

COLLEGE OF SCIENCE 2021-2022 PROCEDURES FOR FACULTY SEARCHES

Summary. This document outlines the College of Science faculty search process. It is intended as a guide to help ensure that College of Science searches are conducted consistently, fairly, and according to Virginia Tech requirements.

For those new to Virginia Tech or who have never participated in a faculty search, reading through the entire document will provide you with a solid overview of the process. For those who are experienced, the checklists and forms in the appendices will be useful for ensuring no steps are missed and the requisite documentation is submitted.

The major steps of the search process are:

1. Establishing the Search
2. Managing the Applicants
3. Obtaining Short List Approval
4. Conducting the Interviews
5. Obtaining Approval to Make an Offer
6. Making the Offer
7. Closing the Search and Recordkeeping

Each of these will be discussed in some detail in the sections to follow.

It is important to note that a successful search and hiring process is a cooperative effort between the department(s) involved and the Dean's Office. While the final hiring authority rests with the Dean, regular communication among all who are involved in the process is critical so that the final decision(s) are the result of a process that reaches consensus. Indeed, the optimal outcome occurs when both the department and the Dean are convinced of a candidate's excellence and together, we convince the candidate to come to Virginia Tech. If either the department or Dean doubts a candidate's excellence, then no offer will be made.

DETAILED DESCRIPTION OF THE HIRING PROCESS

(See Appendix A for a Checklist)

1. **Establishing the Search.** The first step prior to establishing a search is for the Dean to approve a new faculty line in the department. This typically occurs in mid- to late-summer and usually follows from the prior submission of departmental hiring plans. The Dean will normally approve a specific type of hire, both in terms of faculty rank and series, and it may be for a specific sub-discipline or disciplines. It is this approval that defines the initial conditions for the search.

- a. **Forming the Search Committee.** The Department Head/Chair, in consultation with the Dean, determines the committee membership, including the Search Committee Chair. The Department Head/Chair should send the proposed list of members to the Dean (copy Associate Dean for Faculty Affairs and Administration) for approval prior to appointing the committee.
 - i. The search committee will include at least one person outside the unit conducting the search. All committee members are expected to fully participate in the search and to be qualified to review the candidates.
 - ii. If the search is for a faculty member affiliated with the Academy of Integrated Science, then the search committee will also include at least one faculty member affiliated with the Academy of Integrated Science not in the unit.
 - iii. The committee is expected to be effective in supporting the university's commitment to excellence and diversity and one member of the committee must be designated as the committee's Diversity Advocate. Submit the name of the Diversity Advocate to the Associate Dean for Faculty Affairs and Administration.
- b. **Charging the Search Committee.** The Department Head/Chair and the Search Committee Chair will ensure that the search committee members have participated in a Search Committee Charge Workshop sponsored by Equity and Accessibility (OEA) ([Search Committee Charge Workshop](#)).
 - i. This workshop charges the search committee members with their responsibilities for achieving institutional and college commitment to excellence and diversity, and reviews expectations for conduct of the search and provides advice on best practices in the conduct of the search. This workshop now includes additional components on implicit bias.
- c. **Defining the Search Process.** In consultation with the Department Head/Chair, the Search Committee reviews anticipated search-related costs, develops a timetable, determines frequency of meetings, makes decisions about record keeping, handling of references, and other related topics.
- d. **Writing the Position Description and Advertisement.** In consultation with the Department Head/Chair, the Search Committee will write the position description specifying required and desired qualifications. The Search Committee also prepares a job advertisement to be used in external advertising sources (journals, listservs, etc.). All supplemental ads should be vetted through the ISS office to ensure that searches meet the criteria for substantiating visa requests. Ads must include appropriate EO statements. See Appendix B for the allowable EO statements.
- e. **Developing the Recruiting and Advertising Plan.** The Search Committee develops and submits to the COS Director of Diversity and Inclusion, a detailed recruiting and advertising plan, which must include specific plans for diversification of the pool of candidates. Committees are encouraged to include a wide range of advertising and advertising venues. The Office of Equity and Accessibility (OEA) will assist in identifying recruiting resources, such as listservs, websites, journals, or newsletters for specialized professional associations; directories of recent doctoral recipients;

contacts for pursuing targeted outreach; or other resources, as needed. A list of recruiting resources is available on the HR website: [HR Recruiting Resources](#).

- f. **Submitting the Position into PageUp.** All actions, starting with creating a position through posting the role, recruiting, and conducting searches, making an offer, and onboarding, are now contained within the PageUp system. Under the old system, many of these actions were manual and happened outside the system. The process starts with the departmental PageUp user (hiring manager) preparing the job posting in PageUp. The departmental approver will approve posting and forward to Senior Management for approval.
- g. **Obtaining College of Science Approval.** The College (“Senior Management”) will review the posting and will forward it on to HR as necessary and appropriate. Senior Management and/or HR may recommend additional search strategies or revisions to the posting.
 - i. Search Committees and Department Heads/Chairs are encouraged to submit search requests in a timely manner to ensure enough time for processing.
 - ii. HR opens the position on PageUp, sends approval to the search contact, and assigns a position number if appropriate. The search committee then executes the advertising plan by placing ads, making personal contacts, and recruiting candidates for the vacancy.

2. Managing the Applicants.

- a. **Collecting the Applications.** As applicants apply for the position, PageUp will provide them with a confirmation to verify receipt of their application materials. The system also provides applicants with an opportunity to complete voluntary self-identification information and allows requests for recommendation letters to be sent to references.
 - i. A list of applicants will be generated by PageUp, and applicant information can be downloaded to support committee reviews.
 - ii. Application materials received in PageUp are the official record for the search. If applicants send their materials by mail, they must be contacted and asked to apply online to ensure complete search records are in PageUp. If supplemental materials are requested, then a folder should be established for each applicant.
 - iii. Search Committee Chairs are encouraged to keep a record of applicant contacts or other official search business.
- b. **Preliminary Review of Applicant Pool.** Two or three weeks prior to the date for applicant pool certification, the COS Director for Inclusion and Diversity, in consultation with the COS Business Manager, will review the diversity of the applicant pool as outlined in Section c.i. below and based on this preliminary review, will advise the search committee as necessary on the need to strengthen the diversity of the pool before the certification date.
- c. **Applicant Pool Certification.** The College of Science Business Manager (Teresa Price) is responsible for certifying the applicant pool before the committee is authorized to proceed with the search.

- i. Estimates of diversity of the applicant pool will be weighed in relation to known availability of women and traditionally underrepresented groups in the relevant pool (such as percentage of earned doctorates in the discipline) and documented proactive search strategies.
 - ii. The pool will not be certified, and thus the search will not proceed, if the Search Committee has not made good faith efforts to reach and attract as broad and diverse a pool of applicants as feasible.
 - d. **Initial Applicant Screening.** Once pool certification is received, the Search Committee may choose to eliminate applicants who do not have the minimum required qualifications.
 - i. For example, if the position requires a terminal degree by the date of appointment, all those who do not meet this minimum credential can be eliminated. Document these decisions by changing the applicant status of these candidates to: “Does not meet minimum requirements.” Candidates identified as not having the minimum qualifications will be notified by PageUp that they are no longer under consideration.
 - ii. Alternatively, the committee may review the entire applicant pool as part of the in-depth screening process described below. Search Committee members will have access to candidate information through guest user/password functionality available in PageUp.
 - e. **In-depth Candidate Screening.** The Search Committee reviews the candidates’ applications thoroughly, assessing their credentials in relation to the stated required and preferred job qualifications.
 - i. To help screen the candidates, as the Search Committee seeks to identify a recommended “short list” (see Section 3 below), the Committee may choose to use additional methods of evaluation such as phone or video interviews. Any such additional screening methods must be applied equally to all applicants. Applicants who are *not* identified for further consideration should have their status changed appropriately in PageUp.
 - ii. Note: It is encouraged that departments refrain from using “open until filled” in position advertisements. When this language is used, it increases the Search Committee’s administrative burden, as anyone who applies up until the position is filled *must* be considered an applicant for the vacancy.
 - iii. The department may prefer to use language such as “Review of applications will begin on [date] and will continue until the position is filled” which gives the Search Committee the flexibility to only consider those applications received prior to the specified date or to continue looking at applications received after the specified date.
 - f. **Obtaining References.** Checking references is strongly recommended. This step can occur at several different points in the process depending on the nature of the search.
 - i. References can be collected online, written references can be requested as part of the initial application packet, or requested later from a subset of applicants of interest to the committee.

- ii. In searches for higher-level administrative positions, it is common to conduct phone references on only the short list in order to protect the confidentiality of applicants.
3. **Obtaining Short List Approval.** The Department Head/Chair and the Search Committee Chair meet with the Dean and the Associate Dean for Faculty Affairs and Administration to obtain the Dean's approval of the list of candidates to be invited to interview. Approval by the Dean is required *before* any of the candidates are contacted for interviews.
 - a. **Scheduling the Meeting.** The Search Committee Chair or the Department Head/Chair should contact the Dean's Executive Assistant to schedule the meeting. If the search has a defined closing date so that the search timeline is well defined, it is strongly recommended that the short list meeting with the Dean be scheduled well in advance. If the search is for a faculty member affiliated with the Academy of Integrated Science, then the Director of the Academy of Integrated Science will be included in the meeting.
 - b. **Creating the Executive Summary.** The Search Committee Chair will submit an executive summary of the search process with the names of top candidates (usually 3 to 5 individuals) to the Dean and Associate Dean for Faculty Affairs and Administration. This should be accompanied by an executive summary for each candidate, letters of recommendation (as appropriate), and full CVs. See Appendix C for templates.
 - c. **Submitting the Executive Summary.** The summary should be sent to the Dean's Executive Assistant at least 48 hours before the meeting. The Search Executive Summary should provide full details as illustrated in Appendix C, including a description of the departmental process, full feedback of the faculty and faculty voting results if applicable.
 - d. **Documentation.** The template in Appendix D will be used to document the decision and will be maintained by the Assistant Dean for Finance and Administration.
4. **Conducting the Interviews.** Once the Dean has approved the short list of candidates, they may be invited to interview. This may be a two-step process in which the candidates are first screened by Zoom and then a shorter list is invited to on-campus interviews, or it may be that all the candidates are invited to on-campus interviews. If Zoom will be used to down-select the list approved by the Dean, be sure discuss this with the Dean during the approval process to determine whether it is necessary to present the outcome of the Zoom interviews to the Dean prior to inviting candidates to campus.
 - a. **Notifying and Inviting Interview Candidates.** All candidates invited to campus for interviews must have the approval of the Dean (see above). The Search Committee Chair will contact the candidates on the interview list to schedule campus visits. The Search Committee may request additional information, such as transcripts and additional references, for any of the remaining candidates.
 - b. **Developing a Schedule of Activities.** The Search Committee will develop a schedule of activities for the campus visits of the selected candidates. The basic elements of the schedule should be consistent among all candidates, with an opportunity for candidates to request additional meetings as appropriate to their interests or needs, and the activities will be conducted in areas that are accessible for

all visitors. The Search Committee Chair or their designated representative makes travel/lodging arrangements and arranges the candidate interviews with relevant parties.

- i. All candidates for assistant- and associate-level positions must meet with a College of Science Associate Dean. The Dean is also available to meet with these candidates as requested, particularly if the Dean's involvement will help "land" a particular candidate.
 - ii. All candidates for full professor must meet with the Dean. If the search is for a department head/chair, the candidates must meet with both the Dean and Provost.
 - iii. Contact Amber Robinson to determine which associate dean will be meeting with your candidate and to schedule these meetings. Allison Craft should be contacted to schedule the Dean.
 - iv. All candidates must also meet with one of the College Advance Liaisons: Maddy Schreiber, Geosciences, or Lizette Zietsman, Mathematics.
- c. **Developing Search Committee Interview Questions.** The Search Committee develops a core set of interview questions that are job related. The OEA is available to provide advice and review for non-discriminatory language. The same core set of questions must be put to each candidate in a meeting with the Search Committee. It is the committee's responsibility to take notes during these meetings to record the candidates' responses. These notes are to be kept on file three years following search completion (see Recordkeeping, below).
- d. **Conducting Interviews.** As just described, the Search Committee will conduct a formal interview with each candidate. Similarly, the candidates will meet with the relevant Dean's Office personnel and one of the College Advance Liaisons. However, most importantly, the candidates will be scheduled to meet with a broad cross section of departmental faculty and will usually be asked to give a seminar to the department. All of this information will be used to assess the candidate.
- e. **Collecting Feedback and Evaluating the Candidates.** The Search Committee will collect and review written feedback from those involved in the interview process. The committee prepares written summaries of the strengths and weaknesses of the interviewed candidates and their overall suitability for the position.
- i. For tenure-track and collegiate faculty candidates, this information should be presented to the departmental faculty for their review and input. To the greatest extent possible, the final recommendation to hire a candidate should reflect broad consensus among the department's faculty, ideally determined via some type of formal vote.
 - ii. For candidates for other types of positions, the evaluation and final selection may rest with only a subset of the faculty or just the Search Committee.
 - iii. The summaries, including the results of faculty recommendation and votes (if taken), are appended to the earlier-prepared executive summaries, which are then returned to the Dean (see the next section).

5. **Obtaining Approval to Make an Offer.** After all the interviews are complete, the Department Head/Chair and the Search Committee Chair must meet with the Dean to obtain approval to make an offer. The Dean will authorize the scope of the offer and the Department Head/Chair will then communicate the offer and negotiate with the chosen candidate. Should the negotiations require a change in the terms approved by the Dean, or should the candidate turn down the offer and the department desires to make an offer to another candidate, then the Department Head/Chair must get approval to do so from the Dean.
 - a. **Meeting with the Dean.** Once the candidate interviews are complete, the Department Head/Chair or the Search Committee Chair will contact the Dean's Executive Assistant to schedule a meeting for the purpose of reviewing the interviewed candidates and determining which, if any, will receive an offer.
 - i. The meeting will include the relevant Department Head(s)/Chair(s), the Search Committee Chair, the Dean, the Associate Dean for Faculty Affairs and Administration, and the Assistant Dean for Finance and Administration. If the search is for a faculty member affiliated with the Academy of Integrated Science, then the Director of the Academy of Integrated Science will be included in the meeting.
 - ii. The Dean will make the offer decision either during this meeting or in a timely fashion thereafter. If the Dean approves an offer, then the Department Head/Chair or other person appointed by the Dean may alert the candidate that an offer will be made, contingent on university approval and agreement on terms.
 - b. **Preparing the Recommendation.** The Search Committee chair will revise the previously submitted executive summary to include updates on the search process and, for each candidate still under consideration, incorporate specific written comments from faculty members who participated in the interview process.
 - i. The summary should also include an updated description of the departmental process (e.g., a faculty meeting is held according to departmental policy), full feedback of the faculty and faculty voting results if applicable. The summary should be sent to the Dean's Executive Assistant at least 48 hours before the meeting.
 - ii. The Department Head/Chair will also complete a startup template and send it to Assistant Dean for Finance and Administration prior to the meeting. Start-up requests will be reviewed at the meeting (see below) and approved before an offer will be made and the Terms of Faculty Offer approved.
 - c. **Obtaining Approval.** As appropriate, the Dean will approve the terms of an offer to a candidate. The template in Appendix E will be used to document the decision and will be maintained by the Assistant Dean for Finance and Administration.
6. **Making the Offer.** The formal job offer will be made by the Department Head/Chair only after contractual details have been approved by the Dean. With the Dean's authorization, a verbal offer may be made but then a TOFO must be signed by all necessary parties and be sent to the candidate by the Department Head/Chair or other person as directed by the Dean.

- a. **TOFO Signatures.** In addition to the Department Head/Chair, the Assistant Dean for Finance and Administration will sign the Terms of Faculty Offer before it is sent to the selected candidate. For Academy of Integrated Science hires, the Director of the Academy of Integrated Science will also sign the TOFO.
 - b. **Special Considerations for International Candidates.** If the successful candidate is an international candidate, contact the Office of International Research Education and Development concerning visa issues.
 - c. **Special Considerations for Senior Candidates.** In the case of a senior candidate considered at the associate or full level, a tenured offer may be made, but only upon completion of the approval process described in Section 3.3 of the Faculty Handbook.
 - i. The Department Head/Chair and/or Search Committee Chair may describe this process to the candidate but should refrain from expressing an opinion as to its outcome.
 - ii. It is the Department Head's/Chair's responsibility to initiate this process as soon as is practicable to not overly delay completion of the Terms of Faculty Offer.
7. **Closing the Search and Recordkeeping.** The search does not end after a successful offer is made. The search must be closed, and records of the search properly recorded.
- a. **Signed Terms of Faculty Offer.** Send the original signed Terms of Faculty Offer (TOFO) along with the candidate's curriculum vitae to Human Resources with a copy to Associate Dean for Finance and Administration. A clear electronic copy of the TOFO is sufficient for the College. However, do not e-mail TOFOs that contain a candidate's personal information.
 - b. **Notifying Unsuccessful Applicants.** The Search Committee Chair will notify unsuccessful applicants and interviewees after an offer is accepted or a decision is made to close the search.
 - i. This can be done manually via a letter/e-mail directly from the Search Committee Chair to each applicant. If this is done, a copy of the correspondence should be filed in each applicants' folder.
 - ii. Alternatively, the applicants can be notified automatically via PageUp once their status is properly changed. (See the next step.)
 - c. **Documenting the Hire.** The Search Committee Chair or delegate changes the applicant status, in all stages of the search, until all individuals who applied are in their final disposition for the search.
 - d. **Completing and Maintaining Search Records.** PageUp is the official record for search materials. The department should maintain any additional materials collected outside of the system (letters of reference, transcripts, notes from search committee meeting, executive summaries, copies of appointment documents for the selected candidate – offer letter, signed contract, etc.) for a period of three years. Additionally, departments should maintain a copy of the successful candidate's fully signed TOFO.

Appendix A: Search Checklist

1. Establishing the Search

- Form the Search Committee
 - Department Head/Chair confers with the Dean on committee composition
 - Include at least one person outside the unit
 - If AIS-related, include at least one faculty member affiliated with AIS not in the unit
 - Specify a Diversity Advocate; provide name to Associate Dean for Faculty Affairs and Administration
- Charge the search committee
 - All Search Committee Members must participate in a Charge Workshop (includes additional components on implicit bias)
 - Certifications are good for two years
- Define the search process
- Write position description and advertisement; see Appendix B for EOAA statements
- Develop Recruiting and Advertising Plan, including specific plans to diversify the applicant pool. Submit this plan to COS Director of Diversity & Inclusion.
- Submit Position in PageUp
- Obtain COS approval

2. Managing the Applicants

- Applicants apply via PageUp
- After the closing day, have pool certified (Teresa Price)
- Conduct initial applicant screening
- Conduct in-depth applicant screening
- Contact and obtain references (at the appropriate time)

3. Obtaining Short List Approval

- Schedule a meeting with the Dean; attendees:
 - Dean
 - Search Committee Chair
 - Department Head(s)/Chairs
 - Associate Dean for Faculty Affairs and Administration
 - Director of the Academy of Integrated Science (if AIS hire)
- Create short list of candidates according to standard department processes
- Submit short list and executive summary (see Appendix C for format) at least 48 hours before meeting

4. Conducting the Interviews

- Notify candidates to be interviewed
- Develop schedule of activities
 - Assistant- and associate-level candidates meet with a COS associate dean, contact Amber Robinson to schedule
 - Full professors meet with the Dean, contact Allison Craft to schedule
 - Department head/chair candidates meet with both the Dean and Provost, contact Allison Craft to schedule
 - All candidates meet with one of the College Advance Liaisons; contact Maddy Schreiber, Geosciences, or Lizette Zietsman, Mathematics
- Develop search committee questions
- Conduct on-campus visit and search committee interview
- Collect feedback and evaluate candidates

5. Obtain Approval to Make an Offer

- Schedule a meeting with the Dean; attendees:
 - Dean
 - Search Committee Chair
 - Department Head(s)/Chairs
 - Associate Dean for Faculty Affairs and Administration
 - Assistant Dean for Finance and Administration
 - Director of the Academy of Integrated Science (if AIS hire)
- Submit an updated executive summary (see Appendix C for format) at least 48 hours before meeting
- Department head/chair submits startup template to Assistant Dean for Finance and Administration prior to meeting

6. Make the Offer

- Draft and get signed TOFO
 - For AIS hires, the TOFO must be signed by the AIS Director as well as the relevant Department Head / Chair
- Department Head/Chair contacts candidate to make hire
 - For international hire, contact the Office of International Research Education and Development concerning visa issues
 - For an offer with tenure, completion of the approval process described in Section 3.3 of the Faculty Handbook required
- If negotiations require considerations outside those approved by the Dean, Department Head/Chair must discuss with Dean first

7. Closing the Search and Recordkeeping

- Submit signed TOFO to Assistant Dean for Finance and Administration
- Notify Unsuccessful Applicants
- Document Hire in PageUp
- Complete and maintain search records

Appendix B: Equal Opportunity/Affirmative Action Statement for Publications

Version 1 (when space is not a consideration):

Virginia Tech does not discriminate against employees, students, or applicants on the basis of age, color, disability, sex (including pregnancy), gender, gender identity, gender expression, genetic information, national origin, political affiliation, race, religion, sexual orientation, or veteran status, or otherwise discriminate against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees or applicants, or on any other basis protected by law.

For inquiries regarding non-discrimination policies, contact the Office for Equity and Accessibility at 540-231- 2010 or Virginia Tech, North End Center, Suite 2300 (0318), 300 Turner St. NW, Blacksburg, VA 24061.

Version 2 (when space is a consideration):

Virginia Tech is an equal opportunity and affirmative action employer. Women, minorities, individuals with disabilities, and protected veterans are strongly encouraged to apply. Anyone having questions concerning discrimination or accessibility should contact the Office for Equity and Accessibility.

Version 3 (when space is at a premium):

Virginia Tech is an equal opportunity/affirmative action institution.

Diversity Statement. Unless space precludes, include the following statement to encourage diversity in the advertisement:

“Diversity, equity, and inclusion are core values at Virginia Tech and the College of Science. Our excellence can only be fully realized by faculty, students, and staff who share our commitment to these values. Successful candidates for our faculty positions will demonstrate evidence of a commitment to broadening participation and advancing equity and inclusion. The Department of ... seeks candidates whose research, teaching, or service has prepared them to contribute to our commitment to diversity and inclusion in higher education.”

It is recommended that this kind of language be placed early in the advertisement, and integrated with the description of the position, rather than being a standalone item.

It is also strongly recommended that candidates are asked to submit a diversity statement as part of their application.

Appendix C: Example Search & Candidate Summaries

“Name of Search” EXECUTIVE SUMMARY

Applicant pool: 27 candidates as April 1, 2019

Underrepresented Groups: 5.6% female, 11.1 % race. (Thirty percent of applicants did not disclose race or gender.)

Faculty search committee:

- Sally Morton, Dean (search committee chair)
- Randy Heflin, Associate Dean, Professor, Department of Physics
- Trish Hammer, Associate Dean, Professor, Department of Mathematics
- Michel Pleimling, Director of AIS, Professor, Department of Physics
- Ron Fricker, Associate Dean, Professor, Dept. of Statistics (diversity advocate)

Search timeline:

- Position advertisements: Online and in print; email announcements to relevant faculty and groups in the US
- Search opened on HR site on February 6, 2019
- Deadline for “full consideration” was March 15, 2019
- Pool of candidates certified on March 18, 2019
- Search committee meeting to identify a short list of 5 candidates on April 1, 2019

Shortlisted Interview Candidates for Campus Visit (list alphabetically – no ranking):

-
-
-

Shortlisted as backups (ranked):

- 1.
- 2.

After the campus visit, add the additional information below to the executive summary and submit to the Dean and Associate Dean for Faculty Affairs and Administration.

1. *Add any additional screening and interview activities to “Search Timeline.” E.g.,*
 - *Thirty-minute Zoom interviews with five candidates*
 - *Thursday, April 10 at 11am-11:30am and 11:45am-12:15pm*
 - *Friday, April 11 at 10:30am-11am, 2:30pm-3:00pm, and 3:15pm-3:45pm*
 - *Invited three candidates for on-campus interviews on April 29-30, May 1-2, and May 3-4*
2. *Describe the departmental evaluation process: (e.g., a faculty meeting was held according to departmental policy and provide a summary of departmental discussion and any voting results)*
3. *Summarize candidates’ strengths, weaknesses, and provide other comments based on interviews (add full comments from all faculty members who participated in the interview)*

CANDIDATE EXECUTIVE SUMMARY

Candidate Name:

Education:

Relevant Work Experience:

Research Interests (area):

Selected Awards and Honors:

Teaching Experiences:

Research Summary:

publications

Funding Potential:

→ *Also include candidate's full CV...*

References for Candidate (add name)

Name (title):

Department:

University:

Excerpts from letter:

Name (title):

Department:

University:

Excerpts from letter:

Name (title)

Department:

University:

Excerpts from letter:

Appendix D: Short List Meeting Documentation

Date: _____

Name of Search: _____

Department(s): _____

Short List: 1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Back-ups: 1. _____

2. _____

3. _____

4. _____

Appendix E: Hiring Offer Documentation

Date: _____

Name of Search: _____

Department(s): _____

Candidate for offer: _____

Offer details:

- Rank:

- Salary (range):

- Summer salary:

- Computing:

- Travel:

- Moving costs:

- Other _____:

- Other _____:

- Other _____: