



# Faculty Search Procedures

Office of Academic Affairs

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## Hotels

When making hotel reservations, please be sure to ask for the JU Rate. In all cases the Academic Affairs recruiting budget will cover the cost of the room up to \$50/night, excluding taxes, for a maximum of two (2) nights. All other expenses incurred, except for meals or parking if the candidate drives to Jacksonville, will be borne by the department.

Hotels that require an approved JU Purchase Order  
(See Appendix B "Sample Hotel Purchase Order")

Courtyard Marriott  
9815 Lantern St. (9A and Monument)  
Jacksonville, FL32225  
904-247-6782

Hampton Inn East Regency Square  
1021 Hospitality Lane (9A & Monument)  
Jacksonville, FL32225  
904-722-8881

Hampton Inn Jacksonville Beach/Oceanfront  
1515 First St N  
Jacksonville Beach, FL 32250  
904- 241-2311

Doubletree Hotel by Hilton  
1201 Riverplace Blvd.  
Jacksonville, FL 32207

Casa Marina Hotel & Restaurant  
691 North 1<sup>st</sup> Street  
Jacksonville Beach, FL 32250  
904-270-0025

## The Interview - Overview

There are legal restrictions that must be followed in the interview-questioning phase (See

x view of students (attention to experience with diversity is recommended)

Generally, simply stated questions that are open-ended or ask the candidate to describe how they practice the role elements are helpful. Sometimes asking the candidate to give an



example or “case history” of how the person handles certain roles and responsibilities will give illuminating answers.

Search Committee members should develop the content of the questions in sessions though they may be “polished” by one or more members for final committee adoption. These questions may then be presented as interview notes for the convenience of the members during the interview.

An interview is a 2-way opportunity: JU is evaluating whether the candidate is the right fit for our campus; the candidate is evaluating whether he/she might want to come to JU to work. The quality of the interview plans and how the candidate is treated are important. During the interview, provide time for the candidate to ask the Search Committee questions. The candidate should feel he or she was treated well by everyone.

Day of Campus Visit

To reach this outcome, the Search Committee should thoroughly discuss the findings during the interviews and experiences of the campus visit. Input from all who interviewed the candidate should be sought. Students should be asked their opinions of the ~~teag~~ performance and other interactions. Sometimes, the conclusions are obvious during the discussions. If not, it is recommended that a secret ballot process be considered to produce the ranking so that each voting member of the Search Committee has a voice in the decision.

#### Extending an Offer

Following the discussions, the Search Committee should make a formal candidate recommendation to the Dean. The Dean's assistant/coordinator will submit the hiring packet to the Office of Academic Affairs. The packet ~~ust~~ include all of the following forms:

- x New Faculty and Adjunct Hire Checklist (completed by department)
- x Approved HR Action Form to open the position with tte 20.26 0 Td [(Td [(TdJatk.r1-3 ( T)5 (h)4 (e

Once the signed contract is returned to the Office of Academic Affairs, the other serious candidates should be issued a letter thanking them for their participation in the process. (See Appendix F “Sample Letters”).

## Campus Visit Costs

### Faculty

The following policy guideline regarding University-funded search committee meals with candidates will be in force. Additional employees can attend these meals, but those costs will not be funded by the University. When submitting original, itemized receipts for reimbursement, via Chrome River, names of those attending the meal must be listed. Please determine if the candidate has any dietary preferences/restrictions and plan meal locations accordingly. The Office of Academic Affairs will not reimburse any alcohol purchases.

#### x Meals

- o Breakfast: The candidate plus no more than one Jacksonville University employee up to \$10 total.
- o Lunch: The candidate plus no more than three Jacksonville University employees up to \$30 total.
- o Dinner: The candidate plus no more than four Jacksonville University employees up to \$57.00 total.

## Appendix A: Faculty Search Checklist

### Establish Search Committee and Position Criteria and Authorize Position

- \_\_\_ Search Committee members (no more than 5, no less than 3) are recommended by the Chair of the department or the Unit Administrator, in conjunction with the Dean. The Chair of the Department, the Unit Administrator and the Dean will not serve on the search committee.
- \_\_\_ The Dean or Unit Administrator, in conjunction with the SVPAA will approve the search committee.
- \_\_\_ The search committee establishes position criteria and requirements and forwards to the appropriate Chair of the Department, Unit Administrator and to the Dean for approval who then sends it to the SVPAA. Each position description must contain the following EO statement:

Jacksonville University supports the principle of diversity. We encourage applications from individuals with diverse backgrounds and experiences. Jacksonville University is an equal opportunity employer and does not discriminate on the basis of race, color, religion, gender, national origin, age, marital status, sexual orientation, gender identity, veteran status or the presence of a disability.

- \_\_\_ The Search Committee selects a list of potential candidates after an advertised closing date of the search, or the beginning of the review (approximately 5-8 candidates).
- \_\_\_ The Search Committee meets to discuss the potential 15 candidates to ensure consensus and to air any concerns about the candidates.
- \_\_\_ The Search Committee ensures that a fully executed Faculty Employment Application for each of the candidates is on file so that reference checks can begin.
- \_\_\_ The Search Committee ensures that the candidates meet SACS Faculty Qualifications criteria:
  1. Each full-time and part-time faculty member teaching credit courses leading toward the baccalaureate degree (other than PE activities courses) MUST have completed at least 18 graduate semester hours in the teaching discipline and hold at least a master's degree, or hold the master's degree with the equivalent of a major in the teaching discipline. In every case, the terminal degree in the discipline is preferred. Exceptions to this must be justified individually according to the learning outcomes of the courses being taught.
  2. For interdisciplinary courses, the academic and professional preparation of faculty members teaching in the courses or programs must be documented and justified.
  3. These requirements also apply to courses and programs offered through distance learning.
  4. Faculty teaching at the master's or doctoral level MUST hold the terminal degree in the teaching discipline or a related discipline.
- \_\_\_ The Search Committee will conduct reference checks (See Appendix D "Reference Checking") on the selected 3 candidates prior to discussing travel arrangements with the candidates.
- \_\_\_ The Search Committee will submit a list of up to 3 candidates to be brought to campus to the Dean for approval.

#### Interview Applicants

- \_\_\_ The Search Committee interviews the potential final candidates on campus. (See Appendix E "Sample Schedule").
- \_\_\_ Other members of the University community will interview the candidates and provide written feedback to the Chair of the Search Committee.

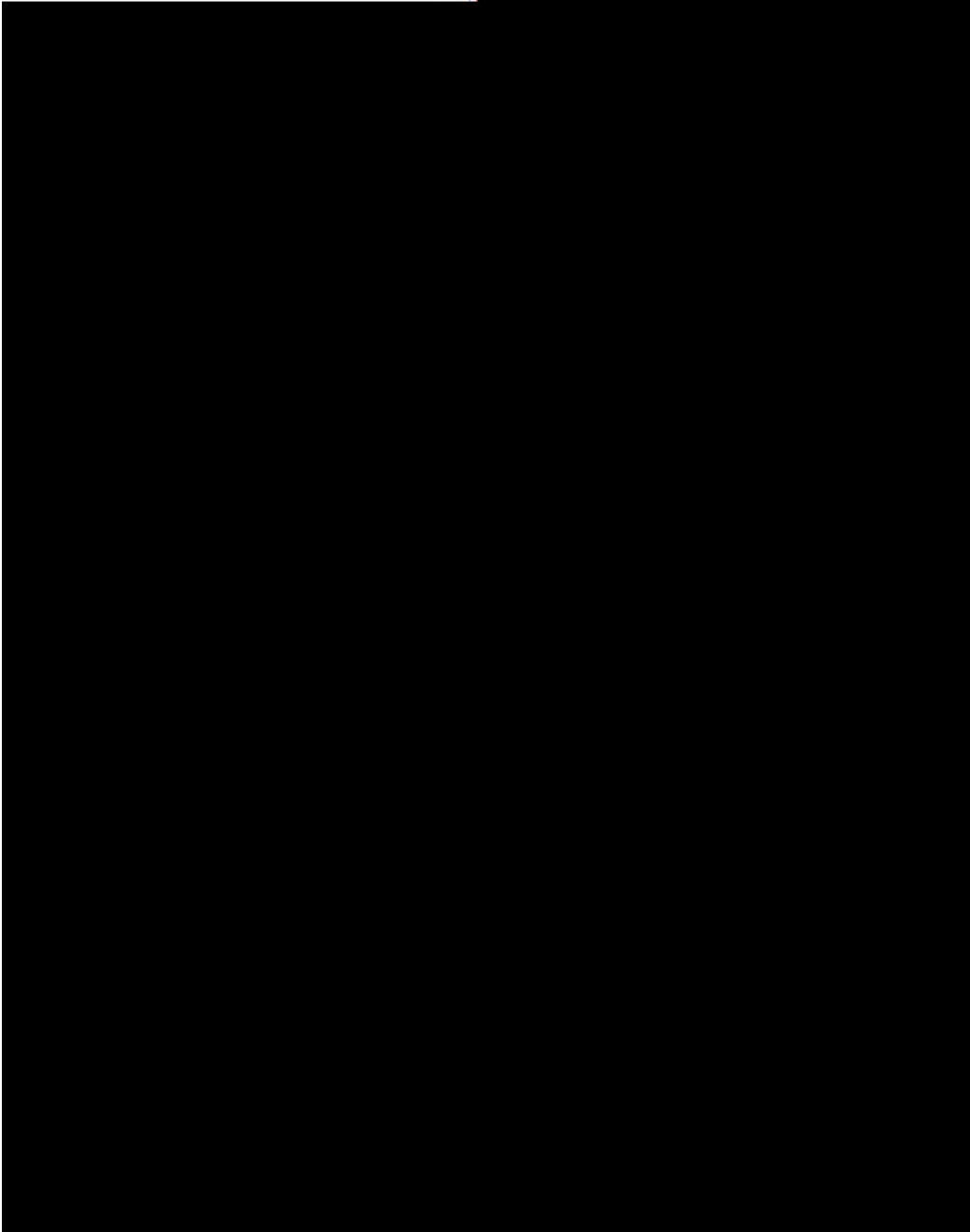
#### Extending an Offer

- \_\_\_ The Chair of the Search Committee will inform the Departmental or Division Chair of the Committee's recommendations.

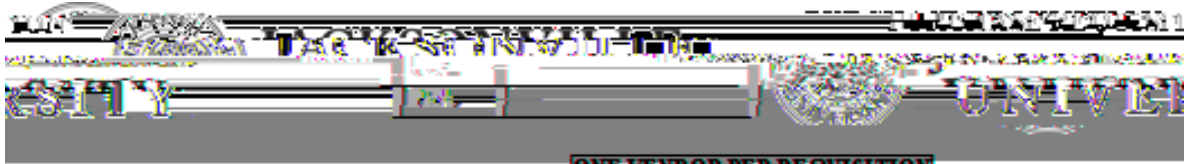


## Appendix B – Traveler Profile and Hotel Sample Purchase Order

### Traveler Profile



# Hotel Sample Purchase Order



**ONE VENDOR PER REQUISITION**

DATE	VENDOR	Hotel Name	TODAY'S DATE
N/A	ADDRESS	Not necessary unless it's a new hotel not Listed in the search manual	FUNDING SOURCE
R/S: Call Academic Affairs x7031	CITY, STATE, ZIP		ACCOUNT NUMBER
Your name and extension			REQUISITIONER & EXT. NUMBER...

DEPARTMENT	DATE REQUIRED	Date of visit	CONTACT NAME/ EMAIL	date of approval with approval number
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L #	QTY	UNIT	DESCRIPTION INCLUDE MODEL/PART NUMBER	UNIT \$	TOTAL
-----	-----	------	---------------------------------------	---------	-------

**Approved** |  **Not Approved** |  **Not Approved - Comments**  
 Approved by: \_\_\_\_\_ Date: \_\_\_\_\_  
 Not Approved by: \_\_\_\_\_ Date: \_\_\_\_\_  
 Not Approved - Comments: \_\_\_\_\_  
 Date of all inputs: \_\_\_\_\_

**APPROVAL SIGNATURES**

DEPARTMENT CHAIR or DIVISION HEAD	Search chair comments	Date
_____	_____	____/____/____
_____	_____	____/____/____
_____	_____	____/____/____



## Appendix C - Interviewing

### Tips for the Interviewer

- x Be sure you know what skills, traits, attitudes, etc. you want in the people you hire.
- x Define the areas most important to the position. For example technical skills, motivation, initiative, work habits, people skills, analytical ability, etc.
- x Rank the areas in their order of importance top to bottom
- x Develop a repertoire of questions to spotlight each area you define as being important.
- x Consider "behavioral interviewing." Ask the candidate how they reacted in a real situation versus a theoretical one. Rather than "how do you react to stressed students?" use "describe for me your most recent interaction with a stressed student."
- x Prepare an interview "plan sheet" that lists all the information you want to tell

interview and to make a decision – not waffle. Indecision is a severe detriment to the hiring process.

- x Question nearly every achievement on the candidate's resume. The burden is on the writer to be factual and the reader not to misinterpret.
- x Remember to realistically represent Jacksonville University and the faculty position to the candidate – they are making a career decision.
- x End the interview on a positive note, expressing thanks to the candidate for their time and interest in JU, and that you appreciated meeting them.

### Interviewing Sample Questions

What do you think it takes to be successful in a faculty or Dean's position?

Have you had experience in outcome-based assessment of student learning?

Have you had experience in using course management software or instructional technology?

Give an example of a specific occasion in which you conformed to a policy with which you did not agree.

Tell me of the most difficult student experience that you have ever had to handle. What was the outcome?

What would you describe as your greatest strengths? Areas for more development?

What is the biggest mistake you have made in a faculty/administrative capacity?

How would you describe yourself in terms of your ability to work as a member of a department in a faculty capacity?

Describe the most difficult person you have ever worked with and how you handled that person.

Describe a situation in which you were able to effectively "read" another person and guide your actions by your understanding of their individual needs or values.

Have you ever recognized a problem before your superior or others in the organization? Describe.

What skills or qualities are important for effectively dealing with students? Give me some examples of when you have displayed these skills or qualities.

What is your proudest accomplishment?

What were/are your major responsibilities/duties in your current or last position?

Why did you (or why are you planning to) leave your last or current position?

How would you describe the advantages of a Liberal Arts education?



	<ul style="list-style-type: none"> <li>x How often have you been injured or filed claims for workers compensation?</li> <li>x How is your family's health?</li> <li>x General inquiries that would elicit information about handicaps or health conditions that do not relate to job performance.</li> </ul>	
Arrest Record	<ul style="list-style-type: none"> <li>x Have you ever been arrested?</li> </ul>	<ul style="list-style-type: none"> <li>x Have you ever been convicted of a crime? (This would be a crime that is reasonably related to the performance of the job in question. See employment application.)</li> </ul>
Personal	<ul style="list-style-type: none"> <li>x What is your sex?</li> <li>x What is your height and weight?</li> <li>x What is your religion or faith?</li> </ul>	<ul style="list-style-type: none"> <li>x Are you able to perform the functions of the job for which you have applied?</li> </ul>
Military	<ul style="list-style-type: none"> <li>x If you have been in the military, were you honorably discharged?</li> </ul>	<ul style="list-style-type: none"> <li>x In which branch of the Armed Forces did you serve?</li> <li>x What type of training or education did you receive in the military?</li> </ul>

## Appendix D – Reference Checking

### Reference Checking

Reference checking is one of the most important steps in any hiring process. The objective is to hire the most qualified person for the position. These guidelines are intended to assist the search committee in this process.

References must be completed for both external and internal candidatesn33.11

Note: you must have, at a minimum, verbal approval by the candidate to check references not on the Candidate's reference list.

- x The laws protecting candidates against discrimination also apply when conducting reference checks. DO NOT ask questions concerning age, race, gender, sexual orientation, religion or national origin. These are not job-related questions.
- x If the reference has no actual knowledge of the candidate's work performance, ask the reference for name(s) of persons and phone numbers of other persons with knowledge of the candidate's performance, achievements and strengths related to the job.
- x It's important to look for gaps in information supplied by applicants before calling for references and/or making a final hiring decision.
- x Inform the referenced person that the university has a signed release (on the faculty application) to obtain information from the candidate
- x Describe the faculty position, then make sure all questions are all job-related.
- x Ask open-ended questions, following the same format and basic questions for all references for the sake of equity.
- x Use follow-up questions for clarity and thoroughness, depending on information you get from the reference.
- x Strive to obtain job-related facts and relevant information based on past behavior and experiences, rather than opinions. If possible, ask for examples of specific incidents.
- x Stay alert for any signs of evasiveness or unusual responses.



Appendix E – Sample Schedule

Memorandum

To: Faculty and Administration  
From: Dean, College of \_\_\_\_\_  
Subject: Candidate's Name \_\_\_\_\_ Candidate for \_\_\_\_\_, School of \_\_\_\_\_  
Date: \_\_\_\_\_

Education

Ph.D. \_\_\_\_\_

M.A. \_\_\_\_\_

B.A. \_\_\_\_\_

Experience

Date \_\_\_\_\_

Date \_\_\_\_\_

Publications

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Schedule

Time: Meet w/Education Search Committee

Time: Tour Campus

Time: Dean College of \_\_\_\_\_

Time: Lunch w/Search Committee

Time: Presentation/Lecture with \_\_\_\_\_ faculty (&/or Students)

Time: Dean School of \_\_\_\_\_

Time: Senior Vice President for Academic Affairs

**PLEASE RETURN**

If you are able to interview Dr. \_\_\_\_\_, please indicate your reaction to his/her candidacy on the

Back of this sheet, SIGN YOUR NAME, and return immediately to Dean \_\_\_\_\_.



## Appendix F – Sample Letters

### ACKNOWLEDGEMENT LETTERS MAY ALSO BE SENT ELECTRONICALLY

Receipt of Resume

Current Date

Dr. Faculty Candidate  
2800 University Blvd. North  
Jacksonville, FL32211

Dear Dr.. Candidate:

Thank you for applying for the position of \_\_\_\_\_ at Jacksonville University.  
We appreciate the opportunity to consider your candidacy.

We anticipate that the search process will continue for approximately weeks. We are currently reviewing applications, and will contact those candidates whose skills and experience most closely match the requirements for the position.

We appreciate the time and effort that you put into the application process and thank you for your interest in Jacksonville University.

Sincerely,

Search Chair

After Phone Screen or Interview –

Not Selected – No Interview

Current Date

Dr. Faculty Candidate  
2800 University Blvd. North  
Jacksonville, FL32211

Dear Dr. Candidate:

No Viable Candidates/Failed Search

Current Date

Dr. Faculty Candidate  
2800 University Blvd. North  
Jacksonville, FL32211

Dear Dr. Candidate:

Thank you for submitting your application for the position of \_\_\_\_\_ at Jacksonville University. We appreciated the opportunity to consider your candidacy. Unfortunately, we did not find a candidate with the mix of skills desired and have decided not to fill the position at this time.

We appreciate the time and effort that you put into the application process and thank you for your interest in Jacksonville University. Best wishes for success in your future career endeavors.

Sincerely,

Search Chair

Another Candidate Selected

Current Date

Dr. Faculty Candidate  
2800 University Blvd. North  
Jacksonville, FL32211

Dear Dr. Candidate:

Thank you for the opportunity to speak with you regarding the position of \_\_\_\_\_  
\_\_\_\_\_ at Jacksonville University. We appreciated the opportunity to consider  
your candidacy.

Although your credentials are impressive, we have selected another candidate whose skills  
and experience more closely match our needs and desires.

We appreciate the time and effort that you put into the application process and thank you  
for your interest in Jacksonville University. Best wishes for success in your future career  
endeavors.

Sincerely,

Search Chair