

FACULTY SEARCH PROCEDURES **College of Arts & Sciences**

The purpose of this document is to state faculty search procedures in the College of Arts & Sciences. While every effort has been made to ensure that this document conforms with University policy and practice, if discrepancies exist, the policies and procedures of the Division of Human Resources, Employee Diversity, & Wellness or the Division of Academic Affairs take precedence.¹

I. Approval to Search:

Department chairs will submit requests to hire to the CAS Dean's Office as vacancies and needs arise. Typically, this will occur when Academic Affairs issues a general call. However, additional requests can come forward at other times as needs arise.

Departments should submit a written justification for the position(s) requested. The department should make an affirmative case for the hire. Particularly compelling reasons include (in no particular order):

- Delivery of new or redesigned programs as identified by the Strategic Plan;
- Program growth or service to departments with growing programs;
- General education delivery;
- Accreditation requirements/APR External Review Team recommendations;
- Other compelling university need (e.g., department chair, administrative support for a key university initiative).

Additional possible selling points include:

- Teaching HMXP;
- Qualifications to teach in interdisciplinary program or underserved disciplines or subject matter;
- Ability to diversify course offerings at multiple levels.

We strongly recommend referencing the university Strategic Plan and using quantified data where possible.

Department chairs submit justifications to the CAS Dean. The Dean adds her/his own endorsement and forwards to Academic Affairs. Academic Affairs reviews the request and if it approves, sends the request forward to the Committee on Personnel Action.

Committee on Personnel Action (CPA): The CPA reviews all requests and justifications and makes the final determination of which positions will be filled. No department may move forward with any part of the Search Process without CPA approval. In addition, the CPA determines a salary range and maximum salary for each position, using CUPA data for rank and institution type.

President Mahony has determined that all faculty, administrative, and executive searches will be national searches.

II. Job Vacancy Announcement

Once granted permission to search, the department will craft a **Job Vacancy Notice (JVN)**. Information about the department, a diversity statement, and so forth may be included but is not required. The JVN will be used to create the job posting on Interfolio's "ByCommittee" website, to which the Winthrop HR webpage and all other institution-wide advertising will then direct interested candidates.

¹ As of August 2017, an "Employment of Full-Time Faculty Checklist" has been published by the Provost's Office outlining hiring procedure; be sure to read this document. See Appendix C, below.

In tenure-track searches, departments may (if approved by the CPA) advertise for an Assistant or Associate Professor to expand the pool of qualified applicants. **If the advertisement only lists Assistant Professor, then Winthrop cannot then hire someone at the Associate Professor rank.**

“About Winthrop” paragraph: Diversity best practices recommend that the job advertisement include some language about the composition of the student body or faculty community as a “draw”. The following language is recommended:

Winthrop University is a public, comprehensive university located in Rock Hill, SC, about 30 minutes south of Charlotte, NC and is among the very best institutions of its kind in the nation. Through an educational experience that blends liberal arts, professional programs, global awareness, and civic engagement, Winthrop’s mission is to help students to develop the knowledge, skills, and values that will enrich their lives and prepare them for the challenges of 21st Century citizenship. Winthrop has a diverse student population of approximately 5,000 undergraduate students and 1,000 graduate students; over two-thirds of Winthrop students are women, and over one-third are students of color. For more information, visit us at www.winthrop.edu.

Diversity Best Practices:

- 1) Include in the JVN a statement such as “Winthrop University Department X seeks a(n) {rank} to join its diverse community.”
- 2) Use open-ended language: “For fullest consideration, submit materials by {date}. However, applications will be accepted until position is filled.”²

Recommended Application Materials:

- Letter of Interest.
- *Curriculum Vitae*.
- All Graduate Transcripts. (Unofficial are acceptable for initial screening. Official transcripts sent directly to the Dean’s Office are required for appointment.)
- Statement of Teaching Philosophy. (May be incorporated into cover letter.)
- Student course evaluations and/or other evidence of excellence in teaching.
- Contact information for at least three recommenders OR three letters of recommendation. (Each department should follow its discipline’s conventions.)

Departments may request additional materials at their discretion and consistent with their disciplinary norms.

Application Submission: Applicants should be directed to submit their materials electronically through Interfolio’s ByCommittee site. Search Committee chairs may include personal contact information at their discretion. However, they should not accept any applications by mail or email. Applications must be submitted via ByCommittee.

Note that in ByCommittee, the following forms (pre-loaded by Academic Affairs in the website) should be included as required parts of the application:

- EEO / Affirmative Action Voluntary Self Identification Form – This form is an equal employment opportunity (EEO) form. Gender, Ethnicity, Race, Disability, Veteran Status information is collected. Responses are only accessible by administrators and EEO officers. These questions are all required.

² The University no longer requires waiting until after the President attends the SREB conference in November.

- Marketing Form – This form collects information that could help identify where applicants learn about positions they apply for at Winthrop. Questions are not required.
- Criminal History – Asks applicants if they have been convicted of a crime and if so, provide details. First question is required.
- Legal Authorized to work in the United States – Is the candidate legally authorized to work in the US and do they now/or in future require sponsorship for employment. Questions are not required.
- State / Winthrop Employment Questions – Has the applicant ever worked at Winthrop and/or the state? Questions are not required.
- Contact Information – Asks for recent phone number, address and email address. Only phone and email address are required.
- Student Loan Certification – Applicants are required to say whether they are in default on student loans.

Search managers will select inclusion of these questions from within ByCommittee when creating the job posting.

III. Advertising:

Academic Affairs will place ads in *Inside Higher Education* under a “Winthrop University” banner, in *Higher Ed Jobs*, and in the *Higher Education Recruitment Consortium*. Departments may purchase additional ads at their discretion using departmental funds. If the department cannot afford an ad in an exceptionally important outlet, the Dean’s Office will consider a subsidy, depending upon the availability of funds.

Departments are encouraged to advertise as widely as possible using social media, formal disciplinary outlets, emails targeted to specific groups, listservs, newsletters, and more.

Diversity Best Practices:

- 1) Advertise in publications and organizations targeted to underrepresented groups. See the list supplied below, Appendix D.
- 2) Send JVN to HBCUs and Hispanic Serving Institutions (HSIs) with Ph.D. programs in the discipline. See the lists provided below, Appendix E.
- 3) Send JVN to faculty who are members of disciplinary “caucuses” or subgroups of underrepresented minorities, attend business meetings or social events of the same, or attend disciplinary conferences targeted to underrepresented groups to recruit faculty.

IV. Candidate Communication:

The Search Committee Chair (or Department Admin on behalf of the Search Committee Chair) should communicate with candidates at the following points in the process. ByCommittee offers ready means of contacting multiple candidates at once:

Upon Receipt of Application Materials: This email should acknowledge the receipt of the candidate’s application materials.

- Note that ByCommittee can be set up to automatically send applicants an email confirming completion of their application.
- Note that the EEO, marketing, and other forms mentioned above must be submitted by the candidate in order to complete the application in ByCommittee.

One Week Prior to “Fullest Consideration” Date: Departments may wish to contact candidates with any missing materials (optional).

- A search committee manager can also send applicants emails indicating missing elements of an application at any time, via ByCommittee.

Screening Conversations: Search Committee Chairs reach out to set up dates to screen semi-finalists.

Invitations to On-Campus Interviews: Search Committee chairs set dates and work with admins and Dean’s Office to make travel arrangements with two finalists for on-campus interviews.

Rejection Letters: All applicants should receive a notice when the search has concluded. These communications *should not be sent until the search is complete and successful candidate has accepted Winthrop’s offer in writing.* They may be sent via email but should be sent in such a way to protect the candidates’ privacy (i.e. individual letters or emails or a “bcc” to a mass email). These can be automatically sent through ByCommittee like the application completion notifications.

V. The Search Committee

Composition: The Department Chair may serve as the Search Committee Chair or appoint another faculty member to fill this role.

Each department will convene a search committee of at least five faculty members. Small departments may choose to operate as a “committee of the whole.”

- At least one member of the Search Committee shall be a member of the CAS Diversity Committee who has completed the Diversity Committee training.
- Recommended: at least one member of the Search Committee from an outside department, to add an outside perspective to the Search Committee.
- Both the Diversity Committee member and any outside member shall have full voting rights on the committee.
- The Diversity Committee member and the outside member may be the same person.

The Search Committee Chair is responsible for ensuring all candidate communications occur in a timely and accurate fashion, scheduling and convening search committee meetings, setting up screening conversations and campus visits, completing required forms, working with the Dean’s Office, and scheduling on-campus meetings during campus visits. The Search Committee chair may utilize the Department Admin’s assistance in this process.

Diversity Committee Member:

Appointing a Member: The Department chair or Search Committee chair will contact the Dean’s Office for suggestions of a Diversity Committee representative to serve on a search committee. Whenever possible, this individual will be from the discipline or department of the search. If this is not possible, the Diversity Committee member will be from a cognate discipline, and can simultaneously serve as the outside member of the committee.

Diversity Committee members were assured that their responsibility would be to serve on no more than one search committee per year (as representatives of the Diversity Committee). Under rare circumstances, a Diversity Committee member might serve on more than one Search Committee, if s/he is needed in another capacity.

Role of the Diversity Committee Member: The Diversity Committee member is responsible for ensuring that qualified candidates who are members of under-represented groups are given the same consideration as other candidates. Diversity committee representatives should keep in mind the university's strategic priorities and the demographics particular to disciplines and/or departments in their advocacy efforts.

In addition, Diversity Committee members, with the department chair, will remind the other committee members to be mindful of implicit bias and to make conscious efforts to set aside these biases when reviewing candidates.

The Diversity Committee representative will have full voting rights on the Search Committee.

The Dean's Office will provide EEO data as submitted by candidates to both the Department Chair and the Diversity Advocate committee member.

The Search Committee should make every effort to meet face-to-face to determine semi-finalists for screening conversations and finalists for on-campus interviews and to recommend finalists for an offer. In addition, Search Committee members are expected to participate actively and fully in the screening conversations and the on-campus interviews.

VI. Reviewing Applications

Under the leadership of the Search Committee chair, the Search Committee will develop a rubric for evaluating applications. This rubric will be based upon the criteria listed in the JVN. The Search Committee will use this tool to determine the top candidates. The evaluation can be done within ByCommittee using a five-point rating system, and can be set up such that only the search chair can see the committee members' combined ratings.

Diversity Best Practices: The Committee members should be careful to give all candidates equal consideration. Throughout the process, they should be attentive to Implicit Bias and other subjective factors that might undermine the chances of a qualified underrepresented minority candidate.

VII. Screening Semi Finalists (Not "interviews")

Each department will conduct screening conversations with a group of semi-finalists, usually 5-6 candidates. To ensure that all semi-finalists have similar experiences, the search committee should settle upon a common set of questions that each candidate will be asked. These questions should be directly related to the JVN.

The Search Committee Chair, working with the Department Chair, will educate the Search Committee members and the faculty in the department on the appropriate questions to ask of candidates in the screening conversations and/or on-campus interviews. This includes discussing the appropriate and inappropriate questions listed in the "Pre-Employment Inquiry Guide" provided by HR.

(<http://www.winthrop.edu/uploadedFiles/artscience/SearchCommitteePractices.pdf>.)

Screening conversations should take place via electronic means (FaceTime, Zoom, Skype, or conference call). The College will not pay for screening conversations at professional conferences unless faculty members are on the conference program. In these cases, the College will pay for a table in a conference interview facility. It will not pay for private hotel rooms for screening conversations.

All screening conversations should be held with at least three members of the Search Committee present, and optimally all five.

VIII. Reference Checks

The College recommends that the Search Committee members call references for the semi-finalists who might be invited to campus between the Screening Conversation and the On Campus Visit.

The Search Committee should develop a set of common questions that will form the basis of these conversations.

IX. Determining Finalists

The Search Committee should meet to determine who will be invited to an on-campus interview. The members of the Search Committee should evaluate all of the information they have regarding the candidates: application materials, reference letters and/or conversations, and performance in screening conversations.

X. Required Forms, Travel Arrangements, and Reimbursements

Timing: Arrangements for on campus interviews cannot be made before formal approval to conduct the interviews has been granted. Once this permission is granted, the Search Committee Chair and/or Department Admin can arrange travel and housing for the candidates.

- **Airfare:** Plane tickets may either be purchased on a purchasing card or purchased by the candidate (with supervision) to be reimbursed.
- **Housing:** Hotel rooms for candidates can be put on a purchasing card, but only if specific clearance has been requested ahead of time from the Purchasing Office. Additionally, when using a purchasing card for a hotel stay, a Credit Card Authorization form should be requested from and returned to the hotel ahead of time (this clarifies that the purchasing card may only be used for the room and tax, and not for any additional charges such as room service or damages). Contact the Dean's Office for hotel suggestions.

Important Note: The Provost's office will pay **no more than \$800** for each candidate's travel costs. This may include plane tickets or mileage for driving to Winthrop, hotel rooms, taxi or mileage to the airport, parking at the airport, checked baggage charges, and any mileage reimbursement to faculty for chauffeuring the candidate during their visit. Receipts must be provided for each of these costs if they are to be reimbursed (aside from mileage).

The Dean's Office will cover the per diem amount toward meals for the candidate while they are traveling, based on the schedule of per diem payments used for faculty travel. Receipts are not required for this per diem meal reimbursement.

Meals During the Candidate's Visit:

- The Dean's Office will reimburse one hosting faculty member for the cost of the candidate's meal and the per diem amount toward that faculty member's meal, as well as the per diem amount for one additional faculty host.

- ITEMIZED receipts are REQUIRED for this reimbursement; if only a non-itemized receipt is provided then only the per diem amount can be reimbursed (even for the candidate's meal).
- Alcohol is not reimbursable for anyone, so that should be purchased separately by the person consuming it.
- This reimbursement policy covers lunches and dinners; breakfast should be included in the hotel stay. Hosting faculty should take candidates to reasonably priced restaurants (i.e., typically entrees are less than \$30); faculty may contact the dean's office for a list of popular/suggested locations.
- If departments have a foundation account that can be used for faculty meal costs, then the department may choose to cover the meal costs of hosting faculty beyond the first two, and/or the remaining cost of those two faculty members' food over the per diem amount.
- If departments wish to have a lunch as a way for the candidate to interact with students, that meal should be covered by the department's budget.
- Departments may request money toward a more cost-effective group meal for faculty (like a meal at someone's house); this will be handled on a case-by-case basis and must be discussed with the Dean ahead of time.

Candidate Travel During the Visit: If the candidate drove to Rock Hill and wishes to drive him/herself between the hotel and campus, then the search committee should contact the University Police station to get a visitor parking pass for him/her.

If the candidate flies to Charlotte, s/he will be chauffeured by faculty. A signed Travel Authorization form is REQUIRED for any faculty member who will drive the candidate anywhere (this is for insurance purposes).

The University does not pay for a candidate's rental car while visiting campus. Similarly, a candidate is responsible for her/his meals, lodging, and local transportation should the candidate wish to extend her/his stay for personal reasons.

XI. On-Campus Interviews

Typically, a candidate spends 1.5-2 days interviewing on campus. The Search Committee Chair should strive to ensure that candidates have an experience that is as comparable as possible. The following are suggested activities; search committees should select activities appropriate to their disciplines.

- Classroom Teaching Demonstration.
- Scholarly Presentation (optional for one-year and non-tenure-track appointments).
- Meetings with Faculty (Individual meetings in small departments; small group meetings in larger departments).
- Meetings with Students.
- Meeting with the Department Chair.
- Meeting with Search Committee.
- Meeting with the Dean.
- Meeting with the Provost (other than one-year appointments).
- Time to complete paperwork with Dean's Office. (May be adjacent to meeting with Dean).
- Campus and Facilities Tour.
- **Diversity Best Practice:** For candidates from underrepresented groups, arrange a meal or meeting with Winthrop faculty from the same underrepresented group who can talk frankly about the campus climate and the community. Willis Lewis organizes this for African American candidates.

In addition, a Search Committee may consider scheduling the following **optional activities**:

- Meeting with faculty outside department with similar research or teaching interests.
- Members from the community (as appropriate).
- Community and/or Housing Tour.

Soliciting Feedback: The Search Committee should solicit feedback about the candidates from all faculty, staff, and students involved with the search in any way. This can be done with a short form following a teaching or research demonstration, a Qualtrics survey, or with informal conversations. This feedback should be shared with all committee members in their deliberations.

Inappropriate Questions: All individuals engaged in the semi-finalist screenings and the on campus interviews will review the “Pre-Employment Inquiry Guide” provided by HR. (<http://www.winthrop.edu/uploadedFiles/artscience/SearchCommitteePractices.pdf>).

Negotiating with the Candidate: Department chairs may negotiate with candidates on issues within the purview of department chair candidates. These include teaching schedules, course assignments (i.e. subjects, levels, double sections, number of preparations, etc.), committee assignments, advising responsibilities, supplemental travel funding from department funds, office assignment, research supplies from department funds, and the like.

These negotiations may not include contract duration (for non-tenure-track searches) course caps, reassigned time, salary, credit toward tenure, or start up packages. Department chairs may advocate on behalf of the candidates, however.

Winthrop University does not typically confer tenure as part of a hiring package.

XII. Concluding the Search

The Search Committee will recommend a finalist to whom the University should extend a final offer. The Search Committee should also indicate whether the second finalist is acceptable to hire if the first one declines the offer.

After Academic Affairs approves extending an offer to a finalist, the Dean contacts the finalist to extend a salary offer and start up package, as appropriate. All offers are contingent upon passing a background check.

Once a candidate has accepted the University’s offer and returned the offer form, the Search Committee should notify other finalists of their standing. At this time, the Search Committee should also notify the candidates who were not selected to interview.

August 2017

APPENDIX A: Search Process Summary

- Submit request and justification to CAS Dean.
- CAS Dean forwards request and justification with statement of support to Academic Affairs
- If approved, Academic Affairs forwards request to the Committee on Personnel Action
- Committee on Personnel Action deliberates and decides

If approved: (*See Appendix C for more details.*)

- Departments develop Job Vacancy Announcement and set up ByCommittee site.
- Department, College, and University advertise the vacancy.
- Search Committee is appointed.
- As applications arrive, Search Committee Chair and Admin communicate with applicants (acknowledge receipt of materials, missing materials, and applicant data record) via ByCommittee.
- Application Review begins using common rubric based upon JVN.

After Initial Application Review:

- Search Committee meets to determine Semi-Finalists.
- Search Committee Chair schedules Screening Conversations with Semi-Finalists. Determines common questions to ask and reviews “Pre-Employment Inquiry Guide.”
- Search Committee conducts Screening Conversations.
- Search Committee contacts references.
- Search Committee determines finalists for on-campus interviews
- Search Committee chair updates applicant statuses in ByCommittee and notifies Dean’s office of finalist selection

On-Campus Interviews

- Search Committee Chair develops interview schedules for finalists.
- Search Committee Chair and Department Chair brief all individuals involved in the process about “Pre-Employment Inquiry Guide.”
- Search Committee makes hiring recommendation(s) to the Dean and Academic Affairs.

Concluding the Search:

- After HR and Academic Affairs approval, Dean negotiates offer with candidate(s).
- Once offer is finalized, the Dean notifies Academic Affairs and the department.
- HR initiates required background check. All offers are contingent upon a clear background check.
- The Provost’s office sends an official offer letter to the finalist for her/his signature.
- The Dean’s Office sends an addendum that stipulates the start-up package, if any.
- Once signed and returned, the Search Committee notifies all applicants of their status.

APPENDIX B: Suggested Rubric and Common Codes for Evaluating Candidates

Teaching Experience: (May be adapted to specific populations or circumstances, i.e. undergraduate students, graduate students, online, general education, laboratory, field work, etc.)

NA = Not applicable

0= Applicant has no teaching or TA experience

1 = Applicant has only TA experience

2 = Applicant has limited teaching experience, less than other candidates

3 = Applicant has adequate teaching experience for the position

4 = Applicant has extensive teaching experience

Teaching Quality:

NA = Not applicable

0= Applicant does not provide any evidence of quality of teaching

1 = Applicant provides evidence of good quality of teaching

2 = Applicant provides some evidence of high quality teaching for the position.

3 = Applicant provides extensive evidence of high quality teaching

Scholarly Expertise:

NA = Not applicable

0 = Candidate's scholarly interests do not align with JVN

1 = Candidate's scholarly interests only partially align with JVN

2 = Candidate's interests align with JVN but not as well as other candidates

3 = Candidate's interests align closely with JVN.

Scholarly Potential:

NA= Not applicable

0 = The candidate does not demonstrate scholarly potential.

1 = The candidate provides limited evidence of scholarly potential.

2 = The candidate provides adequate evidence of scholarly potential.

3 = The candidate has demonstrated scholarly potential.

Other Codes:

10 = Incomplete application

11 = Withdrew application

12 = Does not meet academic qualifications (not appropriate discipline, does not hold minimum degree, does not hold degree from a regionally accredited institution)

13 = Lacks required leadership or administrative experience

Appendix C

New Process: Employment of Full-Time Faculty Checklist

Preparation for Recruitment

	Review the Winthrop University Policy and Procedures for Recruitment and Hiring of Unclassified Personnel (http://www.winthrop.edu/academic-affairs/default.aspx?id=21412)	Hiring Authority (Dean, Chair, Search Committee Chair, etc)
	Provides justification for the position recruitment to the Vice Provost for Administration	Dean
	Complete the "Request for Faculty/Unclassified Position" form	Dean / Hiring Officer

Recruitment Process

1.	Authorize recruitment. Notify Human Resources and Budget Office of approved searches	Provost via Vice Provost for Administration
2.	Charges search committee & hiring officials with procedural requirements	Dean
3.	Consults with Chief Diversity Officer to get Labor Market Availability Data	Search Committee Chair / Hiring Officer
4.	Create external advertisement and decide where the external advertisement(s) will be placed	Search Committee Chair / Hiring Officer
5.	Using the external advertisement, complete position in Search ByCommittee (Help documentation: http://product-help.interfolio.com/m/27443/l/606254-create-a-position). Upload a copy of the external advertisement, a search committee timeline, and a copy of the evaluative criteria that will be used to evaluate all candidates when creating the position.	Search Committee Chair / Hiring Officer
	**** Advertisements must also include the EOE statement and the criminal background check statement ****	
6.	Send an email notification of the completed position in Search ByCommittee, including a copy of external advertisement, to Dean / Hiring Officer	Search Committee Chair/ Hiring Officer
7.	Submit position in Search ByCommittee for approval to the Vice Provost for Administration. (Help documentation: http://product-help.interfolio.com/m/27443/l/449026-submit-a-new-position-for-approval)	Dean / Hiring Officer
8.	Reviews and approves completed position in Search ByCommittee and notifies, by email, Dean and HR when approved for posting	Vice Provost for Administration
9.	Place external advertisement(s)	Search Committee Chair / Hiring Officer
10.	Place link to position on Winthrop website for applicants to apply	HR
At this time, applicants may begin applying.		

Search & Screening Process

1.	Conduct initial screening of applications to identify applicants who do not meet the minimum requirements advertised for the position and who will not be considered further.	Search Committee
2.	Change application status of those candidates to "Does Not Meet Minimum Requirements".	Search Committee Chair / Hiring Officer

Type	Institution	PhD Program	Contact person	Contact email
HBCU	Alabama A & M Univeristy	Plant & Soil Science		
HBCU	Alabama A & M Univeristy	Applied Physics		
HBCU	Alabama State Univeristy	Microbiology		
HBCU	Delaware State University	Applied Chemistry		
HBCU	Delaware State University	and Mathematical Physics		
HBCU	Delaware State University	Neuroscience		
HBCU	Florida Agricultural and Mechanical University	Physics		
HBCU	Florida Agricultural and Mechanical University	Research and Pharmacoeconomics		
HBCU	Florida Agricultural and Mechanical University	Entomology		
HBCU	Hampton Universtiy	Planetary Science		
HBCU	Hampton Universtiy	Nuclear, Optical, Plasma)		
HBCU	Howard University	African Studies & Research		
HBCU	Howard University	Anatomy		
HBCU	Howard University	Atomospheric Sciences		
HBCU	Howard University	Biochemistry & Molecular Biology		
HBCU	Howard University	Biology		
HBCU	Howard University	Chemistry		
HBCU	Howard University	Comm., Culture & Media Studies		
HBCU	Howard University	Psychology, Counseling		
HBCU	Howard University	English		
HBCU	Howard University	Genetics & Human Genetics		
HBCU	Howard University	History		
HBCU	Howard University	Mathematics		
HBCU	Howard University	Microbiology		
HBCU	Howard University	Nutritional Sciences		
HBCU	Howard University	Physics & Astronomy		
HBCU	Howard University	Physiology & Biophysics		
HBCU	Howard University	Political Science		
HBCU	Howard University	Psychology		
HBCU	Howard University	Psychology, School		
HBCU	Howard University	Social Work		
HBCU	Howard University	Sociology		
HBCU	Jackson State University	Psychology, Clinical		
HBCU	Jackson State University	Social Work		
HBCU	Jackson State University	Chemistry & Biochemistry		
HBCU	Jackson State University	Environmental Science		
HBCU	Meharry Medical College	Biochemistry and Cancer Biology		
HBCU	Meharry Medical College	Microbiology and Immonology		
HBCU	Meharry Medical College	Neuroscience		
HBCU	Meharry Medical College	Physiology		
HBCU	Morgan State University, Baltimore	Bio-Environmetal Sciences		
HBCU	Morgan State University, Baltimore	English		
HBCU	Morgan State University, Baltimore	History		
HBCU	Morgan State University, Baltimore	Social Work		
HBCU	Norfolk State University	Social Work		
HBCU	Norfolk State University	Psychology, Clinical		
HBCU	Prairie View A and M	Psychology, Clinical and Adolescent		
HBCU	Tennese State Unversity	Psychology		
HBCU	Tennese State Unversity	Biological Systems		
HBCU	Virgina State	Psychology, Health		
HBCU	Virgina State	Psychology		
HSIn	Antioch University, Santa Barbara	Environmental Studies		
HSIn	John F. Kennedy University	Psychology		
HSIn	San Diego State University	Cell & Molecular Biology		
HSIn	San Diego State University	Ecology		
HSIn	San Diego State University	Evolutionary Biology		
HSIn	San Diego State University	Chemistry		
HSIn	San Diego State University	Clinical Psychology		
HSIn	San Diego State University	Ecology		
HSIn	San Diego State University	Evolutionary Biology		
HSIn	San Diego State University	Geography		
HSIn	San Diego State University	Geophysics		
HSIn	University of California, Riverside	Anthropology		
HSIn	University of California, Riverside	Biochemistry and Molecular Biology		
HSIn	University of California, Santa Barbara	Anthropology		
HSIn	University of California, Santa Barbara	Chemistry		
HSIn	University of California, Santa Barbara	Counseling, Clinical & School Psycholo	Tania Israel	tisrael@education.ucsb.edu
HSIn	University of California, Santa Barbara	Earth Science		
HSIn	University of California, Santa Barbara	Ecology, Evolution & Marine Biology		

Appendix D

HBCUs

HSIn	University of California, Santa Barbara	English	Enda Duffy	duffy@english.ucsb.edu
HSIn	University of California, Santa Barbara	Feminist Studies		
HSIn	University of California, Santa Barbara	French		
HSIn	University of California, Santa Barbara	Film and Media Studies		
HSIn	University of California, Santa Barbara	French		
HSIn	University of California, Santa Barbara	Geography		
HSIn	University of California, Santa Barbara	Global Studies		
HSIn	University of California, Santa Barbara	History		
HSIn	University of California, Santa Barbara	Mathematics		
HSIn	University of California, Santa Barbara	Philosophy		
HSIn	University of California, Santa Barbara	Physics		
HSIn	University of California, Santa Barbara	Political Science	Bridget L. Coggins	coggins@polsci.ucsb.edu
HSIn	University of California, Santa Barbara	Religious Studies		
HSIn	University of California, Santa Barbara	Sociology		
HSIn	University of California, Santa Cruz	Film & Digital Media		
HSIn	University of California, Santa Cruz	Feminist Studies		
HSIn	University of California, Santa Cruz	History		
HSIn	University of California, Santa Cruz	Philosophy		
HSIn	University of California, Santa Cruz	Earth Science		
HSIn	University of California, Santa Cruz	Ecology & Evolutionary Biology		
HSIn	University of California, Santa Cruz	Mathematics		
HSIn	University of California, Santa Cruz	Physics		
HSIn	University of California, Santa Cruz	Anthropology		
HSIn	University of California, Santa Cruz	Environmental Studies		
HSIn	University of California, Santa Cruz	Psychology		
HSIn	University of California, Santa Cruz	Sociology		
HSIn	Barry University	Counseling		
HSIn	Barry University	Social Work	Walter J. Pierce	wpierce@barry.edu
HSIn	Florida Atlantic University	Chemistry		
HSIn	Florida Atlantic University	Social Work	Michael Kane	mkane@fau.edu
HSIn	Florida International University	Biology		
HSIn	Florida International University	Chemistry		
HSIn	Florida International University	History		
HSIn	Florida International University	Political Science	Tatiana Kostadinova	tatiana.kostadinova@fiu.edu
HSIn	Florida International University	Psychology		
HSIn	Florida International University	Social Welfare	Richard Beaulaurier	richard.beaulaurier@fiu.edu
HSIn	Florida International University	Spanish		
HSIn	Nova Southeastern University	Criminal Justice		
HSIn	Rutgers the State University of New Jersey, Newark C	American Studies		
HSIn	Rutgers the State University of New Jersey, Newark C	Anthropology		
HSIn	Rutgers the State University of New Jersey, Newark C	Art History		
HSIn	New Mexico Institute of Mining and Technology	Chemistry		
HSIn	New Mexico Institute of Mining and Technology	Geochemistry		
HSIn	New Mexico Institute of Mining and Technology	Geophysics		
HSIn	New Mexico Institute of Mining and Technology	Geology		
HSIn	New Mexico Institute of Mining and Technology	Hydrology		
HSIn	New Mexico State University	Biology		
HSIn	New Mexico State University	Counseling Psychology		
HSIn	New Mexico State University	Psychology		
HSIn	The University of New Mexico	American Studies		
HSIn	The University of New Mexico	Anthropology		
HSIn	The University of New Mexico	Art History		
HSIn	The University of New Mexico	Biology		
HSIn	The University of New Mexico	Earth and Planetary Sciences		
HSIn	The University of New Mexico	English	Gail Houston	ghouston@unm.edu
HSIn	The University of New Mexico	Family Studies		
HSIn	The University of New Mexico	History		
HSIn	The University of New Mexico	Mathematics		
HSIn	The University of New Mexico	Philosophy		
HSIn	The University of New Mexico	Political Science	Vanessa Cornwall	vcornwall@unm.edu
HSIn	The University of New Mexico	Psychology		
HSIn	The University of New Mexico	Sociology		
HSIn	Texas State University	Criminal Justice		
HSIn	The University of Texas at El Paso	History		
HSIn	The University of Texas at El Paso	Psychology		
HSIn	The University of Texas at El Paso	Chemistry		
HSIn	The University of Texas at San Antonio	Anthropology		
HSIn	The University of Texas at San Antonio	Chemistry		
HSIn	The University of Texas at San Antonio	English	Bernadette Andrea	bernadette.andrea@utsa.edu
HSIn	The University of Texas at San Antonio	Physics		

HBCUs

HSIn The University of Texas at San Antonio
HSIn The University of Texas Grand Rio
HSIn University of Houston
HSIn University of Houston
HSIn University of Houston
HSIn University of Houston
HSIn University of Houston
HSIn University of Houston
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HSIn University of Houston
HSIn University of Houston

Psychology
Physics
Biology
Chemistry
Psychology, Clinical
Psychology, Developmental
English
Geology
History
Mathematics
Physics
Political Science
Psychology, School
Psychology, Social
Social Work
Spanish

Julie Kofford jkofford@central.uh.edu

Jeffrey Church jchurch@uh.edu

Bradley H. Smith bsmith4@uh.edu

Elizabeth De Los Rios edelosri@central.uh.edu

Appendix E

Antioch University, Santa Barbara	Environmental Studies		
John F. Kennedy University	Psychology		
San Diego State University	Cell & Molecular Biology		
San Diego State University	Ecology		
San Diego State University	Evolutionary Biology		
San Diego State University	Chemistry		
San Diego State University	Clinical Psychology		
San Diego State University	Ecology		
San Diego State University	Evolutionary Biology		
San Diego State University	Geography		
San Diego State University	Geophysics		
University of California, Riverside	Anthropology		
University of California, Riverside	Biochemistry and Molecular Biology		
University of California, Santa Barbara	Anthropology		
University of California, Santa Barbara	Chemistry		
University of California, Santa Barbara	Counseling, Clinical & School Psychology	Tania Israel	tisrael@education.ucsb.edu
University of California, Santa Barbara	Earth Science		
University of California, Santa Barbara	Ecology, Evolution & Marine Biology		
University of California, Santa Barbara	English	Enda Duffy	duffy@english.ucsb.edu
University of California, Santa Barbara	Feminist Studies		
University of California, Santa Barbara	French		
University of California, Santa Barbara	Film and Media Studies		
University of California, Santa Barbara	French		
University of California, Santa Barbara	Geography		
University of California, Santa Barbara	Global Studies		
University of California, Santa Barbara	History		
University of California, Santa Barbara	Mathematics		
University of California, Santa Barbara	Philosophy		
University of California, Santa Barbara	Physics		
University of California, Santa Barbara	Political Science	Bridget L. Coggins	coggins@polsci.ucsb.edu
University of California, Santa Barbara	Religious Studies		
University of California, Santa Barbara	Sociology		
University of California, Santa Cruz	Film & Digital Media		
University of California, Santa Cruz	Feminist Studies		
University of California, Santa Cruz	History		
University of California, Santa Cruz	Philosophy		
University of California, Santa Cruz	Earth Science		
University of California, Santa Cruz	Ecology & Evolutionary Biology		
University of California, Santa Cruz	Mathematics		
University of California, Santa Cruz	Physics		
University of California, Santa Cruz	Anthropology		
University of California, Santa Cruz	Environmental Studies		
University of California, Santa Cruz	Psychology		
University of California, Santa Cruz	Sociology		
Barry University	Counseling		
Barry University	Social Work	Walter J. Pierce	wpierce@barry.edu
Florida Atlantic University	Chemistry		
Florida Atlantic University	Social Work	Michael Kane	mkane@fau.edu
Florida International University	Biology		
Florida International University	Chemistry		
Florida International University	History		
Florida International University	Political Science	Tatiana Kostadinova	tatiana.kostadinova@fiu.edu
Florida International University	Psychology		
Florida International University	Social Welfare		
Florida International University	Spanish		
Nova Southeastern University	Criminal Justice		
Rutgers the State University of New Jersey, New	American Studies		
Rutgers the State University of New Jersey, New	Anthropology		
Rutgers the State University of New Jersey, New	Art History		
New Mexico Institute of Mining and Technology	Chemistry		
New Mexico Institute of Mining and Technology	Earth and Environmental Science - Geochemistry		
New Mexico Institute of Mining and Technology	Earth and Environmental Science - Geophysics		
New Mexico Institute of Mining and Technology	Earth and Environmental Science - Geology		
New Mexico Institute of Mining and Technology	Earth and Environmental Science - Hydrology		
New Mexico State University	Biology		
New Mexico State University	Counseling Psychology		
New Mexico State University	Psychology		
The University of New Mexico	American Studies		
The University of New Mexico	Anthropology		
The University of New Mexico	Art History		
The University of New Mexico	Biology		

The University of New Mexico	Earth and Planetary Sciences		
The University of New Mexico	English	Gail Houston	ghouston@unm.edu
The University of New Mexico	Family Studies		
The University of New Mexico	History		
The University of New Mexico	Mathematics		
The University of New Mexico	Philosophy		
The University of New Mexico	Political Science	Vanessa Cornwall	vcornwall@unm.edu
The University of New Mexico	Psychology		
The University of New Mexico	Sociology		
Texas State University	Criminal Justice		
The University of Texas at El Paso	History		
The University of Texas at El Paso	Psychology		
The University of Texas at El Paso	Chemistry		
The University of Texas at San Antonio	Anthropology		
The University of Texas at San Antonio	Chemistry		
The University of Texas at San Antonio	English	Bernadette Andrea	bernadette.andrea@utsa.edu
The University of Texas at San Antonio	Physics		
The University of Texas at San Antonio	Psychology		
The University of Texas Grand Rio	Physics		
University of Houston	Biology		
University of Houston	Chemistry		
University of Houston	Psychology, Clinical		
University of Houston	Psychology, Developmental		
University of Houston	English	Julie Kofford	jkofford@central.uh.edu
University of Houston	Geology		
University of Houston	History		
University of Houston	Mathematics		
University of Houston	Physics		
University of Houston	Political Science	Jeffrey Church	jchurch@uh.edu
University of Houston	Psychology, School	Bradley H. Smith	bsmith4@uh.edu
University of Houston	Psychology, Social		
University of Houston	Social Work	Elizabeth De Los Rios	edelosri@central.uh.edu
University of Houston	Spanish		

3.	Conduct second screening to identify a smaller pool of candidates that meet all the criteria of the advertised position.	Search Committee
4.	Change application status of those candidates to "Ready for Review".	Search Committee Chair / Hiring Officer
5.	Determine demographical data for job applicants by running the EEO Report in Search ByCommittee	Search Committee Chair / Hiring Officer
6.	Review completed application files to compile short list of top candidates and identify those to be screened (This may include Skype/ BlackBoard Collaborate sessions, and / or telephone interviews with candidates)	Search Committee
7.	After screening, identify candidates that the committee would like to bring to campus for an on campus interview.	Search Committee Chair
8.	Change the application status of those candidates screened to "Screened" and the candidates who may be invited for on campus interviews to "On Campus Interview". Add a comment describing qualifications in Hiring Notes	Search Committee Chair / Hiring Officer
6.	Notify the Dean, by email, that candidate statuses have been changed in Search ByCommittee for review and approval.	Search Committee Chair/ Hiring Officer
7.	Notify the Vice Provost for Administration, by email, that the candidates to be interviewed are ready for review in Search ByCommittee	Dean
8.	Review applications of candidates with an application status of "On Campus Interview" and "Screened". Review EEO Report in Search ByCommittee for compliance. Contact Dean, Search Committee Chairs and/or Provost if any concerns	Vice Provost for Administration and Chief Diversity Officer
9.	Approve candidates for interview in Search ByCommittee. Notify Dean / Hiring Officer. Notify Dean and Search Committee Chair / Hiring Officer of approval.	Vice Provost for Administration
10.	Change application statuses of candidates who met minimum requirements, but were not screened to "Qualified, Not Selected".	Search Committee Chair / Hiring Officer

Interview Process

1.	Consult with Vice Provost for Administration regarding salary range	Dean
2.	Consult with appropriate offices to determine possible dates for interview.	Search Committee Chair / Hiring Officer
3.	Make arrangements, as appropriate, for interviews by the President and/or Provost. Vice Provost for Administration will provide candidate's materials to the Provost.	Search Committee Chair / Hiring Officer
4.	Make final arrangements for interviews and distributes interview schedule and itinerary to participants in the interview.	Search Committee Chair / Hiring Officer
5.	During the interview, candidate will complete the Background Check Consent form	Search Committee Chair / Hiring Officer
6.	A Travel Reimbursement form and receipts(s) must be submitted to the Dean for approval. College Budget Analyst will request reimbursement for approved candidates/amounts from Vice Provost for Administration at close of annual search cycle. (max \$800 per candidate for housing / airfare / mileage)	Search Committee Chair / Hiring Officer

Appointment Process

1.	Identify the candidate(s) to be recommended for hire.	Search Committee / Hiring Officer
2.	Change the application status in Search ByCommittee of final candidate to "Finalist".	Search Committee / Hiring Officer
3.	Verify highest degree earned, if official transcript is not on hand	Search Committee / Hiring Officer

4.	Notify Dean, by email, that the final candidate application status(es) were changed in Search ByCommittee.	Search Committee / Hiring Officer
5.	Send notification, by email, to the Provost Office Email Vice Provost for Administrator with request to hire final candidate whose application status is "Finalist" in Search ByCommittee.	Dean
6.	Review and approve candidate recommended for hire in Search ByCommittee. Determine salary and other specific terms of employment with the Dean.	Vice Provost for Administration
7.	Make verbal offer to the final candidate. At the time the verbal offer is extended, the candidate is to be informed that such offer is pending a clear background check	Dean
8.	Begin background check and obtain official transcript w/ highest earned degree	Dean
9.	Notify the Vice Provost for Administration when the verbal offer is accepted	Dean
10.	Prepare appointment letter for the Provost's signature and send to Dean for transmittal to candidate.	Assistant to Provost
11.	Copy of candidate's written acceptance returned. Send an electronic copy to Vice Provost for Administration and Human Resources	Dean
12.	Initiate ePAF	Dean
13.	Change application status for the remaining candidates not recommended for hire. Provide justification reason(s) in the Hiring Notes section, as well.	Search Committee / Hiring Officer
11.	Send letter to candidates who were interviewed, not selected, as well as candidates still under consideration	Search Committee Chair / Hiring Officer