campus community.

In order to assist you, we have created this document to guide your steps during this important process. Following this guide will ensure the integrity of the hiring process, as well as help to select the best faculty that the market has to offer.

Should you need any assistance during this process, please contact your Dean. Best of luck to you as you embark upon this important endeavor.

Dr. Gregory Pogue  
Vice President, Human Resources

# Faculty/Librarian Recruitment Process<sup>1</sup>

## STEP 1: Creating a Rationale for the Position Request

In order to begin the process of hiring a new faculty member, the Dean, with input from (Department, Program, or Library) Faculty, must complete the **Faculty Request Template** and develop a Faculty or Librarian Position Description. These two documents form the rationale for the position. The Faculty Request Template must indicate that the hiring of a new faculty member bears a relationship to the College's strategic planning process. The Position Description is a clear and concise document that summarizes the important functions of the new faculty member. It should accurately represent actual duties and responsibilities. Position descriptions are the foundation of the College's position postings, job interviews, and strategic planning. When completed, the Dean submits the rationale to the Provost.

## STEP 2: Authorization to Fill the Position

Upon receiving approval from the Provost, the Dean submits the **Position Request Form** (PRF) to the Office of Academic Affairs (AA). Upon review and approval by Academic Affairs, the PRF is sent to the Office of Human Resources (HR). HR will create the requisition for the new position in Taleo, the online recruiting system, and route it for appropriate approvals. Academic departments are not involved in these approval steps.

The newly created requisition will route through the approval process in Taleo. The standard approvers are as follows: Academic Affairs Director, Dean of the Hiring Department, Provost, Chief of Staff, Vice President of Human Resources, Associate Treasurer, Vice President of Finance-Treasurer. The list of approvers may vary depending on the different circumstances.

## STEP 3: Convening the Search Committee

Once the requisition is fully approved, the Dean will be notified by the Taleo system. The Dean will form a search committee in consultation with the Department Chair, as well as the Chief Diversity Officer, and will ensure a diverse make-up of the committee members.

The committee shall be composed of members who are committed to protecting the integrity of the selection process and have a vested interest in the outcome of the search. Faculty/Librarian search committee members will be chosen from the discipline subject area, department and

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<sup>1</sup>All forms whose names appear in **boldface type** are located in Taleo under Recruitment Aids.

relevant school, or closely related disciplines. A strong recommendation is that one member is chosen from outside the department or school.

The search committee will comprise three to five individuals. In the case of small departments, the Dean will work with the Department Chair to expand representation to meet the needs of the search.

The search committee Chair and search committee members should disclose any potentially significant conflicts of interest that could arise during the search process and consult with the Dean to determine if their service on the committee is appropriate. Examples of a possible conflict of interest can include when a relative, spouse, student collaborator, former student, friend or close colleague applies for the position.

The search committee is responsible for conducting the search, including reviewing resumes/CVs, scheduling phone/video and on-campus interviews, interviewing applicants, and making a recommendation to the Dean about who will become semifinalists and finalists for the position. The search committee is also responsible for ensuring that finalists engage with other departmental faculty members/librarians during their campus visits (the mechanics of which will necessarily vary among individual departments and schools), collecting feedback from those faculty members/librarians, and presenting an analysis of the finalists to the Dean.

In consultation with the faculty, the Dean will appoint the Chair of the search committee. The Chair is responsible for convening the search committee, following established search procedures, and ensuring timely communications with the applicants. The Chair is also responsible for timely communication between and among committee members and between the committee and appropriate College offices, including the Dean and the Office of Human Resources. The Department Chair or Dean, as appropriate, will assign administrative support staff to assist the search committee, if possible. The search committee Chair will work with the designated support staff to facilitate appropriate communications with candidates and organize applicant material. The Chair of the search committee is also responsible for updating the candidates' status on the requisition in Taleo, for example, changing candidates' status from "New" to "Phone Screen," "Interviewing," or "Decision/Finalist," or whichever is most appropriate.

After the search committee has been convened, the committee will meet with the Dean and the Chief Diversity Officer on their designees. This meeting will formally charge the committee with the tasks of conducting the search.

Search Chairs and committee members are required to attend an annual Diversity Bias Training offered by the Office of Human Resources. Please coordinate this training with your recruiter during the pre-recruitment consultation. Upcoming training dates can be found on our Learning and Professional Development calendar.

The Dean will stress that the search committee should maintain confidentiality during the search process. Such confidentiality includes anyone not directly involved in the hiring process, which includes department faculty not participating in the search committee. Further, any communications regarding the search process should come from the chair of the search committee.

#### **STEP 4: Placement of the Advertisement**

The Dean will submit the job advertisement (job ad) to the Office of Academic Affairs for review and approval. Once approved, it is the Dean or the Search Committee Chair's responsibility to submit the job ad to the Office of Human Resources. HR will have 48 hours to post the position. The standard sites where the opening gets posted are the following:

- TCNJ Career Website (Internal and External Faculty Career Sites)
- The Chronicle of Higher Education
- Higher Ed Jobs
- Inside Higher Ed
- Higher Education Recruitment Consortium (HERC)
- Lat Pro Diversity Sites

Please note that all online postings must be visible for a minimum of 60 days and typically expire after the 60-day period.

The Dean or the search committee Chair will need to advise if there are any additional venues, not listed above, to which the opening should be posted. The Office of Human Resources will pay up to \$1,400 for the costs of authorized ads on any additional sites. Costs that exceed \$1,400 must be paid by the hiring department or School. The search committee Chair should discuss this with the Dean if needed.

In addition, each search committee should identify specific recruitment strategies, diversity publications and/or unique networking opportunities to increase the quality and diversity in the respective school/department. The search committee should consider placing advertisements in such publications as *Diverse Issues in Higher Education*, *Hispanic Outlook*, *Women in Higher Education*, and/or other discipline-specific organizations that focus on members of diverse populations. For further assistance, please contact the Chief Diversity Officer.

Once posted, the Dean will receive an email notification stating the position has been posted.

#### **STEP 5: Screening Resumes/CVs**

Once applicants submit their applications through our recruiting system, Taleo will send an automatic email thanking them for their interest and confirming the receipt of their application.

During the application process, candidates will be required to submit both an unofficial copy of their transcripts and a statement of commitment to inclusivity (no longer than 3 pages). As explained below in Steps 7 and 8, the successful candidate will be required to submit an official copy of their transcripts before their employment can begin.

Prior to screening, the search committee will discuss and agree upon fair, objective, and uniform procedures with which to evaluate candidates. The search committee will also develop a rubric to use in the candidate evaluation process.

The search committee will use the **Applicant Qualification Spreadsheet** to list all applicants who applied for the position. Please refer to the Sample Applicant Qualification Spreadsheet. This document will be used to track the progress of the search. It should be kept up to date and in a shared drive folder for referencing by the search committee members. A final copy must be uploaded by the search committee Chair to the requisition in Taleo.

Applicants who do not meet the minimum qualifications should be screened out. These applicants need to be placed in “Not Minimally Qualified” status in Taleo. Applying the rubric, the search committee will then narrow the pool to a group of semifinalists.

Typically, phone or video interviews will be held to narrow the group of semifinalists to a select group of finalists. The applicants who are to be interviewed need to be placed in “Interviewing” status in Taleo by the search committee Chair. Before proceeding with the phone or video interviews, the preliminary list of semifinalists must be submitted to the Dean. The Dean must approve this list, and will also seek approval from the Chief Diversity Officer before preliminary interviews may proceed. If a diverse pool is not present, the Chief Diversity Officer will determine whether recruitment and outreach efforts were sufficiently broad. If not, and after consultation with the Dean, the search may be extended to expand recruitment efforts.

For the phone/video interviews, the search committee will develop a series of purposeful questions to elicit information about the applicant’s ability to be an effective member of the faculty. The questions must relate to the applicant’s potential for successful teaching or librarianship, scholarship, and service at The College of New Jersey. The interview questions must be sent to and approved by the Office of Human Resources recruiter assigned to the search before scheduling and conducting any interviews.

The search committee must avoid asking questions that are impermissible or that may subject the College to a discrimination lawsuit. For the types of questions that may not be asked during an interview, please refer to the **Interview Question Guidelines**. As an example, asking if a candidate has young children may be an innocent attempt to put the candidate at ease. However, the question could lead to a charge of discrimination if the unsuccessful applicant were to conclude that a fear of excessive absences related to child care caused the lack of a job offer.



If after the phone/video interview the search committee wishes to continue to explore the candidacy of a semifinalist, then the committee will need to receive permission from the candidate to proceed with reference checks. All candidates should have supplied names, addresses, email, and phone numbers of at least five references during the application process; at least three of these references need to be checked. Reference checking for the semifinalists must be conducted by telephone, but individual references should be contacted via email to schedule the telephone calls ahead of time. Please leverage the **Telephone Reference Check Form** to be completed for the reference checking. The completed form needs to be uploaded to the requisition in Taleo.

The search committee will narrow down the list of semifinalists who have had phone/video interviews to determine who will be invited to interview on campus.

When the search committee has identified the list of finalists, the **Application Summary Form** must be completed. This form must be signed by the search committee chair and forwarded to the Dean for approval and signature. The Dean will forward the completed and signed form to the Chief Diversity Officer for affirmative action clearance. The Chief Diversity Officer will inform the Dean once clearance is received, and the Dean will inform the search committee Chair, who then uploads the Applicant Summary Form to the requisition in Taleo before inviting finalists to on-campus interviews.

On-campus interviews are typically approved for the top three finalists. Any additional candidate will need an approval from the Dean, Provost, and Chief Diversity Officer. No applicants can be invited for interviews until the search committee has received all of the above-mentioned approvals.

At this point, especially in searches with larger applicant pools, the search committee Chair should communicate with all candidates not selected for the semifinalist pool, thanking them for applying, but notifying them that they are no longer under consideration.

Logistics of scheduling the on-campus finalist interviews are the responsibility of the search committee, typically the Chair, following guidelines maintained by the Office of Academic Affairs (see recruitment travel procedures on the Academic Affairs recruitment process page).

## **STEP 6: Interview Process for Finalists**

The search committee must submit the questions it intends to ask during on-campus interview to the Office of Human Resources for approval prior to the finalists arriving on campus. In addition to formal interviews with the search committee, faculty members/librarians, the Dean, and the Provost, there may be a teaching demonstration or other assessment of the finalist's knowledge, skills, and abilities, as well as discussions with students or peers, and/or informal interviews with interested stakeholders. Before the on-campus interviews begin, the search committee should inform all parties who will meet with the finalists about appropriate and inappropriate questions

(see Step 5 above).

The Office of Human Resources offers an optional session during the interview process. All finalists should be asked whether they would like to meet with a representative of HR while they are here to learn more about the benefits that would be offered; this session should be incorporated into the interview schedule for any finalist wishing to meet with the Benefits Specialist.

*Finalists must be informed of all the components of the interview before they arrive on campus.*

The interviews should be scheduled at a time when all members of the search committee are available. Any announcement, posting, or distribution of the finalists' curricula vitae must exclude all references to personal information (e.g., home address) other than the finalist's name. Each finalist should be given approximately the same amount of time for each component of the interview process.

Interviews must be conducted equitably for all finalists. The same questions and assessments must be applied. This does not mean that the search committee may not ask legitimate, targeted follow-up questions for purposes of clarifying or expanding on particularly relevant experiences. The search committee is encouraged to ask candidates equity-/inclusion-/diversity-related interview questions. These questions reinforce TCNJ's value of inclusiveness to prospective members of our campus community. Please refer to the Appendix for a list of suggested questions.

The search committee must document the method by which each finalist is to be evaluated during each section of the interview. Some methods include narrative and comparative (e.g., excellent, good, weak). Methods may differ for the various sections.

Upon the conclusion of the on-campus interviews, and after considering input from departmental faculty members/librarians, the search committee will present its analysis to the Dean. The analysis will include, at a minimum, a determination of "acceptable" or "unacceptable" for each finalist, together with a list of strengths and weaknesses for each acceptable finalist. Where a position has been advertised at multiple ranks (e.g., Assistant or Associate Professor) the analysis must also include a determination of whether each "acceptable" finalist meets the Department's Disciplinary Standards for the higher rank.

The Dean will complete the **Final Applicant Summary Form**. This form indicates the name of the applicant selected for the position and a summary of each finalist's strengths and weaknesses. It is best practice to have the second-choice finalist identified, if feasible. Thereafter, the Dean will forward the Final Applicant Summary Form to the Office of Academic Affairs for Provost and Chief Diversity Officer's review and approval.

## STEP 7: The Offer

The Dean and Provost will discuss rank, salary, start-up funds, moving expenses, and computer needs prior to a verbal offer being discussed with the selected finalist.

Upon approval by the Provost, the Dean will extend a verbal offer to the first-choice finalist, keeping the Provost informed of the progress and outcome. The Dean will explain to the finalist that the offer is contingent upon the results of a background investigation and the receipt by the College of an official copy of their transcripts.

Once the Dean and the finalist have reached a verbal agreement, the Dean will submit the **Appointment Request Form** to the Office of Academic Affairs for the Provost's approval, listing the exact details of the offer. Once the Provost approves the Appointment Request Form, the Office of Academic Affairs will send the form to the Office of Human Resources for further processing. The final written offer is generated by HR and sent electronically from Taleo to the finalist to sign. The finalist must accept or decline the offer letter electronically via Taleo.

Once the offer is accepted, HR launches the background investigation via an outside vendor.

When the background investigation is completed and cleared, HR will notify the Office of Academic Affairs and the Dean. Assuming that the results do not contraindicate hiring, the Dean then notifies the search committee Chair.

If the Dean and the finalist are ultimately unable to reach an agreement, or if the background investigation reveals any reason that the finalist should not be hired, the Dean may recommend to offer the position to another acceptable finalist. If that is the case, the Dean will repeat all parts of Step 7.

Once all New Hire paperwork has been completed, HR will notify the finalist that they have been fully cleared to hire. HR will send the thank you/rejection notices from Taleo to all semifinalist and finalist candidates who were not selected. The search committee Chair may send additional notification, if desired. Only at this point may the results of the search be shared.

## STEP 8: Important Next Steps

- Before a new faculty member is able to assume their duties, the following steps/forms must be completed:
  - Background Check has been completed and cleared.
  - Offer letter has been signed by the finalist.
- Two New Hire documents must be submitted to the Office of Human Resources:
  - Employee Information/Emergency Contact Form.

- Affidavit of Pension.
- I-9 Form has been fully completed (Section 1 and 2).
- Official transcript that confirms that highest terminal degree has been earned by the finalist has been received by the Office of Human Resources.
- HR creates the EIS form and enters the New Hire into the HR system.

Once the background check has been in progress, HR launches the I-9 employment verification process electronically. The New Hire must complete section 1 of the I-9 Form. Also, under federal law, new hires must appear in person at the Office of Human Resources prior to the first day of employment to present (an) original identification document(s) so that HR can complete section 2 of this form.

New faculty members must send their official transcript to the Office of Human Resources verifying their last terminal degree earned. HR must receive it before the new faculty member's first day of employment.

Once all steps and New Hire documentation are completed, the new faculty members are entered into the HR system. The logins, email address, etc. generate via an overnight feed. Please note that it may take a few days for the log-in information to be transferred to other systems on campus.

The new employees may call the Office of Human Resources to obtain their six-digit employee ID number. Once a new employee has an ID number, he or she should be directed to the IT "Getting Started" page for new faculty (<http://helpdesk.pages.tcnj.edu/getting-started/faculty/>) where the new employee will be prompted on how to obtain a username, change an initial password, etc. No access to email or other College systems is possible until this step has been completed.

Departmental support staff should arrange for office keys, phones, computers, etc., as soon as practical. The new employees should be directed to the Office of Student Accounts to get an ID card and parking pass, which they will need before they can pick up the keys, access parking, etc.

The Office of Academic Affairs will schedule a "New Faculty Member Orientation" towards the end of August. Exact dates will be communicated to new hires at some point during the month of July. The Orientation is three days long and includes a variety of comprehensive topics such as benefits discussion, reappointment and tenure, shared governance, etc.

## Appendix

### Diversity Interview Questions for Faculty Positions

- 1.) The College of New Jersey has a strong commitment to providing institutional leadership in enhancing respectful, diverse and inclusive work and learning environments. We expect faculty to partner with colleagues, students and other areas throughout the campus to make a unique contribution to the overall inclusivity of the campus community. Please describe how you would work to create a campus environment that is welcoming, inclusive, and increasingly diverse?
- 2.) Describe how you, as a faculty member, function and communicate effectively and respectfully within the context of varying beliefs, behaviors, and backgrounds.
- 3.) How do you define diversity? Please provide examples of how you demonstrated commitment to diversity and inclusion?
- 4.) What is your experience with teaching and mentoring diverse, multicultural and inclusive communities?
- 5.) What do you see as the most challenging aspects of an increasingly diverse academic community? Follow up: What initiatives have you taken to meet those challenges?
- 6.) What issues have arisen from your work with non-traditional and first generation students? What has gone smoothly and what have been challenging in this work?
- 7.) How do you encourage people to honor the uniqueness of each individual? How to you challenge stereotypes and promote inclusion?
- 8.) How do you adapt your teaching to meet the different culture and learning styles of your students?
- 9.) What is your approach to enhancing your understanding of different cultures? Please provide examples of how you expand your own learning with regard to diversity.
- 10.) What are some specific things you plan to do within the next two years to further your development in cultural competency?