

SEARCH & HIRING GUIDELINES FOR FACULTY & ADMINISTRATORS

WEST VIRGINIA STATE UNIVERSITY

DEPARTMENT OF HUMAN RESOURCES
P.O. BOX 368/ 324 FERRELL HALL
INSTITUTE, WV 25112



Chief Human Resource Officer

Human Resources has the responsibility of ensuring that West Virginia State University complies with Federal and State mandates in our employment practices. Through these processes, we work to ensure the integrity of our searches and search committees, to provide equal employment opportunities to qualified individuals; and provide identified stakeholder's opportunity for participation in the selection process, which results in the ability to on-board dedicated faculty and staff wanting to serve the campus community. The recruitment and hiring processes

objective is to provide a pool of diverse candidates, which emulate that of our student body. Promotion, resignation, retirement, termination, or the creation of a position provides employment opportunities, as well as, an opportunity to select qualified and dedicated faculty and staff. The search and hire processes for faculty and administrators involves working through several phases.

- 1- Approval to Search and Hire
- 2- Advertise and Recruit
- 3- Establish and Develop Search Committee
- 4- Applicant Selection
- 5- Interview
- 6- Hire

Planning and time management are keys for effortless processes. Human Resources is committed to working with all divisions and departments throughout the search process. Working together ensures that West Virginia State University employs the most qualified faculty and staff within our means for our students.

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APPROVAL TO SEARCH AND HIRE

The search and hire process begins when a Division/Department (to be referred to as “Division”) needs to hire. The President/Vice President determine the internal process for their Divisions – signature approvals, hiring officials, salaries, search expenses, etc.

REFILL A POSITION

- ☐ Determine the need for the position. Have the needs of the position changed? The Division is fiscally accountable for the operations of its area.
- ☐ Determine fiscal implications. Is this an approved budgeted position? Is this a newly created position? Can it be fiscally supported within the Division’s current budget?
- ☐ Position description
 - Position descriptions are required for Faculty and Staff.
 - Review current position description.
 - Create position description for new position.
 - Every position (faculty and staff) must have a position description on file with Human Resources.
 - A position description over two years requires updating with signatures (Always maintain copies of position description in your Division.)
 - Faculty: The College Chair, in consultation with the appropriate Dean and the Provost and Vice President for Academic Affairs, will determine if a search will be initiated.

BUDGETED POSITION

- ☐ Submit paperwork to refill a budgeted approved position
 - *Position/Personnel Processing Form (PPRF)* – about the *POSITION* Section.
 - Approved memorandum of explanation with signatures for budget funding increase as appropriate.
 - Two options for indicating budgeted salary amount:
 1. The actual budgeted salary
 2. A pre-determined maximum amount, which may be offered(The salary that is listed as the budgeted amount may not be the actual salary that the candidate of choice receives)
 - Signature of the Financial Representative reviewing and approving the higher salary before submitting request to the President/Vice President is required. (Paperwork submitted to the President/Vice President should be complete and accompanied by the appropriate supporting documentation. If a department indicates a higher salary than what was budgeted, a memo of justification accompanies the paperwork. A memo of justification to increase a salary amount must state the salary and the reason for the request.
 - Copy of signed position description form with audit box checked if requesting position audit. (If position description is two years or more, a reviewed/updated position description with approved signatures is required.)

- Position announcement (hard copy draft).
- The President's signature is required on all hiring paperwork when the university implements a hiring freeze. Departments will be informed of any exceptions of President signature approval.

NEW POSITION

- ☐ Prepare and submit to Human Resources a position description for auditing.
- ☐ Review audit results. Decide to move forward or discontinue creation of the new position.
- ☐ Moving forward with creation of new position, submit paperwork.
 - *Position/Personnel Processing Form (PPRF)*
 - Memorandum of explanation justifying new position
(Paperwork submitted to the President/Vice President should be complete and accompanied by the appropriate supporting documentation).
 - Position announcement (hard copy draft).
 - The President's signature is required on all hiring paperwork when the university implements a hiring freeze, unless exceptions are established.

*Plan and manage your search
and hiring timetable.*

ADVERTISING & RECRUITING

The Division and Human Resources works together in determining appropriate placement of position announcements – local, regional or national, professional publications, listservs, and others as appropriate. Human Resources continues to research other sites to post announcements, which should help to provide the Division with an adequate and diverse pool of applicant.

- ☐ Submit the position announcement draft electronically to Human Resources, hr@stateu.edu.
- ☐ Division proofs position announcement for content. (A position announcement includes About WVSU – as appropriate, summary of the position responsibilities, statement of minimum qualification requirements for consideration, how to apply, and contact information, etc.)
- ☐ Indicate on *Position/Personnel Processing Form (PPRF)* advertising plan. (Advertising cost is a charge back to departments with the exception of annual subscriptions budgeted under Human Resources.)
- ☐ Closing days: Administrative positions and non-administrative positions should be advertised for at least fourteen days. With special approval based on special circumstances, Human Resources may approve less time. *Lack of planning is not reason for an exception to the fifteen days.*
- ☐ There are occasions when Human Resources requires additional posting – lack of qualified pool, lack of diversity, etc.
- ☐ Faculty: A position announcement should be drafted by the department chair in consultation with the search committee and the college dean and approved by the Provost and Vice President for Academic Affairs. At this time, approximate appointment rank and salary range will be determined by the Provost & Vice President for Academic Affairs. The establishment of faculty rank should be directed by the criteria for promotion to various ranks of the institution.

The position announcement should be published with all deliberate speed in nationally recognized job bulletins or journals of the discipline, *The Chronicle of Higher Education*, as well as locally. To ensure a significant presence of minority faculty, position announcements should be placed in national and regional publications targeted to minority readers.

- ☐ Additional advertisements should be consistent with the University's policy on affirmative action and equal opportunity employment.
- ☐ Divisions/Colleges are encouraged to send letters announcing the vacancy to universities known to produce strong candidates, to colleagues and department chairs at other institutions, and to agencies which screen candidates within the discipline.

ESTABLISHING AND DEVELOPING A SEARCH COMMITTEE

A search committee brings to the search a fair and consistent method for the selection of a candidate for the position. The actions of the search committee provide documentation of an open and non-discriminatory search in the event of an audit or lawsuit claim.

THE SEARCH COMMITTEE

- ☐ The Hiring Official appoints a search chair. (The Hiring Official is the individual making the final hiring decision. The Hiring Official should not be a member of the Search Committee nor involved in the Search Committee's deliberations.)
- ☐ Selection of search committee members.
 - Develop a tentative search committee listing.
 - Submit proposed search committee to Human Resources for approval.
 - The search committee make-up should be diverse and reflective of our student body.
 - Faculty: If a decision is made to hire, a diverse search committee should be established from within the department with at least one member from outside the department. The department chair, in consultation with the appropriate college dean, will select the committee, with notification to the Provost and Vice President for Academic Affairs.

SEARCH CHAIR/SEARCH COMMITTEE

- ☐ The Search Chair leads the search process.
 - Hiring Official and the Search Chair discuss search member's selection and expectations of the search.
 - Search information is confidential.
 - Search committee members must sign the Confidentiality Agreement and the Equal Employment Opportunity (EEO) Acknowledgement Form.
 - Individuals opting not to sign the Confidentiality Agreement or the EEO Acknowledgement Form are released from serving on the search committee.
 - The Search Chair in consultation with the Hiring Official replaces vacant search committee member.
- ☐ Prepare for first meeting of search committee.
 - Prepare a packet of material for the search committee. To include but not limited to:
 - * Job Description
 - * Position Announcement
 - * Search Committee Charge
 - * Candidate Evaluation Forms
 - * List of search committee members – names, telephone numbers, e-mail address
 - Create an evaluation form to facilitate a consistent manner for the recording evaluation of candidate's credentials and interview.
 - Determine who will maintain and handle the paperwork and records.
 - Determine where all search information will be located.

- ☐ Meeting with the Search Committee
 - The Hiring Official and Search Chair meet with search committee to explain charge.
 - Provide packet of information for search.
 - Discuss procedures – confidentiality, meeting times and attendance, evaluation of candidates' application material, permissible inquiries, best method of communication with members, etc.
 - Reiterate selection recommendation preference – listing or listing in order of preference.

SEARCH PROCESS

POSITION APPLICATIONS

☐ Applications

- The Hiring Department receives all complete applications for consideration.
- Hiring Official and Search Committee may review applications as received.
- After closing date, the Search Committee reviews and discusses applications. The Search Chair sends applicants without the minimum qualifications letters.
- Phone interviews and skyping are options to clarify applicant's information and determine candidate selection for interviewing. In this instance, at least two search committee members must conduct each phone interviews.
- Recommendations for interviews submitted to the Hiring Official by Search Chair.
- Faculty: After the closing deadline, the search committee should submit a list of five to ten names to the department chair, who then may conduct telephone interviews. After consultation with the dean, candidates should be brought to campus. Any prospective candidate who is to be considered for a campus interview should have a complete portfolio including written letters of recommendation and transcripts on file with the search committee.
- The Hiring Official accepts recommendation or elects to make adjustments.
- Search committee prepares for interviews.
 - * Determine interview procedure, i.e. groups, presentations, forums, schedule time, etc.
 - * Method of evaluation
 - * Interview questions
 - * Itineraries & arrangements
 - * Phone Interview Checklist
 - * Reference Checklist

Document, Document, Document

Who will remember what was asked or provided in a year? The documented actions of the Search Committee support that a fair and equal search was performed.

☐ Candidate Interview

- Contact candidate.
- Determine interview date(s) and time.
- Provide candidate with finalized itinerary and packet of information on WVSU.
- Interview candidate. If it has been decided that a candidate will undergo an on-campus interview, please review the guidelines concerning on-campus interviews below.
- Complete reference checks (minimum of two). Two search committee members must conduct reference checks.
- Faculty: The on-campus interview should consist of a presentation by the candidate, interviews with the faculty, department chair, dean, students (if possible), and with the Provost and Vice President for Academic Affairs.

☐ On-Campus Interviews

In addition to recommending which persons should be brought to campus for interviews, the committee should be responsible for advising the hiring official as to the individuals and groups with whom the candidates should meet during their visits. The committee

should also be responsible for obtaining feedback from everyone who meets with the candidates or attends a presentation, and for synthesizing this information and making a final set of recommendations to the hiring official after all visits are completed.

PLANNING THE ITINERARY

The itinerary should incorporate these principles:

- * All finalists should follow the same schedule, so that all will be reviewed under the same conditions. This means that any internal candidates should follow the same schedule as the external candidates, except of course for trips to and from the airport and tours of the campus and the community.
- * The purpose of the campus interview is two-fold: to give the campus community a chance to meet and evaluate the candidate, and to give the candidate a chance to decide whether this would be a good place for him or her to work. This means that, while the candidate should be exposed to many different persons and groups, it should be done in such a way as to make a positive impression on the candidate. It does little good to have conducted a thorough set of interviews and select what the institution considers to be the best person, only to have that person reject the offer because his or her campus visit was too stressful.
- * Time spent on campus should not extend beyond two full days, beyond which the candidate's energies are likely to flag and his or her interest in the position diminish. On the other hand, a candidate who doesn't have the energy to keep up with a relatively strenuous two days of interviews may not have the energy to perform the job itself.
- * If applicable, the two days should begin, if possible, with a late-afternoon arrival on campus in time for an orientation dinner with a few committee members, with departure scheduled for late afternoon of the second full day.
- * All meals, including breakfasts, should be part of the interview process. A candidate should never have a meal alone.
- * In addition to meetings with various individuals and groups, the candidates should present an "open forum" at which they can discuss their views on significant issues related to the position and respond to questions from the audience. The committee should select a general topic that all finalists are asked to address. It may also be useful to videotape the presentation, for the benefit of persons who were unable to attend.
- * Two committee members should be appointed to share responsibility for hosting a given candidate. This includes arranging for the candidate's transportation to and from the airport, making sure that the schedule moves smoothly and the candidate gets from one place to another on time, and being responsible for moderating the open forum.
- * Although the specific groups and individuals with whom meetings should be arranged will vary depending on the position under consideration, the following will almost always be included in the schedule:
 - a) A meeting with the Search Committee should be scheduled early on the first day.
 - b) An entrance interview with the hiring official should be scheduled early on the first day, and an exit interview near the end of the second day. This gives the hiring officer the opportunity to orient the candidate to the position, and subsequently to answer questions

that the candidate may have and assess the candidate's degree of interest before he or she leaves campus.

c) A relatively brief meeting with the Senior Vice President and Provost and/or the President should be arranged.

d) The open forum should be scheduled late in the afternoon of the first day, with no meetings other than dinner to follow it.

e) The candidate should have free time prior to the open forum, to do any last-minute preparation and collect his or her thoughts.

f) Someone should be designated to organize any other open meetings with specific groups, such as students, to make sure that they are adequately attended. A candidate should never be allowed to sit in an empty room for an hour in the hope that someone will show up for a discussion.

g) If the position will include a tenured faculty appointment - e.g., in the case of a dean - the candidates should meet with representatives of the department that would be their academic "home." Dinner at the end of the first day can provide the opportunity in a relatively informal setting.

h) If possible, time should be set aside for off-campus candidates to be given a guided tour of the university and of the local community

ARRANGING AND PUBLICIZING THE VISITS

Arrangements

The hiring official should be responsible for arranging visitation dates with each finalist. No more than two candidates should be brought to campus in a given week, and they should be scheduled so as to avoid any possible overlap. For this reason, visitation periods of Sunday through Tuesday, and Wednesday through Friday, generally work best.

Informing the Visitors

The finalists should be informed at the time the visit is arranged that their names and the dates of their visits will be publicized, which means that their candidacy will now become public knowledge. They should also be informed about the general nature of the schedule and specifically about the open forum, as well as about any other meetings for which they may need to prepare in advance. Detailed information pertaining to the university and the community, as well as the specific unit that the position will administer, should be sent to the candidates well in advance of their visits.

Publicity

The university's Human Resources' Office should be provided with information about the finalists, as well as the times and locations of their open forums, for release to the campus community. A strong effort should be made to ensure that all members of the university community who may be interested in meeting and hearing the candidate know about the visits and about the open forums. Each person who is scheduled to meet with the candidates, either individually or in small groups, should be provided with copies of the candidates' vitas in advance of the meetings.

Public Disclosure

In the course of conducting a search, the issue of public disclosure of search-related information or documentation may arise.

Much of our work as a public institution requires public transparency. Job descriptions, job advertising, job announcements, and the search committee membership are public information. Interview and reference check questions, and candidate names and their related information are not public information, and must be kept confidential in order to maintain the integrity of the search process.

It is the intention of the University to maintain the integrity of search processes by protecting candidate confidentiality. To encourage applications from those reluctant to “go public” with their interest in WVSU employment, the names of candidates should be only be released to the University community or to the general public when a candidate becomes a finalist and confirms his/her intention to proceed with the selection process.

When inviting the finalist to interview on-site, be sure to inform the candidate that his or her name will be made public and that his or her curriculum vitae shall be open for review. If a candidate has reservations about going public, allow the candidate a short, but reasonable, time to decide to withdraw from consideration.

Documents prepared by University employees while performing work-related duties are, with some exception, public records. Search-related reports or records produced during the search process such as screening matrices, interview questions and committee notes should remain confidential among search committee members and other key individuals on a need-to-know basis. Under no circumstances, should members of the committee, or other departmental personnel, release search-related information or documentation to unauthorized individuals.

PREPARING FOR THE VISIT**Evaluation Procedure**

The committee should prepare a simple form with which to obtain feedback from those who meet the candidates or who attend the open forums. A sample of a recommended form is included. It's usually sufficient to learn whether the evaluator considers the candidate to be acceptable or unacceptable for the position and, if acceptable, whether the evaluator is strongly impressed or only mildly so. A place for comments on perceived strengths, as well as concerns or drawbacks, should also be provided. Although the forms can be submitted anonymously, it's helpful to know the general category into which the evaluator falls, such as faculty member, staff, student, etc.

Meeting with the Search Committee

As indicated above, the Search Committee should meet with the candidate early in the interview schedule. It may be helpful for the members to agree in advance on some key questions to be asked, and perhaps also on which members will ask which questions, to insure that all candidates are asked the same questions. A useful introductory question for

the candidate is, "Why are you interested in this position, and what would you bring to it?" It's also desirable to allow the candidate a few minutes near the end of the meeting to ask questions of the committee.

☐ Candidate Exit

- Provide candidate with appropriate information.
 - * Expense reimbursement forms

☐ Search Committee Recommendations

- Review each candidate's interview, evaluation, and reference checks.
- Determine candidate(s) for recommendation as charged.
- Faculty: After the interview process is completed, the search committee and department chair/program director make recommendations for hiring to the appropriate dean. The dean makes a recommendation to the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs makes a recommendation to the President or can elect to re-open the search.

HIRING & OFFER PROCESS

HIRING PROCESS

- ☐ Submit hiring paperwork through appropriate signature authorities and then to Human Resources
 - * *Position/Personnel Processing Form (PPRF)*
 - * Position Request section (Complete this section only with changes to previously submitted information, i.e. salary amount, change in funding, FTE, etc.)
 - * Copies of interview itineraries for all interviewed candidates should be provided to HR (Documents all candidates interview schedule were equal and fair.)
 - * Reference summaries of all candidates recommended for hire to the Hiring Official should be provided to HR
 - * All search paperwork is returned to Human Resources – application packets, evaluation of application and candidates credentials, phone and reference checks, candidates' itineraries, and etc. (Do not send duplicates, please shred duplicate paperwork)

HIRING INTERNATIONAL APPLICANTS

If there is the potential that an international applicant who requires sponsorship may be hired, the hiring department will need to contact Human Resources in order to ensure that any international that is hired can get appropriate work authorization. If you end up hiring an international for your position opening, HR will need to do some visa work for your new hire in order for him/her to have the proper work visa. Early consultation will give them lead time to prepare any necessary documents and submit appropriate petitions to the relevant federal agencies, such as the Department of Labor or the Department of Homeland Security. (See [H-1B Department Request Form](#) on hiring international employees).

OFFER PROCESS

- ☐ Following approval of the hiring paperwork
 - * Hiring Official contacts candidate with a contingent verbal offer. (Indicate an official offer of employment follows after a successful background check has been completed. Recap position responsibilities, starting date, and salary.)
 - * Submit draft of offer letter of employment for review to Human Resources. Offer letters for key administrators – Faculty, Deans, Vice Presidents/Assistant Vice Presidents, and Directors – are generated at the Division level. Other offer letters are generated by Human Resources,
 - * It is understood that only the President of the University and the Provost/Vice President for Academic Affairs can make offers of employment to faculty through the form of a written contract or a letter of appointment. Search committees (as well as department chairs and deans) recommend candidates for appointment but do not hire faculty.
 - * Forward offer letter of employment and hiring paperwork to candidate.

(Hiring paperwork enclosed with offer letter consist of background check, I-9 Immigration, tax forms, payroll direct deposit forms, faculty/personal data forms, Confidentiality Agreement, EEO Acknowledgement Form, and information regarding Affordable Care Act, official transcript request.)

- * Original documents to Human Resources for processing.

Incomplete and/or untimely receipt of paperwork will delay processing and may result in starting date change.

BACKGROUND CHECKS

A Criminal History Record check must be obtained for the final candidate being hired, as described in West Virginia State University Board of Governors Policy #56. Other background checks, such as financial and motor vehicle history checks may also be required depending on the position.

The following statement should be included in the main job announcement that is advertised: West Virginia State University conducts criminal background checks on all job candidates upon acceptance of a contingent offer. Any offer of employment is contingent upon the satisfactory completion of a background check.

CLOSING OF SEARCH

- * Hiring Official provides Search Committee with results of the search.
- * Search Chair sends ‘Thank you for your Interest. The Position has been filled’ letter to all qualified but unsuccessful applicant and interviewed candidates.
- * Hiring Official sends “Thank You” to Search Committee.

COMPILING & RETAINING THE COMPLETED SEARCH FILE

At the conclusion of the search, the committee chair collects all the documentation and forwards it to the hiring department representative for retention. The department must retain the compiled search file for three years after the calendar year in which the records were created. Upon expiration of the three-year retention period, the materials should be destroyed confidentially, such as confidential shredding. Human Resources retains online employment application materials, and job postings.

PROCESSES AT A GLANCE

1. Division request to hire.
 - a. Change in budgeted salary amount requires memorandum of justification to Vice President.
 - b. New position (a position with no approved fiscal dollars budgeted requires memorandum of justification to Vice President and President.)
 - c. Requires working with Director of Budget & Accounting.
2. Search Committee is sent to HR for review/approval.
 - a. Reviewed for diversity – gender, ethnicity, at least one stakeholder outside of the specific area, etc.
 - b. Hiring Official is not a member of the search committee (eliminates intimidation, threats, or feeling of the process being guided towards a particular candidate.)
 - c. Search approved, meets and is given the charge by the Hiring Official.
3. Human Resources advertises position with approved position announcement in listservs and related professional sites.
4. Department receives applications.
 - a. Confirms complete packet.
 - b. Incomplete packets are not moved forward for consideration.
5. Search Committee reviews applications and selects candidates for interview.
6. Search Committee sends selected candidates to HR.
7. HR reviews selected candidates – approves moving search forward.
 - a. HR reviews for diversity and fairness in selection of candidates.
 - b. Ensures EEOC practices were present.
8. Interviews conducted.
9. Search Committee forwards recommendation to Hiring Official.
10. Hiring Official makes decision.
11. Division completes paperwork for hiring.
12. Offer of Employment Letter.
 - a. For Directors and higher, the offer letter may be created by HR or the President or Vice President's office.
 - b. HR reviews all offer letters for content, language and EEO/AA concerns.
 - c. Author of the Offer letter - HR or Division – mails offer with other paperwork.
 - d. Faculty letter of appointments are developed and communicated by the Provost's Office.
13. Acceptance of Offer returned.
14. New employee hired.
 - a. Hiring date is dependent upon the receipt of paperwork and the State of WV's Scheduled Calendar of Due Dates.
15. Thank the Search Committee.
16. Search Chair sends 'Thank you for your Interest. The Position has been filled' letter to all qualified but unsuccessful applicant and interviewed candidates.

WVSU SEARCH COMMITTEE MAKE-UP

Position	Search Committee Number (max/min)	Search Chair	Department	Divisional	Non-Divisional	Student	Other
Vice Presidents	7	1		3	2	1	Presentation
Associate/Assistant Vice Presidents	7	1	3	1	2	1	Forum
Directors	5	1	3	1	1		Forum
Associate Directors	5	1	2	1	1		
Assistant Directors	5	1	2	1	1		

The size and the make-up of a search committee are determined by the position's level of responsibility. Search committees should consist of a minimum of at least four. Targeting for a diverse committee make-up is a focus point when establishing search committees. ***Search Committee should reflect campus diversity***

SEARCH CHAIR RECOMMENDATIONS

Position	Search Chair
Vice Presidents	Vice President
Associate/Assistant Vice Presidents	Vice President Associate Vice President Assistant Vice President
Directors	Associate Vice President Assistant Vice President Director
Associate Directors Assistant Directors Hall Directors Assistant Area Coordinators	Director Associate Director Assistant Director
Faculty	See Faculty Handbook on Searches

RECOMMENDED CAMPUS INTERVIEW GROUP ELEMENTS (MAY BE COMBINED):

- ☐ President
- ☐ Vice President
- ☐ Academic Colleges
- ☐ Supervising AVP

- ☐ Search Chair
- ☐ Search Committee
- ☐ Division Directors/ Direct Reports
- ☐ Departmental Group
- ☐ Open Presentation/Forum
- ☐ Student Group (with appropriate students)
- ☐ Campus Community
- ☐ Campus/Community Tour

SAMPLE SCHEDULE #1

Arrival Day

Dinner (Optional)	Search Committee and/or Supervisor
Campus/City Tour	

Interview Day 1

Breakfast	Director Group
Interview 1	Search Committee
Interview 2	Departmental Group
Interview 3	TBD
Lunch	Student Group
Break	
Open Forum/Presentation	Campus Community
Interview 4	TBD
Dinner	Search Committee and/or Supervisor

Interview Day 2

Breakfast	Search Committee and/or Supervisor
Interview 5	Other as Necessary
Interview 6	President/VP
Exit Interview	Search Chair

SAMPLE SCHEDULE #2

Arrival Day

Dinner (Optional)	Search Committee and/or Supervisor
Campus/City Tour	

Interview Day

Breakfast	Division Directors/Reports
Interview 1	Search Committee
Interview 2	Departmental Group
Interview 3	Supervisor
Lunch	Student Group
Interview 4	AVP/VP
Open Forum	
Interview 5	Partners and Colleagues
Interview 6/Exit Interview	Director and/or Supervisor

OPEN FORUM CANDIDATE EVALUATION TOOL

SAMPLE

"CLICK & ENTER POSITION TITLE"

Candidate Interview Evaluation

Candidate's Name _____

EDUCATION/EXPERIENCE

"CLICK & ENTER EVALUATION FACTOR"

"CLICK & ENTER EVALUATION FACTOR"

"CLICK & ENTER EVALUATION FACTOR"

"CLICK & ENTER EVALUATION FACTOR"

Overall Interview Reaction: Please indicate strengths and weakness of candidate.

Evaluation Results:

- ☐ Do Not Recommend
- ☐ Recommended with reservations
- ☐ Recommend

Evaluator Name (Optional) _____

Evaluator Category (i.e. Faculty, Staff, or Student) _____

Date _____