



Faculty and Librarian Search and Hiring Handbook



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Introduction

The search and hiring process can be a very labor intensive and time-consuming task for the search committee and administrative offices, but it's also one of the most rewarding. The faculty and librarian members who serve on a search committee will collaborate, sharing their experiences and expertise to select a candidate who will ultimately meet the needs of the department, the university, and most importantly the students. As search committee members, your willingness to work together and participate in this process is essential to the success of the search. This handbook is meant to serve as a guide, ensuring consistency throughout the hiring process across departments. It has been written in coordination with the MSCA Collective Bargaining Agreement and the Massachusetts State University Department Chair Handbook.

As a university, we strive to recruit the most qualified candidates for available faculty and librarian positions. As agents for the university, the impression of Fitchburg State is based solely on the courtesy, timeliness, and professionalism of our communication with the candidates. The ways in which searches are conducted reflect our individual, departmental, and institutional values.

The search and hiring process must demonstrate a strong commitment to affirmative action and equal opportunity throughout the process. Fitchburg State is committed to providing equal employment opportunities to all regardless of age, ancestry, color, creed, cultural background, genetic information, disability, ethnicity, gender, gender identity, National Guard or reserve status, marital status, national origin, race, religion, sex, sexual orientation, or veteran status. The search committee is charged with identifying a diverse pool of qualified candidates who will bring the skills, life experiences, and perspectives that can add to the quality and richness of our academic community.

Fitchburg State University Mission

Fitchburg State University is committed to excellence in teaching and learning and blends liberal arts and sciences and professional programs within a small university environment. Our comprehensive public university prepares students to lead, serve, and succeed by fostering lifelong learning and civic and global responsibility. A Fitchburg State education extends beyond our classrooms to include residential, professional, and co-curricular opportunities. As a community resource, we provide leadership and support for the economic, environmental, social, and cultural needs of North Central Massachusetts and the Commonwealth.

Education Justice

Fitchburg State University is committed to working with all our constituents and partners to provide an education that makes a difference. This means: creating a student-ready university that provides equitable access to high-quality education; offering all students the opportunity to apply their learning so that they are career-ready; working as a responsible citizen of our host community and the surrounding natural environment so that we can continue to build the public's trust in public education; and ensuring that we steward our resources so that the university can serve the Commonwealth for another 125 years.

Vision

Fitchburg State University will be nationally recognized for its excellence in teaching and learning in current and emergent fields, for its commitment to transforming lives through education, and for its dedication to public service.

The university will achieve this by:

- Preparing students for a global society through curricular innovation and program development
- Achieving academic excellence by investing in our faculty and librarians in their pursuit of knowledge, professional competency, and scholarship
- Employing innovative uses of technology in the library and across our campus to maximize student learning
- Creating a culture of diversity to meet the needs of the region and enhance the personal and academic lives of the university community
- Building partnerships within our community to provide real-world opportunities for our students and collaborative solutions to community issues

Affirmative Action Policy Statement

Fitchburg State University is committed to a policy of affirmative action, equal opportunity, non-discrimination and diversity. The university does not discriminate on the basis of race, color, religion, creed, age, gender, sexual orientation, gender identity, genetic information, disability, veteran status, marital status, or national origin in its educational programs, activities, admissions, or employment policies. Additionally, the university is committed to providing a working and learning environment for our students, employees and other members of the university community, which values the diverse backgrounds of all people.

Affirmative Action Commitment in the Search Process

It is the responsibility of the university's affirmative action officer or designee to review the search committee members to confirm that the members represent a diverse panel. Proposed search committee members shall be

provided to Human Resources utilizing the Faculty/Librarian Search Information form. Search committees should reflect the diversity of the university and ensure that unbiased and nondiscriminatory interviews take place. In addition, the affirmative action officer may serve on any search committee in which an underutilization of protected class members exists. Committee selection may be subject to change if it is not representative of the diversity within the department. Department Chairs should identify the composition of the search committee using the following link: <https://forms.gle/75fmLxihbPBhTviFA>

Full-Time Faculty and Librarian Vacancies

The request for a new or replacement position coincides with the university budget planning process. If there are unusual circumstances that occur during the academic year administration will review the needs for a faculty or librarian line at that time.

The Provost/VP Academic Affairs will send notice to the department chairs for the submission of requests for a position. The notification to the chairs will include the appropriate form to request a position and which data points are requested to present the rationale for the position. The department chair will outline the needs for the position and assess the direction of the department and the academic and strategic plan. The requests for positions are submitted to the Provost/VP Academic Affairs.

The Provost/VP Academic Affairs will provide the information for review as part of the budget process. The Provost/VP Academic Affairs will notify the Dean/Department Chair the status of the request.

If the request is approved, a template will be provided to the department chair to create the faculty job announcement. Please see (*Appendix A*) for format. Department chairs are responsible for submitting the job announcement to Zoe Cruz, zcruz1@fitchburgstate.edu in the Office of Human Resources.

The chair shall provide the announcement to Human Resources prior the conclusion of the spring semester. This will allow the university to collect all the information to advertise early fall, so we may remain competitive with our search. Please see (*Appendix B & C*) for the dean and department chair checklist.

Advertising and Affirmative Action Outreach

All faculty positions are automatically advertised on the Fitchburg State jobsite, the Chronicle of Higher Education, NEHERC, higheredjobs.com, North Central Chamber of Commerce, and Career Center for North Central MA, MassCareers. All postings will have a specified closing/review date. All advertisements include the university's Equal Opportunity/Affirmative Action Employer Statement. Human Resources will also select diversity publications for advertisement to assist in our efforts to recruit diverse candidates. Department Chairs/Search Committee members should assist with identifying potential sites, college and universities graduating minority candidates within the discipline we are searching and other additional sites that may assist with our efforts to hire diverse candidates.

Human Resources Advertising Responsibility – The Office of Human Resources assists in advertising positions to attract a diverse and well-qualified applicant pool. Additional advertising options may consist of the following with the assistance of the dean, department chair and search committee chair:

- External mailings
- Local and national newspaper publications
- Specialized minority publications
- HBCU
- Other

Departmental Advertising Responsibilities – The department may select an additional advertising venue specific to the position, HR provides \$400.00 for this advertising expense. We encourage department faculty to share vacancy announcements with colleagues and networks outside of the university community to increase the candidate pool. If faculty members are aware of additional electronic formats and/or mailings that are no cost, please notify Human Resources. The additional advertisement may consist of the following:

- Associations
- Journals
- Professional Networks
- Special Interest Groups
- Publications
- Other

Please complete the google **Faculty Search Information Form:** <https://forms.gle/4HCo2uaJjFWqrbxM7> to describe any additional sources you would like to use. If the advertising is a web-based advertisement and requires a membership/password to access the site, please include this information in the survey. These sites tend to offer free or discounted advertising for its members, and can be an excellent resource.

Search Committee Chairperson

The search committee chair is responsible for the overall search process for the department. The search committee chair will serve as the primary liaison to the dean, academic affairs, human resources, and committee members. The search committee chair is also responsible for providing direction to the committee in preparation for the search process. They will screen applications, interview candidates, and select three finalists, plus an alternate, other duties include, but aren't limited to, updating applicant statuses on the jobsite,

reviewing/compiling interview questions, coordinating google meets (first round interviews) and on-campus interviews, scheduling rooms for interviews, assisting with candidate travel accommodations and procurement paperwork, conducting reference verifications, gathering outstanding candidate information, and organizing search materials. The department administrative assistant may assist with administrative details.

Please see *Appendix D* for the search committee chair checklist.

Search Committee Members

Search committees play a vital role in recruiting, evaluating, and recommending the most qualified candidates for employment by the University. Search committee members are often the first University employees that a candidate will meet. Each member has an opportunity to represent the University as a diverse and welcoming community while carrying out the search in accordance with University policies and procedures.

The composition of the search committee should be broad and inclusive with individuals within the department who will bring a variety of perspectives, different backgrounds and expertise and have sensitivity to equity and diversity issues. Search committee members are responsible for developing interview questions, rubric for assessment of candidate, participation in screening candidates for interview, participating in the interview process, selecting three finalists, plus an alternate, and complying with the search and hiring process, equal opportunity and affirmative action requirements. Members should be available to participate fully and consistently in the entire process and to perform duties as assigned by the search chair.

Search and Hire Process Training

All members of the committee, including the department chair, shall be trained on the search and hire process prior to reviewing candidate materials, to ensure guidelines are followed. The Office of Human Resources will schedule training dates for all search committees. If members cannot attend the scheduled training, faculty should contact Human Resources at x4603 to schedule a training time. Committee members need a refresher training every two years. In addition to the search committee training, all search committee members and department chairs will need to complete two online training sessions:

- **Conducting Job Interview** - This course provides supervisory staff members with techniques on conducting an effective interview, with a focus on avoiding discrimination.
- **Implicit Bias and Microaggression Awareness** - This course is designed to help course takers gain an understanding of what implicit bias and microaggressions are, the science behind these concepts and how to prevent imposing them on others.

You will receive an email from Vector LMS, Higher Education Edition Online Training with a link to the online training sessions.

Access to the Jobsite

Department chairs, search committee chairperson and all members of the committee must request an account for the job site by emailing anoyes1@fitchburgstate.edu if they do not currently have an account. A default login and temporary password from Interview Exchange will be sent to the fitchburgstate.edu email address for each committee member to finalize their accounts. If a committee member has an existing account, **Human Resources will add** the member to the specific search folder. Once the account has been established, it will be used for future searches.

Confidentiality

Members of a search committee need to maintain a strict level of confidentiality to protect the privacy of the candidates and to preserve the integrity of the search process. It is each committee member's responsibility not to discuss any details of the search with non-committee members. All public comments should be made exclusively by the search chair, Dean/Provost and Human Resources. Search committee members should not contact the candidate individually. Candidates have a right to expect privacy during the initial stages of the interview process. Confidentiality must be maintained until the candidate is invited to campus and accepts the invitation.

Written and electronic documentation pertaining to any given search may be subject to public record requests (Freedom of Information Act - FOIA) by candidates or other individuals. Requests may encompass committee member notes and e-mails. It is important to be mindful of the possibility of FOIA requests during the search process.

Recruitment

Search committees are responsible for fulfilling the University's requirement to demonstrate "good faith efforts" to diversify the applicant pool by proactively and aggressively recruiting for open positions. All search committee members should be actively engaged in utilizing professional contacts, engaging in formal and informal networking, utilizing non-traditional advertising such as listservs and on-line publications, discussing the position among members of relevant membership in professional organizations, and attending conferences when applicable.

Search Materials and Documentation

All materials relating to the search should be maintained electronically. The Office of Human Resources has created electronic forms that may be used and/or altered by the committee to assist with maintaining the search process. Materials should be organized in a manner that allows for easy access to the details of the search, and the final outcome. The committee should identify a clerk for the committee. The role is to document the search process e.g. meeting dates, criteria review, interview questions, Google Meet/Zoom sessions, etc. This preserves the search process in case there are any labor or legal challenges. Search information is maintained for three years after the search has been completed. The search document/s should be sent electronically to Zoe Cruz at zcruz1@fitchburgstate.edu. See Appendix E

The search committee must ensure that a consistent rationale is provided for each decision, reflecting the candidate's ability or inability to meet the standard qualifications of the position. Please be certain that when documenting the decisions for non-selection, the reasoning is consistent and legal.

Immigration Assistance

If a candidate who is selected requires immigration assistance, it is pertinent that the rationale for this candidate will meet the immigration standards as being the most qualified candidate. *"The employer has to sponsor the eligible employee. But before an employer can file a petition they need to follow certain procedures. Initially, they need to advertise the position and make sure that there aren't any U.S. persons willing and qualified to take up this job. Once this is established, they will have to apply for Labor Certification with the Department of Labor (DOL). The DOL will confirm that there are no qualified U.S. workers willing or able to take up this position; that the employer is able to pay the wages this position entitles; and that by giving this job to a foreign worker, the wages and/or working conditions of the already existent U.S. workers are not affected. There are certain employment categories which do not require Labor Certification."* The committee should contact Human Resources if there are candidates that requires

immigration assistances to work in the United States.

¹ <https://www.us-immigration.com/cart/product/green-card-through-employment-application.html>

Application and Screening Process

All applicants must apply at the [Job Openings](#) link to be eligible for employment. If a vita is directly received by the committee, it should be forwarded to Human Resources. Search committee members will utilize the jobsite to review candidates' materials. Screening applicants is significant work. Information known about a candidate on a personal level, outside of the application materials submitted by the candidate, may not be used in the evaluation of the candidate. Search committee members are cautioned to limit their evaluation of the candidate to the material submitted, and ultimately, the information gained in the interview, viewed against the required/preferred qualifications.

All members of the committee should participate in all interviews to ensure fair and consistent evaluation of each applicant. Prior to conducting any interview, all search committee members should discuss the objective(s) of the interview, the main topics or areas to be covered during the interview, and the itinerary and arrangements for each candidate. Interview questions must be related to the job and essential to determining the candidate's qualifications for the position. Committees should develop a core set of questions for all applicants that will elicit sufficient information to make an evaluation of the candidates' qualifications and allow an equitable comparison of the candidates. To ensure equity, the interview experience should be consistent, providing the same opportunities to each candidate. Some helpful hints for a better applicant screening experience are below. *See Appendix F for Sample Rating Chart.*

- Review the job announcement for the position you are recruiting.
- Develop criteria for evaluating candidates and applying them consistently to all applicants.
- Review material to see if it is personalized to Fitchburg State.
- Review for typos and incorrect grammar.
- Ignore the applicant's name, address, and personal information to limit unconscious biases.
- Spend sufficient time evaluating each applicant
- Evaluate each candidate's entire application, to not focus too heavily on only one element, such as the prestige of the degree-granting institution or postdoctoral program or the letters of recommendation.
- Explain the decision for rejecting or retaining a candidate based on evidence in the candidate's file as related to the qualifications.
- Check work experience for applicability to the available position, length of time in each position, promotions or awards received, and the reason for leaving each position.
- Note gaps in employment but do not assume they were caused by negative reasons.
- Check educational background for qualifications necessary for successful job performance.
- Note special skills/training.
- Note any pertinent questions that arise when reviewing candidate materials on a separate piece of paper. (Never write on materials.) Discuss these questions with the search committee. This may help with forming interview questions.
- Periodically evaluating the committee's decisions to consider whether qualified women and underrepresented groups are included and whether evaluation biases and assumptions are influencing decisions.
- Divide the candidates into three groups – one for those that closely match job requirements and for which a remote screen is appropriate, one for those who meet some requirements and may be considered

secondarily, and one for those who do not meet the requirements at all.

- If necessary, screen the top candidates again to narrow down the candidates even further. On average, about 6–8 candidates per open position should be sufficient for first round interviews.
- Send the top 6-8 candidate's names to the Department Chair, Dean and Human Resources for review prior to scheduling the first-round interviews. If there are MSCA unit members in the search pool that are not selected for an interview include the information in the email.
- Once the committee has screened the 6-8 candidates, the group will identify their top 3 candidates, plus an alternate for campus interviews.

Human resources can assist in the decision-making process, identifying critical stages in the recruitment process where the university can demonstrate its commitment to affirmative action/diversity and answer any questions that you may have pertaining to the search. As a reminder, questions relating to immigration and naturalization should be brought directly to Human Resources.

MSCA Unit Member Applications

Per the MSCA Collective Bargaining Agreement, Article 20, Section C7:

Whenever any member of the bargaining unit, including for the purposes of this subsection 7, any librarian, shall apply to be a candidate for any vacant position within the bargaining unit at any State University, such member of the bargaining unit shall be given added consideration as a candidate for such position; provided, however, that such added consideration shall be so given only if such member of the bargaining unit is not, by training and/or experience, less qualified for such position than the most qualified among all the applicants therefor.

Whenever any member of the bargaining unit, including, for the purposes of this subsection 7, any librarian, shall apply to be a candidate for any vacant position within the bargaining unit at any State University, such person's name shall be included on the list of candidates submitted to the President of such University by any screening or like committee, including any such committee constituted pursuant to Section I of Article VI of this Agreement; provided, however, that such person's name need not be so included unless he/she has the minimum advertised qualifications for the position for which he/she is a candidate; and provided further that nothing in this paragraph shall be deemed to abridge any right conferred by the foregoing paragraph.

- If a unit member meets the minimum qualifications stated in the vacancy announcement, the members name must be forwarded throughout the interview process.
- Added consideration must be given to unit members.

Conflict of Interest

No member of the bargaining unit shall serve on a search committee or otherwise participate in any way in the hiring of a member of the bargaining unit if to do so would constitute a conflict of interest or the appearance of a conflict of interest. No unit member, for example, shall serve on a search committee if their spouse or domestic partner is a candidate for the position.

First Round Interview

A Google Meet interview is required before candidates can be invited to campus for onsite interviews. The first round of interviews should be conducted with 6–8 candidates, all of whom should be deemed serious candidates.

Prior to establishing a preliminary interview, the search committee chairperson will move the selected candidates to the Google Meet Interviewed folder then email the Dean and HR (**Zoe Cruz**) that the candidates are ready to

be reviewed. This will assist in reviewing the diversity of the candidate pool. Information will be shared with the search committee chair on the makeup of the pool and whether it reflects diversity.

The search committee chairperson is responsible for preparing the format of the interview. This preparation includes, organizing the interview questions, interview schedule, relevant handouts, interview timeframe, and introducing the committee to the candidate. All members of the search committee must be present at all interviews. The search committee chairperson should ensure that everyone is available when creating the interview schedule. The department chair remains separate from the search committee, but may participate in the interviewing of candidates.

These interviews should be structured with a list of interview questions to be asked of all the candidates. Follow up questions are acceptable. One of the key steps to a successful search is maintaining consistency throughout the process. Additionally, it is recommended that all search committees use a rating system when evaluating candidate's responses to the questions. The Equal Employment Opportunity Commission (EEOC) has strict guidelines for what questions are considered discriminatory. **Review Appendix G Conducting the Interview.**

Google Meet

Google Meet Review & Updates can be found on the Technology Department's website under technology training or found here: <https://www.youtube.com/watch?v=rhahC8qWSxE>

Selection of Finalists

After the first-round interviews, the search committee chairperson will forward the names of three finalists and an alternate to the department chairperson, Dean and Human Resources. Once the three finalists and alternate are reviewed by the dean, the dean will notify HR and interviews may be scheduled. A search that produces less than three candidates will be reviewed by the Dean and the Vice President/Provost, who will determine if the search should be continued, canceled, or if a new search is required in collaboration with Human Resources. A department that has more than one vacant position in the same discipline may invite 4-6 candidates to campus.

Campus Interviews

The search committee chairperson is responsible for scheduling the interview appointments with the Dean, the search committee, the department chair, the department members, HR (benefits overview) and a student teaching exercise or presentation. It is best practice to contact the Dean first to determine availability for interviews. Additionally, the Office of Admissions will provide campus tour to candidates interviewing. Please contact the main office at ext. 3144 for an appointment. The tour will provide the candidate an opportunity to see the campus through a student's perspective.

Once available dates and times have been established, the search committee chairperson should contact each finalist and invite them to campus. Upon acceptance of the invitation, the chairperson should finalize the schedule for the day with all parties, including a tour of campus. An agenda should be provided to the candidate with all relevant information.

The chairperson will also email the finalist the link below that includes web links and forms pertinent for the campus interview. The link includes the MSCA (Appendix O), MSCA Benefits Overview and other forms related to travel and reimbursement. Finalists must complete the Appendix O prior to their on-campus interview. The candidate should be directed to email the complete document to the academic Dean. Candidates should complete

the cover page, (page 2c of 10) and pages 3 - 9.

See Appendix H & I

[MSCA \(Faculty and Librarian\) Candidate Information](#)

Parking Permits

The search committee chairperson should contact Parking Services to obtain a visitor parking permit for the finalists that are driving. These permits are required of any guest parking a vehicle on campus. The chairperson may obtain the permit in advance of the interview by calling 978-665-3219, visiting the web page at [Parking Services](#) or email parkingservices@fitchburgstate.edu. It is recommended that a designee of the committee greet the finalist at a designated visitor parking area with the parking permit or provide the pass electronically prior to their arrival.

Candidate Travel Reimbursement

Each academic department that has a faculty vacancy will receive a budget transfer of \$2,400 per vacancy from Academic Affairs. The transfer will cover reimbursements for the expenses of travel, lunch passes to Holmes and meals with the committee if applicable. Unused allocations will revert back to the Vice President/Provost's budget pool at the conclusion of the search.

Candidates are responsible for their own travel arrangements and expenses. Since the cost of airfare and other travel expenses may be considerably less thirty days in advance and at a minimum of fourteen days' in advance, committees should do their best to provide the candidates with as much advanced notice of the interview date(s) as possible.

Local hotel information, including information, is available by viewing [New to Fitchburg](#). In extenuating circumstances where a candidate may not be able to pay in advance for travel, the search committee chair should speak with the Dean to determine if the university can pay in advance for the candidate's travel or assist with lodging.

Following the campus interview, the candidate should submit a W-9 and all itemized receipts, to the search committee chair. For convenience, receipts may be scanned and sent electronically. The search committee chair is responsible for completing the Trust Fund Payment Voucher and submitting the reimbursement documentation to Financial Services in a timely fashion.

The department assistant will assist in the preparation of reimbursement paperwork. The FOAPAL is: T65-xxxx-J98-RECR-D01. The "xxxx" is the department's organization code. The Trust Fund Payment Voucher may be found at [Financial Services](#). All forms must be submitted prior to June 30th of the academic year to receive reimbursement. *(See Appendix J)*

Candidates

- Mileage reimbursement as of 2023 is \$0.65 per mile for personal vehicle mileage. (may be subject to change)
- Mileage reimbursement does not require odometer readings. Mileage from the candidate's home address to Fitchburg State and return to their home is reimbursed.
- Travel related expenses will be reimbursed for air, train, car rental, meals. Hospitality and meal taxes are reimbursable; however, state sales tax in Massachusetts is non-reimbursable.

- Sales tax incurred for necessary expenses while traveling out of state is reimbursable. (may be subject to change)

International travel should be reviewed and discussed with the Dean prior to inviting a candidate to campus. It is integral to assess the qualifications of candidates that require sponsorship, as well as provide the university with additional information on the needs of the candidate, their travel and immigration costs. Please see human resources for assistance with immigration questions.

Candidate Lunch Passes

Each department should utilize the lunch pass template; (see *Appendix K*) to create electronic lunch passes for the candidate/s and the members of the committee that will participate in lunch. The departmental assistant should print the number of passes for the committee members attending lunch with the candidate and note the FOAPAL to be billed. This expense would come from the funds transferred from the Vice President/Provost to the departmental budget.

If the search committee brings a candidate to dinner as part of the interview process, the funds that have been transferred for candidate reimbursement shall be used. Per university and Commonwealth guidelines, no alcohol can be reimbursed. The university encourages committee members to refrain from partaking in libations during the interview process to minimize any potential violations. A scanned copy of the dinner receipt with a prepared Trust Fund Payment Voucher with the dates, candidates name and faculty member attendees should be submitted to Financial Services in a timely fashion. The forms can be found at [Financial Services](#).

Reference Checks

Following the on-campus interviews, three professional reference checks must be conducted for each finalist. Reference checks are completed in addition to receiving letters of recommendation as part of the application process. Reference checking is absolutely essential to verify a candidate's background. Combined with proper interviewing techniques, reference checking should give you added assurance that the intuitive sense that you have about a candidate's abilities to successfully perform in the position is well-founded.

When arranging the on-campus interviews the committee chair should request a list of references from the candidate. This list should include the names of former supervisors, department chair/Dean co-workers, not personal acquaintances. Candidates should be told that references will be contacted and that the university conducts reference checks for all finalists. The search committee chair, or designee, is responsible for contacting references by telephone and documenting the discussion. Of the three, one reference needs to be an immediate chair, dean or person who has had professional oversight of the finalist. See *Appendix L*.

Checking a candidate's references should, at a minimum, involve a factual investigation of education and employment.

References, based on a former employer's past perceptions of the candidate's performance, can be used to predict how this candidate may perform. With that said, finding people who are actually willing to take time to thoughtfully answer questions based on their own experiences with the candidate is not always easy. Many employers advise managers to limit their comments that are subjective in nature.

Recommendation letters also provide additional evidence of a candidate's skills and character based on observed behaviors that will, hopefully, assist the committee to gain a better picture of a candidate. Most often these letters are requested as part of the hiring materials, to provide the committee further detail about the candidate. The

reference checking closes the process and allows for a person to person communication.

Finalist Recommendation Process

Once the reference checks are complete, the search committee should identify and summarize the strengths and limitations of each candidate in writing along with the responses from the three references to the academic Dean and Department Chair. The Department Chair will make a recommendation to the Dean. The Dean will discuss the chair's recommendation, committee's feedback and their own recommendation with the Vice President/Provost. A copy of the Department Chair's recommendation shall be provided to the members of the department per the MSCA collective bargaining agreement. If none of the finalists are acceptable or if all of the finalists decline the job offer, the Vice President/Provost will consult with the Dean, Department Chair, and Human Resources regarding the next steps in the search process. Please see Article VI, Section I of the MSCA Collective Bargaining Agreement for detailed information.

Offer of Employment and Background Screening

The Dean will make a contingent offer of employment to the top finalist. Candidate may be provided 72 hours to provide acceptance. The Dean will send a follow up email after verbal offer is made with the offer outlined. A contract and a letter of appointment will be sent to the finalist from the Vice President/Provost as depicted in Appendix N-1, N-2, N-3, or N-4 of the MSCA Collective Bargaining Agreement once the background verification/CORI/SORI has been received in HR. Once the signed contract has been received in the Office of Human Resources, the President will send a formal welcome letter to the candidate.

Once the contingent offer of employment has been provided, the Office of Human Resources will complete a background screening and CORI/SORI (Criminal Offender Record Information/Sex Offender Registry Information) on the finalist. The offer of employment is contingent on the successful completion of the background screening and CORI/SORI. These screenings are another method to secure additional information related to the candidate. The Dean will notify the candidate that they will receive a generated email from the vendor, HireImage, at the time of the offer. This email will be sent to their personal email account for completion. It is imperative that the candidate complete this request in a timely manner. The Office of Human Resources will notify the Dean once the screening is completed.

Hiring Procedures and Paperwork

To complete the search, the HR Representative will select the final candidate as *hired* and initiate the onboarding process within Interview Exchange. This action sends an email to the finalist's personal email address. The email will contain instructions to complete onboarding forms. Completion of these forms are essential to starting the onboarding process. The Office of Human Resources must also have the following documents on file to officially appoint the successful finalist:

- Hiring documents and search materials
- Completed and signed Appendix O-1 or O-2 Form
- Reference Verifications
- Background Screening
- Criminal Offender Request Information/Sex Offender Registry Information (CORI/SORI)

Submission of Search Materials

The search committee must submit both first round and campus interview questions, committee notes, reference checks, search summary and any other applicable documents used in the interview process to the Office of Human

Resources in electronic format. A member of the committee should be designated as a clerk of the committee to assist the committee with this work. This information is stored for three years electronically in the case that there are any legal actions. Human resources will work with the search committee chairperson to close out the search and send final notification to the unsuccessful candidates.

Onboarding

It's important to maintain ongoing communication with the newest colleague in the department. New faculty members should feel welcomed and have resources within the university prior to their arrival for the fall semester. The department chair should prepare to assist the new employee during their transition:

- Identify a member(s) of the department to be a key contact for the new employee during their transition.
- Work with the new faculty member regarding their schedule for the upcoming semester.
- Work with the department assistant and new faculty member to arrange their office, order supplies and any other miscellaneous items they might need prior to their arrival.
- Work with the Office of Capital Planning and Maintenance for assistance with office location, furniture, etc.
- A new hire web link is sent from HR to the department chair for completion related to phone, office location, technology, training need, one card, etc. for the new faculty member.

If the new employee is relocating to the area, the employee may be interested in working with *Home Plus Benefits*. This program offers a complimentary real estate benefits and savings program to assist Fitchburg State employees with their real estate transactions, including buying and selling. The program also offers discounts on various moving expenses. Department chairs and search committee members can suggest visiting the web site at [Home Plus](#).

New Employee Orientation

The Office of Human Resources will contact the new faculty member well in advance of their start date. An individual orientation will be scheduled, which will include topics such as policies and benefits. Employees will be taken to the OneCard Office to get their campus ID, and then to Technology to meet with a staff member who will review email, Blackboard, ALERT, etc. If it's ready, the new faculty member will receive their laptop at this time.

In the event that any additional needs or questions arise, please contact the Office of Human Resources for assistance.

Appendices

- A. Vacancy Announcement Template
- B. Dean Checklist
- C. Department Chair Checklist
- D. Search Committee Chair Checklist
- E. Sample Sheet for Search Committee Meeting Notes
- F. Sample Rating Chart
- G. Conducting the Interview
- H. Sample Campus Interview Schedule
- I. Campus Visit Guidelines
- J. Travel and Reimbursement Guidelines
- K. Lunch Pass
- L. Reference Check Form
- M. Faculty Chair Handbook Insert

Appendix A
Vacancy Announcement Template

Assistant Professor, _____

MSCA Unit Position - Assistant Professor/Application review begins November __, 20__

About Fitchburg State University:

Fitchburg State University, located in Fitchburg, Massachusetts, is a public institution dedicated to integrating high-quality professional programs with strong liberal arts and sciences studies. Founded in 1894, the university now has more than 30 undergraduate programs and 22 master's degree programs, and 7,000 full and part-time students. We invite you to learn more about us and how we can help you achieve your educational goals.

Institutional Diversity and Social Justice

Fitchburg State University embraces a commitment to diversity, inclusion, belonging and social justice. We encourage individuals from historically underrepresented groups to apply and also those who can contribute to diversity, inclusion and equal opportunity in higher education through their teaching, research and mentorship. Fitchburg State is committed to social justice, by actively promoting student success of traditionally underrepresented and first-generation students

The School of _____ invites applications for a tenure-track position in _____ at the rank of Assistant Professor, beginning Fall 20__. Applicants must possess a strong desire to teach in a department and institution with a strong emphasis on excellent teaching and continuation of scholarship that involves engaging and collaboration with undergraduate students.

Responsibilities include a teaching load of 4/4 per semester, student advising, continuing scholarship and service to the University community. Additional Requirements as per the MSCA contract. Commitment to excellence in teaching, especially traditionally underrepresented and first-generation students, demonstrated teaching experience appropriate to the level of appointment, and evidence of scholarly/creative activity.

Requirements:

Minimum:

Ph.D. in _____ by June 30, 20__.

ABD will be considered with an anticipated degree completion date by June 30, 20__.

A track record of teaching excellence as evidenced by student evaluations.

Ability to work effectively with a diverse student body.

Preferred:

Prior undergraduate teaching experience.

Research that involves engaging and collaborating with students.

Evidence of interest and success in mentoring underrepresented minority students is highly desired.

Candidates who can teach in multiple programs.

Please submit cover letter, CV, three professional references and statement of teaching philosophy

Full-time, Tenure Track, 9 month benefited position, beginning September 1, *Salary commensurate with qualifications, experience and in accordance with the MSCA Bargaining Agreement*. Additionally, there are opportunities to teach summer, winter term and teach for the School of Graduate, Online and Continuing Education.

Must be able to satisfactorily pass a check conducted by the Criminal History Systems Board (CORI/SORI) and a background check satisfactory to the university.

Ability to perform all duties with or without reasonable accommodations.

Fitchburg State University is committed to diversifying its workforce. We strongly encourage women, minorities, veterans and persons with disabilities to apply.

Appendix B

Dean Checklist

- Attend kick-off meeting
- Serve as a resource to the department chair and search committee.
- Review the first-round candidates' credentials, experience and verify degree is from an accredited institution. Discuss any questions with the committee and chair.
- Approve recommended candidates for first round interviews, notify the department chair, search committee chair and HR they may proceed after HR verifies the pool of candidates.
- Approve final candidates and alternate for campus interviews once first round interviews are concluded.
- Meet with the finalists and collect the Appendix O from candidates.
- Review search committee summary of strengths & weaknesses of the top three (3) candidates, summary of references and the written department chair recommendation.
- Discuss with the department chair and search committee who will be offered the position.
- Share the finalist name and information with the Provost/VPAA. Discuss the Appendix O with the Provost to determine salary range.
- Verify that all search materials have been submitted to HR, once the search details have been reviewed by HR the dean may extend a contingent offer to the candidate.
- The dean will send a follow up email with the offer of employment to the candidate after the verbal offer is made. (Offer is contingent on the successful completion of the background screening, CORI/SORI)
- Notify VPAA, Human Resources, department chair and search committee chair once the candidate verbally accepts the offer.
- Verify that the Provost has signed off on the Appendix O and it is submitted to HR.

Appendix C

Department Chair/LPAC Checklist

- Provide list of search committee members to Human Resources using the Faculty Search Information Form at <https://forms.gle/weyBGjxb1uuiwDhX6> and identify a search committee chairperson.
- Department chair/LPAC/Committee will identify advertising locations specific to the position e.g. journal, website, publications using the following form <https://forms.gle/weyBGjxb1uuiwDhX6>. If the web advertisement requires a membership/password to access the site, please have the committee members include this information.
- Attend a search kickoff meeting with HR.
- Notify the committee members that they must be trained on the Search and Hiring Process (Human Resources will contact the committee members or they may reach out to Zoe Cruz)
- Department chair/LPAC and search committee members should email [Zoe Cruz](#), to create a user account for the online jobsite so they may review candidates (If a user account has already been created for previous searches the committee member does not require a new account.)
- Visit the university job site, [Interview Exchange](#), to review applicants.
- Committee members may consult with the Department chair/LPAC throughout the process if needed.
- Department chair/LPAC will review the first round and final candidates and one alternate candidate.
- Chair will meet with the search committee to discuss the relative strengths and weaknesses of each finalist.
- Chair will share their written recommendation with the committee five days prior to providing the recommendation to the Dean.
- Verify that any unit members names are included at the bottom of the bottom of the recommendation of the three finalists and alternate according to Article XX Section C, 7 of the MSCA contract if they are not selected to advance in the pool.

Information from the faculty chair handbook and the MSCA CBA may be found in the Appendices section.

Appendix D Search Committee Chair Checklist

- Participate in search kick-off meeting with the department chair/LPAC, Dean and HR.
 - Discuss Search and Hiring Process and diversity goals
 - Specific responsibilities for Dean, Dept. Chair/LPAC, and search committee
 - Review templates
 - Discuss process for timeline
- Attend the search and hiring training.
- Verify that all committee members have participated in the search training prior to reviewing candidate materials. (Please direct any untrained member to Human Resources for training.)
- Work with the committee to establish a timeline for search process, share with the department chair.
- Create a rubric to be used to review the candidates, assessing the minimum qualifications and establishing additional criteria to assist with bringing forward the ideal candidate. This must be done prior to reviewing candidate materials, as this will allow for all members of the committee to evaluate candidates similarly.
- Establish questions for first round and campus interviews.
- Move candidates selected for first round interviews to the *google meet/zoom folder* in Interview Exchange.
- Notify the dean, department chair/LPAC and HR that candidates have been selected for first round interviews for review. If there are unit members in the search pool that are not selected for an interview include the information in the email.
- The Dean, department chair and HR will review the selection of candidates prior to establishing the dates for first round interviews.
- Coordinate the first-round interviews with candidates. Provide date and time of the interview and send the candidates the Google Meet information with the list of who will be interviewing them.
- All members must be present for interviews, the committee may also be remote for the first-round interviews.
- Identify three finalists and one alternate for on-campus interviews, in collaboration with the committee.
- Move candidates to the campus interviewed folder in Interview Exchange.
- Notify the dean, department chair/LPAC and HR that candidates have been selected for campus interviews. Move the candidate's names to the *Campus Interviewed folder* and the alternate candidate in the *Alternate Faculty/Librarian folder*. If there are unit members in the search pool that are not selected for an interview include the information in the email. The dean must review the selection of candidates prior to establishing campus interviews.
- Once finalists are reviewed and approved, scheduling of on-campus interviews may occur. Include the following for campus interviews:
 - Identify multiple dates for on campus interviews, verify availability of the dean and department chair/LPAC. (Deans and department chairs should meet with the candidates for 45 – 60 mins.
 - Verify availability of the committee.
 - Contact candidate to schedule date of interview, confirm and notify them via email. Provide an agenda, directions, MSCA Candidate Information Link, names of who they will be meeting with prior to their interview.
 - Ask for contact information for three professional references including at least one supervisor (immediate chair/LPAC, dean or person who has had professional oversight of the finalists) when setting up the on-campus interview.
 - Schedule rooms and technology needs for on-campus interview.
 - Schedule a meeting with committee to determine appropriate questions, handouts, tours, food arrangements, escorts for candidate as well as applicable teaching exercise/presentation. We encourage student involvement.
 - Schedule a departmental meeting to meet with the candidate(s).
 - Schedule a 15-minute HR Benefits overview meeting.

- A designated web link has been established for candidates interviewing with the university: [MSCA Candidate Information](#) they will find the Appendix O Salary Data Sheet, MSCA Benefits Overview, Travel Reimbursement Guidelines, W-9 etc., please provide the web link to the candidates prior to the on campus interview (Candidates will complete the July 2, 2019 Appendix O)
 - The dean will collect the completed Appendix O, candidates should be told to email the completed document to the dean prior to the campus interview.
 - Coordinate the arrival and departure of candidate to the university or assign a designee. (Please see Campus Interview Guidelines.)
- Once on campus interviews conclude:
- Inform candidates that references will be contacted on all finalists.
 - Check references on all three finalists. Please see *Appendix L* for assistance. At least one reference should be from a dean or chair/LPAC that can speak about their work.
 - Collect W-9, travel receipts and coordinate travel reimbursement with candidates. Administrative Assistant in the department can assist with processing.
 - Convene with committee to determine the strengths and weaknesses of finalists. Candidates should not be ranked.
 - Submit written strengths and weaknesses, along with references to the dean and department chair. Remember to include any MSCA unit members names that applied and met the qualifications even if they were not selected as finalist.
 - All search materials must be provided to Human Resources and approved prior to a verbal offer being made to the finalist for employment.
 - Human Resources will need electronic copies of the following documents:
 - Search summary of the overall search process
 - Rubric used to evaluate search material
 - Search committee questions (first round & on-campus questions)
 - Any evaluative tools used
 - 3 references for each finalist
 - Search committee strength and weaknesses to the chair & dean
 - Work with HR to update applicants' status in the Fitchburg State jobsite.
 - Search Chair will notify the candidates that were not selected of the outcome and thank them for their interest in Fitchburg State University.

Appendix E

Search Committee Meeting Notes

Meeting Date	Clerk	Members Present	Notes	Action Items

Appendix F

Sample Rating Chart

Name of Candidates	CV Received	Letter Received	References Included	PHD	University Level Teaching	Able to Teach Research Method	Experience with Grants, etc.	Depth of Teaching	Total

Notes on Rubric:

Minimum Qualifications: Candidates must meet all minimum qualifications to be considered for position.

- Ph.D by June 30th of academic year
- University level teaching

(Establish additional preferred qualifications to assist in the interview process. The minimum qualifications will not provide enough in-depth experience about the candidates.)

Preferred Qualifications: Provide each candidate a number between 0-5, five being the most qualified.

- Able to teach research methods: 0 = not reflected in CV or letter, 1= mentioned but no additional information; 2= has taught research methods; 3= has significant experience with research methods
- Experience with Grants (use same method of ranking), etc.

Appendix G

Conducting the Interview

Interviews are scheduled and conducted by the search committee or, in the case of a classified position for which no search committee is required, the appropriate supervisor/administrator.

Interviewers and search committees have critical responsibilities.

1. To review and recommend candidates on the basis of job-related qualifications.
2. To comply with legal requirements in the hiring process; and
3. To follow the university's affirmative action policy and processes.

The following are some basic guidelines with regard to fulfilling the above responsibilities. Although not every question is answered about which screening/interviewing techniques are lawful, the guide is to serve as a resource tool. Interviewers and search committee chairpersons should consult with human resources for specific guidance when needed.

At the beginning and during interview:

2. Establish rapport. The interview setting should be conducive to good communication. A warm greeting and "small talk" serve to relax both the interviewers and candidates and establish mutual confidence. However, be careful not to ask any questions that may later be viewed by the interviewee as discriminatory (marital status, family, etc.)
3. Gather predictive information. The keys to controlling the interview are careful, active listening combined with good use of questions. Through a variety of questions and comments the interviewer may encourage things that may be important. **Listen to what is said and what is not said** in response to your questions – don't assume an answer. Ask finalist to support their statements by giving examples.
4. When the search committee interviews, it is advisable to meet immediately following each interview for a feedback session. Also suggested is the use of a rating/comment form for committee members to note candidate responses to questions during an interview. Don't rely on memory. Remember, however, that note taking during an interview may make the interviewee uncomfortable.
5. The use of words and phrases such as "why," "how," and "describe," or "tell me about" will yield more complete answers than leading questions or those that require only a "yes" or "no" answer.
6. The purpose of the interview is to obtain a clear and balanced picture of the finalist's qualifications for the job without indicating the responses you hope to hear. Avoid leading questions such as "do you agree" or "you must have liked..." as they may influence the interviewee's response. Remain objective.
7. Be watchful of your own non-verbal communication as well as that of the candidate. Be cognizant, however, of cultural diversity and remain objective. Keep focused on what you are hearing – don't appear preoccupied.
8. Maintain control of the interview. Time should be a consideration but never rush an interview.
9. Describe the position, the duties, level of authority/supervision and support systems available, and describe the university as well. Inform the interviewee at the beginning of the interview that an opportunity will be provided during the latter part of the interview for the interviewee to ask questions. Respond to the questions raised. An interview is a two-way process. Provide sufficient facts, both favorable and unfavorable about the position and the institution in a straightforward manner so the candidate can make an intelligent decision on the acceptability of the position.
10. Thanking the interviewee for their time and outlining what will happen next is an honest and comfortable

way to end the interview. Give the finalist an appropriate date by which you expect to take any follow up action or make any decisions.

11. References should be contacted. Listen carefully to what is said and how the reference responds to your inquiries. Listen for hesitations, silences.

Transcripts should be reviewed as well.

Interviewing Do's and Don'ts

General

Federal and/or state laws prohibit discrimination on the basis of race, color, religion, creed, age, gender, sexual orientation, gender identity, genetic information, disability, veteran status, marital status, or national origin.

A cardinal rule when interviewing is to avoid asking questions of candidates if the answers could not properly be considered in making the hiring decision. Even if the candidate brings up or makes a comment related to an area that is unlawful, do not pursue it. Stay with questions that have to do with the candidate's education, training, work history and job-related skills.

Discriminatory behavior is improper, even when it is not intended. The use of certain questions would not necessarily show that you mean to discriminate but such questions can be used, and have been used in a discriminatory way. Therefore, the following subjects should be avoided because they may show gender-based discrimination.

- Marital status or non-marital arrangements;
- Spouse's employment;
- How spouse feels about candidate's working or traveling;
- Child care arrangements

You may cite the hours required of the job and ask whether the candidate will have difficulty meeting them. You may also ask about the candidate's availability for weekend or evening work **if** the job so requires. If the candidate indicates a need for religious observance, this fact cannot be used in the hiring decision unless "reasonable accommodation" for the religious observance would be an "undue hardship" for the university. Specific guidance is available through the Office of Human Resources and Affirmative Action.

Disabilities

The Americans with Disabilities Act (ADA) prohibits **all** questions about a candidate's disability at the pre-offer stage of interview. It is **unacceptable** to ask an interviewee whether they are disabled or about the nature of the disability even if it is an obvious disability. You may however ask a disabled candidate questions about their **ability** to perform job-related functions. If the disability is obvious and the interviewee does not wish to address/discuss the disability or does not request reasonable accommodations yet indicates that they are able to perform the major functions of the job, it is unlawful to disqualify the candidate – you cannot discriminate on the basis of the person's disability.

If you are not certain an interviewee is a person with a disability, you may ask if they know of any reason why they would not be able to perform the essential functions of the job they are seeking. If the answer is yes and reasons are stated there should be follow up questions regarding possible accommodations that would assist the candidate in performing the major functions of the job.

After a job offer has been made you can ask about disabilities and conduct medical examinations and the offer can be conditioned on the applicant's answers to the questions and the results of an examination.

Note: *The EEOC (Equal Employment Opportunity Council) takes the position that if the employer reasonably believes an applicant will need accommodation to perform the job, the employer can ask limited questions about the accommodation at the pre-offer stage. However, the employer is still prohibited from asking about the disability itself (excerpted from CUPA, Legal Watch, January 1996).*

National Origin

It is acceptable to inquire into a candidate's ability to read, write or speak a foreign language where the position requires those skills. However, it is inadvisable to ask the candidate how they acquired these skills if it would disclose national origin or descent.

It is **legal** to ask if a candidate is a U.S. citizen; however, it is **illegal** to require (with very few exceptions) that they be U.S. citizens to be hired. It is also legal to ask an alien if they are authorized to work in the U.S. However, you may not ask the candidate to show you specific documents (i.e. green card) to verify work authorization. The candidate, if offered the job, is to present to the employer any combination of legally acceptable documents of their choice to establish work authorization within three days of the date of hire. (contact the HR department for listing)

Organizations and Memberships

Inquiries about professional memberships related to the job are acceptable (i.e. Chemical Engineering Society). Questions about organizations whose name or character indicate the member's economic or social class, race, color, creed, sex, sexual orientation, marital status, religion or national origin should be avoided – country clubs, social clubs, religious clubs, fraternal orders, etc.

Never inquire about activities in political or civil rights organizations or ask the applicant whether they have in any way been involved in discrimination complaints or lawsuits.

It is also inadvisable to ask any questions designed to disclose age, arrest records, credit/financial status, home/car ownership, type of military discharge, political affiliation, sexual orientation or religious beliefs.

The Office of Human Resources and Affirmative Action has resources to assist search committees/administrators to conduct effective interviews and to clarify the legal points in the interview process.

Appendix H

Campus Interview Schedule

Date of Interview	Time	Location
Search Committee		
Department Chair		
Department if applicable		
Lunch		
Dean or designee		
Student experience		
Human Resources		
Tour		

Appendix I

Campus Visit Guidelines

- Assign a member of the committee to serve as the host for each candidate.
- Arrange a meeting place and time to greet the candidate to campus. You may wish to meet them outside if driving, as the university is spread out.
- The candidate should have an escort at all times.
- If some “free time” is scheduled, be sure to arrange a space for the candidate.
- Maintain equity in the interview process, all candidates should receive the same time with the committee - no more, no less. If there is an internal candidate, they should be provided the same interview experience as the external candidates.
- Conduct interviews with appropriate members of the university.
- Refer all benefit and retirement questions to the Office of Human Resources and Payroll Services: <https://www.fitchburgstate.edu/resources/faculty-staff/human-resources-payroll-services>
- Provide information to the candidate about the university, and please allow for enough time for the candidate to ask questions.
- Contact the Admissions office to schedule a tour of campus from the student perspective as part of the candidate’s day on campus.

Appendix J

Travel Reimbursement Information

We appreciate your interest in employment with Fitchburg State University, and welcome you to our campus. We encourage all candidates traveling to the institution to use the most economical choice for transportation, car rental and lodging options.

To assist you with your arrangements we are providing the following information. Please note that rates are subject to change.

Booking through one of the online search engines may provide some very economical package options.

Overnight Candidates

Mode of travel:

- Airline
- Train
- Bus
- Personal vehicle

Car Rental - please note the University is only allowed to pay the cost of the daily car rental fee for the period of time that the candidate is here for an interview. *(If a candidate chooses to accept the insurance and liability waivers etc. that the car rental agencies offer, those expenses will be the responsibility of the candidate.)*

Hotel lodging: Candidates can reserve a room at one of the following for a one night stay to receive the university discounted rates.

Double Tree by Hilton - Leominster, MA - Fitchburg State University has a special corporate rate with the Double Tree by Hilton (99 Erdman Way Leominster, MA 01453).

To make a reservation, please call them directly at 978-534-9000 or online at <http://doubletree3.hilton.com/en/hotels/massachusetts/doubletree-by-hilton-hotel-leominster-ORHLEDT/index.html> (do not book a room from any pre-paid booking sites, like Expedia, Kayak, AAA, Travelocity, etc., once you book a room with these types of sites Hilton cannot adjust the rate or refund money).

When booking reservations through the web site above, click on the “special rates” box and enter “**2854040**” into the “corporate account” box, this is Fitchburg State’s code and will load the rate of \$129 for a standard room, which includes a free breakfast in their restaurant. Please call 1-866-568-0896 to assist in making reservations.

Howarth House/Bed & Breakfast – Fitchburg, MA - Located within walking distance of Fitchburg State University at 81 Ross Street, Fitchburg, MA 01420. During the week room costs are \$150-\$175 and the weekend costs are \$175-\$195; Fitchburg State University receives a discount of 10% off of these costs during the week or weekend.

The owners are Ryan and Sarah Jordan. To reserve this special rate contact 978-342-2851.
www.howarthhouse.com

Non-Local Candidates/Overnight

- Every expense must have an original receipt in order to be reimbursed. The original receipt must indicate the balance has been paid.
- An itemized receipt is required for meal reimbursement.
- Candidates are reimbursed for travel, if there are extenuating charges for travel, the university will assess if additional funding is available and will notify the candidate.

Local Candidates/Non-overnight

- Personal vehicle mileage, train/bus fare are reimbursable expenses.
- Every expense must have an original receipt in order to be reimbursed.
- An itemized receipt is required for meal reimbursement.
- If travel requires additional funds please contact the search committee chair to communicate the difference required for travel, in the case of extenuating circumstances. The university will assess if additional funding are available and will notify the candidate.

General Information

- Mileage reimbursement is \$0.65 per mile, subject to change.
- Alcoholic beverages are not reimbursable.

Process

Each candidate is responsible for their travel arrangements and expenses. Following the interview, reimbursement will be forwarded to the candidate after appropriate receipts and forms have been completed and submitted the search committee chairperson.

When a candidate completes their travel, the candidate may submit a scanned copy of their receipts to the search committee chair. Please make certain that their name, mailing address (home address) and phone number is included with the expense reimbursement request. Attaching an itemized list of expense reimbursements with the original receipts is very helpful. A completed W-9 form shall also be included. A W-9 form is required in order to process candidate expense reimbursement.

Thank you for your review of this information. If you have any questions, please contact the search committee chair.

Appendix K

Lunch Pass Template

FITCHBURG STATE UNIVERSITY

lunch voucher: Date _____

Name _____

Bill to: _____ Department

T65- -J56-RECR-D01

Lunch Pass

Appendix L
Reference Check Form

Reference Conducted By: _____ Date: _____

Candidate Name: _____

Position Applied for: _____

Reference Name: _____

Relationship to Candidate: _____

University/Company: _____

General Format of Reference Check:

1. Provide reference with an overview of the position and hiring department, including information about Fitchburg State University.
2. Clarify the timeline of their working relationship. (How long did you work with Dr. Snow?)
3. Ask questions related to the position and clarify any unclear or unanswered questions the committee may have about the candidate.

What is/was your relationship to the candidate? And what is your job title?

How long did you work with the candidate?

Are you aware of any scholarly achievements and/or projects that the candidate worked on while at your university? If so, were those projects completed?

How would you describe the candidate's ability to effectively use instructional technologies in their discipline?

How effectively is the candidate able to balance the teaching, scholarship, and service responsibilities that are expected of a tenure-track faculty member or librarian? Provide an example of time management.

What professional support will this candidate need in order to maintain an appropriate balance of teaching, scholarly activity, and service?

Is the candidate more of an individual contributor or team-oriented person? Why do you think this?

How do you think co-workers would describe the candidate?

How did the candidate deal with conflict? Provide an example.

What is/are the candidate's strength(s)?

In what area(s) can the candidate continue to improve?

Did the candidate adhere to leave policies, were they responsible as it relates to attendance/tardiness (frequent absences, tardiness, etc.)? (*When speaking with a manager or something with direct supervision over candidate*)

What was the reason the candidate left your university? (*If they left*)

Is there anything that I haven't asked, which you feel someone considering this person for a job, should be aware of?

Appendix M
Faculty Chair Handbook Insert
Recruitment of Faculty

Full-time faculty⁵

1. When requested by the Vice President or department chair, the recruitment of full-time faculty will involve the use of a search committee, which is to be constituted in accordance with written departmental procedures [76-79].
2. The department chair remains separate from the search committee but can – and should – participate in the interviewing of candidates. The chair has access to all application materials submitted by candidates [76].
3. The committee’s recommendations are made to the department chair [76].
4. The department chair has the right to make independent recommendations [76].
5. The selection process must conform to Equal Employment Opportunity guidelines [78-79].
6. Applicants from within the bargaining unit who are full-time faculty or librarians have the right to have their names submitted to the university president if they have the minimum advertised qualifications for the position. If they are not less qualified than the most qualified outside applicant, they are to be ranked as the top candidate (*i.e.*, given added consideration) [261-262].
7. The “Conflict of Interest Law,” M.G.L. Ch. 268A, §6, prohibits a person from participating in a search if he or she or any family member or domestic partner intends to apply for the position since such a person would have a financial interest in the outcome of the search.
8. Full-time temporary faculty may hold their appointments as such for a maximum of six consecutive semesters. After six consecutive semesters they may be appointed to a tenure-track position or, before being eligible for an appointment to a new full-time temporary position, hold no more than a part-time position for at least one semester [260-261].

Part-time faculty

1. Part-time faculty recruitment is conducted or supervised by the chair [79].
2. In departments of six or more full-time faculty, no more than 15% of three- and four-credit courses (20% at the Massachusetts College of Art and Design) may be taught by part-time faculty. Certain sections are exempted in the computation [263].
3. Persons not in the bargaining unit (other than non-unit part-time faculty) may not teach more than one credit-bearing course per academic year; the total number of courses that can be taught at a university by non-unit individuals is limited [214-215].

⁵ This includes full-time temporary faculty and salaried part-time faculty.

V. The Role of the Department Chair

The search committee shall recommend, simultaneously and in writing, the names of finalists to the department chair and the Affirmative Action/Equal Employment Opportunity Officer, in accordance with college procedures. The department chair shall then meet with the search committee to discuss the relative strengths and weaknesses of each finalist.

When the department chair has prepared his/her recommendation regarding which candidate(s) should be offered the position, the department chair shall communicate that recommendation, in writing, to all members of the search committee at least five (5) working days prior to submitting the chair's and committee's recommendation(s) to the administration.

At the request of either the search committee or the department chair, another meeting shall be held to discuss the chair's and/or committee's recommendation(s).

Email Templates

Invite Candidates for First Round Interviews Email Template:

Name of candidate (Dr. XXXXX)

We are very pleased to invite you to participate in the first-round interviews for the position of TITLE OF VACANCY. The interview is scheduled for DATE and TIME, a google calendar invite will be forwarded to the email you have on your application materials. Please notify me if you do not receive the invite.

We have the following phone number listed on your application, should there be any technical difficulties joining the google meet we will reach out using that phone number. You may email me at XXX@fitchburgstate.edu with any questions, issues or call me at PHONE NUMBER.

The interview will consist of a question and answer period with time left at the end for you to ask any questions of the committee. The committee consist of the following faculty; the members are NAME and TITLE. We will provide our timeline with you during the interview and next steps should you be selected for final interviews. If you do not advance as a finalist for on campus interviews, an email will be sent notifying you of your status. We are looking forward to learning more about you, please let me know if you have any questions.

Sincerely,

NAME

Invite Candidates for Final Interviews Email Template:

Name of candidate (Dr. XXXXX)

We are very pleased that you have accepted our invitation to interview on campus. We have your interview scheduled for DATE and TIME. A member of the committee will meet you at DESIGNATE WHERE YOU WILL MEET CANDIDATE at TIME. We have a robust schedule for your visit, please find the attached agenda. I have included the following link for your review, the link provides a map, benefits overview, travel information and a salary data form that must be completed prior to your on campus visit at [MSCA \(Faculty/Librarian\) Candidate Information](#).

The position you are applying for is subject to a collective bargaining agreement. Candidates must complete the salary data form, APPENDIX O. Please type your name, date of birth and date on the first page, skip to page 2c of 10 and complete the information and the remaining pages 3-10. The completed APPENDIX O must be emailed to DEANS NAME AND EMAIL prior to your campus interview.

The university has a corporate rate with the two locations below, please review the Travel Reimbursement Information found at the link above. You may choose to stay at another location that meets your travel needs. Each candidate is responsible for their travel arrangements and expenses.

Double Tree by Hilton - Leominster, MA - Fitchburg State University has a special corporate rate with the Double Tree by Hilton (99 Erdman Way Leominster, MA 01453).

Howarth House/Bed & Breakfast - Fitchburg, MA - Located within walking distance of Fitchburg State University at 81 Ross Street, Fitchburg, MA 01420. www.howarthhouse.com

If there is additional information that you may find helpful, please contact me at EMIAL and PHONE NUMBER.

We look forward to meeting with you on campus.

Sincerely,

SEARCH COMMITTEE CHAIR

Dean Follow Up Email Template:

Dear [Candidate Name],

I wanted to thank you for your continued interest in the department of NAME and our community. We learned a great deal about your qualifications, experience and interest in Fitchburg State University. As we discussed during our phone conversation, I am extending an offer of employment to you.

We would like to offer you an annual salary of \$_____ to serve as Assistant Professor of _____ in DEPARTMENT with a start date of 9/1/2023.

(THIS MAY OR MAY NOT BE PROVIDED TO A CANDIDATE) Additionally, we discussed \$_____ funds for [Research funds or course release language]

This offer of appointment is contingent upon your degree verification, a successful completion of a CORI and full background screening conducted by the university. I would kindly request that you respond to me with your decision no later than [Date (72hours)]. For more information about Fitchburg, MA please visit <http://www.ci.fitchburg.ma.us/>.

I look forward to hearing back from you.

Sincerely,

[Signature]

[Your Job Title]

Key Contacts for the Search and Hiring Process

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Please direct all questions regarding this policy to:

The Office of Human Resources and Payroll Services/Affirmative Action

Fitchburg State University

160 Pearl Street

Fitchburg, MA 01420

Phone 978-665-3172

Fax 978-665-3720

*This guide is subject to change at the discretion of the President
and/or the Office of Human Resources and Payroll Services/Affirmative Action.*