Faculty Search Manual

2014-2015
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Introduction

Dear Department Chairs and Administrators,

This is a support manual for your reference in planning searches for the upcoming year. It contains resources you will need to successfully pursue full-time faculty (as well as Visiting Assistant Professors, VAPs, and Faculty Fellows) searches in 2014-2015. Please review the search timeline and the forms we have provided for achieving effective and efficient communication between the University, The College, and your department. Please also provide a copy of the manual to your search committee chair.

You will also receive an electronic version of this information which will include all forms in electronic/printable format as well as active links for your use. A live version of the manual is located on the casinternal website (casinternal.syr.edu) as well as on the g: drive in the Dean’s Shared folder entitled “Search Manual.” As updates to this manual become available, you will receive an email notification from my office. Your feedback is appreciated, as we strive to create a comprehensive resource for future searches in The College.

I wish you the best in seeking those individuals who will strengthen and enhance your departmental reach.

Sincerely,

Karin Ruhlandt
Interim Dean, The College of Arts and Sciences
Distinguished Professor of Chemistry
### Search Timeline

Please contact Kathy Zubal-Strang and Gerry Greenberg if you feel you will need more time to complete any of the steps in the process.

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>June</td>
<td>Dean sends letter to chairs to remind them to examine faculty hiring needs in preparation for the upcoming search request solicitation</td>
</tr>
<tr>
<td>June</td>
<td>Provost requests submissions from the schools and colleges to request searches</td>
</tr>
<tr>
<td>June</td>
<td>Dean sends Faculty Search Request Details letter* to department chairs</td>
</tr>
<tr>
<td>July 1</td>
<td>Department Request(s) for Faculty Search form* due back to the dean after working with Pat Bickford on office and lab assignments and/or renovations</td>
</tr>
<tr>
<td>July 5</td>
<td>Dean sends requests to Human Capital Development</td>
</tr>
<tr>
<td>Late August and/or September</td>
<td>Search approvals granted and additional start up and space planning issues vetted with Provost</td>
</tr>
<tr>
<td>Upon notification</td>
<td>Departments receive notification; departments send Request To Approve Search Committee Members And Search Ad form* to the dean for approval. <strong>Be sure to follow FT Search Proposal Guidelines.</strong></td>
</tr>
<tr>
<td>Following receipt</td>
<td>Dean approves or modifies, then approves</td>
</tr>
<tr>
<td>Following approval</td>
<td>Department submits on-line search proposal</td>
</tr>
<tr>
<td>Upon submission</td>
<td>Senior Associate Dean approves</td>
</tr>
<tr>
<td>Upon submission</td>
<td>Academic Human Resources reviews and Provost approves</td>
</tr>
<tr>
<td>Upon Academic Human Resources approval</td>
<td>Open search positions posted online – automated <strong>Departments should continue to check the website for HR approval- you will not be contacted by HR</strong></td>
</tr>
<tr>
<td>By end of Fall Semester</td>
<td>Departments send Search Summary and Request to Interview form* to the dean. Limit your request to 3 candidates for each search.</td>
</tr>
<tr>
<td>Upon submission</td>
<td>Dean approves or modifies, then approves</td>
</tr>
<tr>
<td>Upon approval</td>
<td>Department schedules visits to campus- see meeting descriptions on page 14</td>
</tr>
<tr>
<td>Event Date/Action</td>
<td>Description</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Starting in December and January</td>
<td>Campus visits take place</td>
</tr>
<tr>
<td>Must be submitted within 2 weeks of the last candidate visit</td>
<td>Departmental review of on-campus candidate visits</td>
</tr>
<tr>
<td>February 15</td>
<td>Department submits Request to Hire document* to dean for approval</td>
</tr>
<tr>
<td>Upon receipt</td>
<td>Dean approves or modifies, then approves</td>
</tr>
<tr>
<td>Upon receipt of Dean approval</td>
<td>Department works with Pat Bickford and CPDC to finalize space planning impacts and expenses and once completed, submits search proposal via PeopleSoft</td>
</tr>
<tr>
<td>Upon approval</td>
<td>Chair contacts top candidate and begins negotiations. Refer to Details for Contacting your Top Candidate*</td>
</tr>
<tr>
<td>Upon receipt</td>
<td>Science departments submit lab-related start-up requests to dean for approval (contact the College budget office for template)</td>
</tr>
<tr>
<td>Upon receipt</td>
<td>Dean approves or modifies, then approves</td>
</tr>
<tr>
<td>As needed</td>
<td>Second visits (as needed)</td>
</tr>
<tr>
<td>April 15</td>
<td>Negotiations complete - please provide the Dean with an update if you have not reached an agreement</td>
</tr>
<tr>
<td>Upon Receipt</td>
<td>Communicate verbal commitment via email to Dean</td>
</tr>
<tr>
<td>See directions on pg. 17</td>
<td>Refer to Process for Preparing Tenure Track Appointment Letters*</td>
</tr>
<tr>
<td>Upon Receipt</td>
<td>Provide signed appointment letter to Gerry Greenberg and Kathy Zubal-Strang. (At this time the new faculty welcome packet will be sent to the new faculty member by the Dean’s Office. PTI and staff welcome packets will be distributed by administrators as needed.)</td>
</tr>
<tr>
<td>Within 6 months of start date</td>
<td>Moving expense summary must be submitted to College budget office for approval and chart string for payment.</td>
</tr>
</tbody>
</table>

*indicates template included as attachment and printable version
Dear Department Chairs,

Please submit your requests for faculty searches for the FY15 fiscal year. Please submit requests as soon as possible, but no later than noon of July 1, 2014.

Your request must come on the form presented below. A separate form must be submitted for each position you request. For each request a rationale must be provided and ALL blanks on the form must be completed.

In light of our current budgetary situation, I anticipate that fewer searches are likely to be approved this year compared to last year. Requests for new tenure track lines are not likely to be approved. Spousal hires will be very difficult to accommodate.

You may include any failed searches from 2013-2014 that you wish to be considered for this year. In addition, you may suggest positions that are replacements for faculty members who left the College in FY14, or who will leave by the end of FY15, but in such cases be sure to indicate the name of the person who has left or will leave, her/his research area, and her/his teaching responsibilities. Let me emphasize, however, that we will prioritize searches based on the contribution(s) each position will make to the continued development of your department, the College, and the University. If you choose to submit more than one search request, please rank the proposals in order of highest priority to the future growth of your department.

Describe in full how each position fits within your department’s strategic direction, and College and University initiatives, or specific school/college strategic directions. Please indicate the anticipated rank of the position, your plan for hiring underrepresented faculty, and if you are joining with another department for the hire. Also, be aware that your department will be responsible to accommodate any new appointments within its currently assigned space. Further, you will be responsible for providing an estimate for expenditures related to facilities improvements and renovations as a result of this hire. (Please begin working with Larry Wolf, The College’s Space and Facilities Coordinator, to formulate your estimate. Enclosed is a final version of the Policy on Space Renovation for New Faculty Hires, which provides a roadmap for which steps need to be taken, and when.)

Be sure to send your requests to me, with copies to Gerry Greenberg and Kathy Zubal-Strang. Thank you for your attention to this important matter.
Departmental Request for Faculty Search Form

Please complete and return by July 1, 2014

Date: ______________________  Submitted by: ________________________________

Proposed hire: Field _______________________________________________________

Proposed hire: Rank _______________________________________________________

Proposed hire: Salary Range $______________________________________________

Replacement for: _________________________________________________________

Name of person vacating the position

__________________________________________________________
Research area and teaching responsibilities of person vacating the position

OR

Failed search in FY13 _______________________________________________________

field previously searched

Office # the new person will occupy: __________________________________________

Lab/Office# the new person will occupy (if appropriate): _________________________

Describe in detail the extent and estimated cost of necessary renovations:

Narrative rationale for proposed hire:

Please complete and submit one form for each position requested by noon on July 1, 2014. Request should be returned to Karin Ruhlandt, Interim Dean with copies to Gerry Greenberg and Kathy Zubal-Strang. Fill out a separate sheet for each request. Indicate priority ranking among multiple requests.
Policy on Space Renovation for New Faculty Hires

Early and continuing information on the scope and cost of space renovations is necessary for proper planning and timely completion of space for potential new faculty hires. Information will become more refined and detailed as the hiring process progresses.

Please adhere to the following guidelines when preparing materials for new hires.

I. STAGE ONE: The hiring proposal

   a. An estimate of the scope and cost of any necessary renovations to research space must be approved by the Dean prior to the approval of the hiring proposal.

   b. Estimates of both the scope and cost of space renovations are acknowledged to be “best-guesses” with possible large margins of error at this early stage.

   c. Laboratory renovations will provide necessary facilities for the initial three years of an appointment only.

   d. Start-up cost estimates for equipment are a separate category and will be defined by the Dean upon approval of each search.

II. STAGE TWO: The offer letter

   a. The hiring Department, in consultation with the candidate, should identify the objectives for the space and propose a plan to satisfy such objectives.

   b. The hiring Department works with the college’s space planner and Campus Planning, Design, and Construction (CPDC) to develop a design to meet the needs of the candidate and create a scope and cost estimate for the space.

   c. Details of the new scope and cost estimate will be put into a memo of understanding between the Department and the Dean; this memo of understanding will be referenced in the offer letter.

III. STAGE THREE: After the new faculty member signs the offer letter

   a. In consultation with the faculty member, and the Department Chair, the Dean will approve the detailed scope and projected cost for the necessary renovations that have been developed by the CPDC.
b. Any increase to the budget due to change in scope of the project after this approval (IIIa) will be charged to the Department.

c. Construction for the renovations will not commence until the Dean’s approval as described in section IIIa. is provided.

The college’s space planner should be part of the discussions at each stage of the process (I-III).

Estimates of the extent and cost of renovations should be developed in consultation with the Office of Campus Planning, Design, and Construction (CPDC).
Response to Search Request Template

SYRACUSE UNIVERSITY
The College of Arts and Sciences

Response to Search Request

Date: 
To: 
From: Karin Ruhlandt, Interim Dean 
Re: 2014-15 Faculty Search in the area of:  
At the Rank of: 

The search requested for the 2014-15 year is: 

☐ Approved*

Salary range $______.

The space allocated to this position is Room ______ in ______.

Renovation cost may not exceed $______. Additional expenses will be assumed by the department.

Please submit the “Request To Approve Search Committee Members And Ad Description” document. Once approved, please submit your search proposal to the Human Resources JobOpps website.

According to the Policy on Space Renovations for New Faculty, continue to work with Pat Bickford to accurately forecast expenditures.

☐ Not Approved

Justification:

* It is the expectation of the College that the search committee will perform due diligence in marketing and attracting a diverse applicant pool.
Request to Approve Search Committee Members and Search Ad

Request To Approve Search Committee Members

And Ad Description

Date: 
To: Karin Ruhlandt
From: 
Re: 2014-2015 Faculty Search in the area of:

Committee Chair:

Committee Members:

Please provide the ad description; describe techniques you will utilize to attract a diverse applicant pool; and explain how you plan to attract applicants for the position:
Faculty Search Proposal Guidelines - Syracuse University Policy

- Before commencing a search and prior to completing a faculty search proposal, the request to search must be authorized by the Vice Chancellor and Provost and the Senior Vice President of Human Capital Development. The position should also be verified to be included in the Long Range Budget Plan.

- In the case of a newly created position or request to change a PIN number for a faculty position, a Position Approval Memo (PAM) must be submitted to Human Resources Compensation prior to commencing the search.

- A Faculty Search Proposal form must be used in filling all faculty positions. The form may be found on the Web: [http://www.sujobopps.com/hr](http://www.sujobopps.com/hr)

- All search chairs are encouraged to develop a broad applicant pool, thus increasing the chances of attracting qualified females and minorities. Either a print ad or a minimum of a 30 day electronic posting in the Chronicle of Higher Ed or Inside Higher Ed is required. The search proposal should include the advertising venues and detail the diversity outreach strategy for the search. Contact Human Resources Recruitment & Retention to obtain advertising estimates prior to submitting the proposal for approval.

- Faculty Search Proposals should be forwarded to the Office of the Dean for electronic approval prior to the Office of Academic Human Resources. Please allow at least 24 hours for the sign-off from Academic Human Resources.

- Human Resources Recruitment & Retention will review the Search Proposal for non-discriminatory compliance and ensure the search committee requirements are met. The search chair or designated contact person will be notified with any concern(s) regarding the status of the Search Proposal.

- The search chair for faculty searches is required to maintain recruitment documentation on all searches for a period of five (5) years. This requirement includes: a record of any contacts made to organizations for the purpose of recruiting applicants, a log depicting telephone conversations with prospective job applicants, a record of all nominations and their source(s), and all vitae submitted in application for the vacancy.

- In the case of waiving the regular search process, an electronic memo request should be sent to Kal Alston, Senior Vice President of Human Capital Development, and Academic Human Resources, requesting a waiver to the regular search and selection process. The waiver memo must include the following: title and job category/rank of position to be filled, recruitment strategy, duration of the prospective appointment, projected starting salary and justification for the request. **Once the waiver is approved, the search proposal form must be submitted through sujobopps.com.**

**Contacts for Human Capital Development:**
Kal Alston, Senior Vice President - kalston@syr.edu
Beverly Everding, Senior Administrator - baeverdi@syr.edu

**Contacts for Academic Human Resources:**
Sonya Williams, Executive Director HR Services – sywillia@syr.edu
Lisa Cregan, Academic HR Generalist – lmcregan@syr.edu
Search Summary and Request to Interview

Date: 
To: Karin Ruhlandt 
From: 
Re: 2014-2015 Faculty Search in the area of:

Briefly describe the number of applicants, the number of interviews conducted, and the process by which the search committee has come to recommend three candidates. The College will support the transportation and lodging costs for the visits of up to three candidates. All other costs associated with the search are borne by the department. Requests for additional candidate visits may be accepted for consideration. If approved, your department will incur the full expense of the visit.

Please attach or summarize the EEO Summary of Gender and Race/Ethnicity among the applicant pool. (Please contact Human Resources and they will generate the EEO Summary for you.)

Highlight the three candidates that you recommend for further consideration. In separate paragraphs, please describe their education and background, area of study and areas in which they will complement the department and any additional information that supports your recommendation.

If there are no minority candidates among your top three, please highlight the top minority candidate and describe their education and background, area of study, and areas in which they will complement the department as well as justification as to why they were not put forth by the committee or chair.

Attach each candidate’s CV to your email submission of the Search Summary and Request To Interview document.
Sample Email with Information Regarding the Scheduling of Candidate Visits

To: Department Administrators,

The Dean wishes to meet with each of your prospective candidates, however, if their schedules are limited to a date when the dean is traveling, I will arrange for Gerry Greenberg or Jim Spencer to meet with your candidate.

As your candidates are approved by the Dean, please send me the dates of their visit and specify time restrictions that may apply such as seminars and flight arrival/ departure. Each meeting will be 30 minutes and held in 300 HL unless otherwise noted. Please include the candidate’s CV along with your appointment request.

Thanks,
Kathy

Kathryn Zubal-Strang, Director of Administration
The College of Arts and Sciences
Syracuse University
300 Hall of Languages | Syracuse, New York 13244
t: 315.443.3949  f: 315.443.5390 e: khzubal@syr.edu
Request To Hire

Date:
To: Karin Ruhlandt
From: (Department Chair)
Re: 2014-2015 Faculty Search in the area of:

Highlight the visits of the candidates that were interviewed. In separate paragraphs, please describe their qualifications and what they would bring to the department. Also, please take this opportunity to outline any concerns that were raised in regards to each candidate.

Identify your candidates in order of preference and describe their future role (if applicable) should they accept the offer. Please be sure to provide this information for all candidates which you would consider as suitable alternates in the event that your first choice is unavailable.

Describe in detail and provide a line item budget for any and all renovations as a result of the eventual hire of any of the suitable candidates. Pat Bickford and CPDC should review any project above $5,000.

Attach search committee report, if provided.
Details for Contacting Your Top Candidate

Email the candidate and schedule time to talk by phone.

During the conversation, you cannot inform the candidate that you are offering him/her the job; but that he/she is your top candidate and you would like to put through the paperwork so you can finalize the details of a potential offer. You want to talk with him/her about the terms and see whether or not he/she is interested. **Note: HR approval is required before an official offer can be made.**

The salary range will be outlined for you and included in the dean’s “Response to Search Request” document. Please begin negotiations at the lower end of the salary range.

Additional items to offer (#1 will typically be for non-laboratory scientists, while #2 will typically be for laboratory scientists):

1. Research bourse: TBD, and a computer to use while at SU (laptop or desktop/Mac or Windows),
2. OR Start-up funds to cover various expenses (these may include research funds, salaries plus fringe, lab and computer equipment).

   This is a site that can be referenced when comparing the cost of living in different cities [http://www.bestplaces.net/col/](http://www.bestplaces.net/col/)

Frequently a salary at SU sounds low, but dollars go farther in Syracuse than they do in other cities, so you may have to use this in your negotiations.

   $60K in Syracuse is equivalent to over $119,520K in San Francisco, CA
   
   *(This is obviously an extreme example, but below are a variety of others.)*

   $60K in Syracuse is equivalent to over $101,441K in New York, NY
   $60K in Syracuse is equivalent to over $89,369K in Boston.
   $60K in Syracuse is equivalent to over $85,766 in Washington, DC
   $60K in Syracuse is equivalent to over $85,706 in Seattle, WA

   In general, cost of living in Syracuse tends to be lower than candidates expect.

SU provides resources for those people moving to the Syracuse Area. [http://humanresources.syr.edu/proemp/relocation.html](http://humanresources.syr.edu/proemp/relocation.html)
Process for Preparing Tenure Track Faculty Appointment Letters*
(Please note changes in procedure for 2014-15)

Upon approval to hire and completion of negotiations, please follow the process outlined below:

   Step 1: Letter templates are available on the Academic Affairs website at https://www.syr.edu/academics/office_of_academic_admin/college_and_dept_support_staff/FT_faculty_hiring.html  Please refer to the templates on an annual basis.

   Step 2: Incorporate your hire details into the letter template in the order that they appear in the template and save as a word document.

   Step 3: Email the word version to Director of Administration, Kathy Zubal-Strang, with a copy to Gerry Greenberg.

   Step 4: Upon review, any revisions will be vetted by Gerry Greenberg and the revisions or corrected version will be emailed back to you.

   Step 5: Submit the amended version via PeopleSoft and it will be reviewed by Human Capital Development and Academic Human Resources. You will receive revisions via email from Lisa Cregan in Academic Human Resources.

   Step 6: Upon approval from Academic Human Resources, print one copy on letterhead and obtain necessary signatures and deliver final version to the Kathy Zubal-Strang (309 HL) for dean’s signature.

   Step 7: The Dean’s Office will phone you when the signatures are complete and the letter is ready for pick up.

   Step 8: Upon receipt, send signed acceptance letter to Director of Administration, Kathy Zubal-Strang, with a copy to Sonya Williams, Lisa Cregan.

   Step 9: Upon receipt of the signed appointment letter, the Dean’s Office will provide our Welcome (onboarding) Packet to your new tenure track faculty member. The Dean’s Office will also contact Pat Blickford to proceed with the implementation of any space/ building modifications, as outlined in the appointment letter.

*A different version of this document is available for Part Time Instructor Appointment Letters. Please contact Kathy Zubal-Strang.
Appendix: Electronic Attachments and Links

Attachments, with the page number on which they start within this document:

Search Timeline (4)

Faculty Search Request Details (6)

Departmental Request for Faculty Search Form (7)

Policy on Space Renovation for New Faculty Hires (8)

Request to Approve Search Committee Members and Search Ad (11)

Faculty Search Proposal Guidelines - Syracuse University Policy (12)

Search Summary and Request to Interview (13)
Request to Hire (15)

Details for Contacting Your Top Candidate (16)

Process for Preparing Tenure Track Faculty Appointment Letters (17)

Links:

Human Resources online search proposal

http://www.syr.edu/academics/pdf/proposalinstructions.doc

Cost of living comparisons for different cities

http://www.bestplaces.net/col/

Resources for faculty relocating to Syracuse

http://humanresources.syr.edu/proemp/relocation.html

Sample appointment letters

https://www.syr.edu/academics/office_of_academic_admin/college_and_dept_support_staff/FT_faculty_hiring.html