



Faculty and Administrative Search Procedure Manual

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Introduction

Mesa State College has developed and implemented a process for the recruitment and selection of Academic Faculty and Administrative employees that supports its goals of achieving excellence and diversity. The purpose of this manual is to provide assistance to those most directly involved in the search activities i.e. the Appointing Authority, the Supervising Authority, the Affirmative Action Coordinator, the Affirmative Action Representative, the Search Committee Chair, the Search Committee, and the Staff Support for the process.

The guidelines in this manual are designed to create consistency in the process and to meet most contingencies. In those instances when they may appear inappropriate, discussion and modification are always possible. One must remember that the search process is a tool used to achieve the goal of finding, hiring and retaining employees who contribute to the College's mission in as many facets as possible. This manual has been developed to enhance the use of that tool.

Partners in the Search Process

Affirmative Action Coordinator and Affirmative Action Representatives

The Affirmative Action Coordinator is delegated the responsibility for monitoring and approving the process used to recruit and select Faculty and Administrators at Mesa State College. In fulfilling that function, the Coordinator is involved, either directly or through the Affirmative Action Representatives, in all facets of the process. These are as follows:

- extent of the search (regional, national or local)
- screening/evaluation forms
- interview questions
- candidate pool for diversity
- any candidates to be eliminated (*before* they are notified)
- final candidates to be interviewed by telephone (*before* they are notified)
- candidates to be invited to campus for interview (*before* they are notified)
- candidates to be recommended to the Supervising Authority (*before* the individual is contacted)

The Affirmative Action Representative serves as liaison between the Search Committee and the Affirmative Action Coordinator during the search process.

Supervising Authority

The Supervising Authority is generally the individual holding the leadership role of the unit doing the search and/or the supervisor of the position being filled (some variation may exist due to individual unit structure). This person is responsible for establishing the Search Committee, advising the Affirmative Action Coordinator of the committee structure, charging the committee with its duties, receiving the report of the committee, and making the final recommendation to offer the position, subject to approval of the Appointing Authority and the Board of Trustees of Mesa State College.

In most cases the Supervising Authority will write the brief position announcement to be used in

advertising and by the Search Committee for developing rating criteria. This position announcement should be based on the full position description. For all searches the brief position announcement should be reviewed by the Director of Human Resources/Affirmative Action Coordinator. The recruitment plan should be developed with input from the Supervising Authority and must be approved by that individual. Expenditures for advertising of faculty positions must be approved by the Vice President for Academic Affairs.

The Supervising Authority should not sit as a member or chair of the Search Committee but may have access to all materials submitted to the committee during the course of the search. Depending on the position, the Supervising Authority may wish to meet with the committee at various times following the initial meeting. These meetings usually occur at the time of decision on whom to recommend for interviews and again after interviews have been held and the committee is making its final recommendations.

The Supervising Authority is responsible for ensuring that search finalists and others, including lecturers who may be hired without a formal search, report to the Department of Human Resources to complete the Background Investigation Disclosure and Authorization form. The Supervising Authority may delegate this responsibility to the Search Chair.

The Supervising Authority is responsible for the completion of employment reference checks for the final applicant before the candidate may be offered a position. A conditional offer of employment may be made, subject to a complete background check, after an acceptable reference check.

Search Committee Chair

A key player in the process is the individual identified as chair of the Search Committee. This person is appointed by the Supervising Authority and may be called upon to answer questions from the committee and the Supervising Authority and to respond to inquiries from the applicants. The Search Committee Chair (Chair) is responsible for knowing, following and advising the Search Committee of the procedures to be used during the search, and for ensuring that the search is conducted fairly and efficiently.

The Chair should schedule a meeting of the entire committee, including the Affirmative Action Representative. This meeting will allow for the official charge to be given by the Supervising Authority, presentation of information from the Affirmative Action Representative about the affirmative action responsibilities of the committee, review of the position description and announcements, and development of the recruitment plan. In the event the Affirmative Action Representative is not available for meetings, or misses required meetings, the Chair should contact the Affirmative Action Coordinator immediately.

The Chair should handle all communications from the committee, whether to the unit conducting the search, the Supervising Authority or applicants. Throughout the search process the Chair will be responsible for ensuring that all steps are completed in a timely fashion and communication lines are kept open. A commitment to the goals of diversity and excellence and knowledge of how to achieve them are crucial. The Search Committee Chair should not be the decision-maker in the hiring process,

but an individual who guides and assists the committee in its task of making recommendations and providing a list of acceptable candidates to the Supervising Authority.

Search Committee

The role of the Search Committee is to evaluate and recommend candidates to fill positions. The committee is an advisory body empowered to assess applicants and report those assessments to the Supervising Authority. Unless requested by the Supervising Authority, the Search Committee does not rank the final candidates following their campus interviews, but does outline the strengths and weakness of each candidate in the report to the Supervising Authority.

The Search Committee may be appointed as soon as a vacancy is known to exist. Wherever possible the committee should include representation of appropriate constituencies, including racial/ethnic and gender diversity.

The Search Committee, under the leadership of the Search Committee Chair, bears responsibility for the search process. Specific responsibilities are set out later in this *Mesa State College Faculty and Administrative Search Procedure Manual*.

Confidentiality is crucial to the search process and members of the committee are responsible for maintaining this. Communication regarding the status of the search, composition of the pool etc., should be done only by the Search Committee Chair following committee discussion. Many searches, especially those for highly visible positions, can be jeopardized through inadvertent communication.

Staff Support

For all searches, staff support will be provided by Human Resources and someone on the support staff of the Search Committee Chair. Although not a voting member of the Committee, the staff support person may attend meetings and as such will be held to the same expectations of confidentiality as voting members.

Human Resources is responsible for developing and maintaining the candidate files, dispatching correspondence, and overall record keeping. The Search Committee Chair or his/her staff support is responsible for scheduling meetings and interviews, assisting in arranging travel, and assisting with record keeping. For faculty searches, applicant files may be maintained by the Search Committee Chair after application deadline and returned to Human Resources at conclusion of search. If questions arise about what transpired during the process, the documentation provided by support staff may be crucial in reconstructing the sequence of the search.

SEARCH COMMITTEE ACTIVITY

Initiating the Search

Position Description and Announcements

For continuing positions, a full position description may already exist which needs little, if any, modification. Usually, the Supervising Authority provides that description. For administrative positions specific procedures exist for writing position descriptions, and the position description should be developed in conjunction with the Director of Human Resources. New administrative positions must be submitted to the Director of Human Resources for exemption from the State Personnel System. Academic tenure track positions must have written approval from the Vice President for Academic Affairs before the search may begin. For all positions, funding sources must be conveyed to the Budget Director for inclusion in the Mesa State College Staffing Pattern prior to the posting of the position announcement.

In developing the position announcement it is important to identify both required and desirable qualifications as they appear in the full position description. The identification of objective, easily ascertainable minimum qualifications will assist in initial screening while maintaining an open process. Care should be taken to use language which will be inclusive so that the pool will be as diverse as possible consistent with the position's responsibilities. The position announcement will determine the makeup of the applicant pool and how the pool will be initially evaluated.

All position announcements for full-time, part-time, and temporary positions must contain the following language:

Mesa State College is committed to providing a safe and productive learning and living community. To achieve that goal, we conduct background investigations for all final applicants being considered for employment. Background investigations include reference checks, a criminal history record check, and when appropriate, a financial and/or motor vehicle history.

For purposes of print advertising, a condensed version of this statement may be used or applicants may be directed to the complete job announcement which includes the full statement on the departmental or college website. A condensed version that may be used is: *Mesa State College conducts background checks for all final applicants.*

The Director of Human Resources/Affirmative Action Coordinator will review the position announcements for all positions. An Affirmative Action/Equal Employment Opportunity statement must be included in advertisements. All advertising must be done through the Mesa State College Department of Human Resources.

Advertising

Once the position announcement has been approved, the position may be advertised. The closing deadline must be a minimum of four weeks. For a national faculty search, the announcement is typically published in *The Chronicle of Higher Education*. Placement in publications that target diverse audiences is strongly encouraged. Additional advertising might include professional websites, which often allow cost-free posting of employment opportunities. Prior approval from the Vice President for Academic Affairs is required if a faculty announcement is to be published in any other journals. All positions are listed on the Mesa State College website and administrative positions are typically advertised in area newspapers.

Advertising should specify whether completed applications need to be *postmarked* or *received* by a certain date. A requirement that applications be postmarked by a certain date allows the committee to assess whether the applicant made the good faith effort to comply. Language indicating that the search may be extended if a suitable candidate is not identified may be included. If the search has been extended and a new date is being advertised this should be indicated in the announcement. A FAX number and e-mail address to which applications can be sent should be included.

Planning

The timeliness of the search process will be enhanced by advance planning. Early design of evaluative procedures and assessment tools can tighten the timeframe of the search. Committees may wish to conduct the campus interviews during a time when students are on campus. Many other colleges and universities will be competing in the spring for the same candidates for similar positions. The search that is not ready to interview in a competitive manner, may find difficulty in recruiting the top candidates.

A search has a progression of steps. Scheduling these steps alongside the academic calendar for faculty searches can help the efficiency of the process. Various holidays and breaks will slow the search, because all committee members may not be on campus. Advance planning will improve the timeliness and competitiveness of the search.

Communication

The Search Committee Chair is responsible for all communication, both with the candidates and with the campus community.

Appropriate and timely communication with candidates creates the initial and continuing impression that we are enthused about the applicants and their interest in becoming part of the Mesa State College community. A list of different letters is included in the section on File Construction, and Sample Letters are located in the Appendices of this Manual.

The Search Committee Chair should periodically inform Human Resources, the hiring department, and the full campus community, as appropriate, of the status of each search. Such information should include the following:

- When a position opening has been announced and when the Search Committee has been established. This information should include who is on the Search Committee; how far the search has progressed; what advertising has been done; what search deadlines have been set; and a request for nominations.
- When candidates have been selected to interview on campus. This should include other faculty and staff in the department or College. The communication should include who was selected to interview, from which institutions, and when the open forums or interviews are scheduled.
- Requesting evaluation and comments after the candidates have been on campus.

METHODOLOGY

Evaluation Resources

The Search Committee needs to decide, early in the search, which evaluative information it will seek, and when in the search process it will request and use this information. The most effective method seems to be systematic expansion of information about a slowly contracting pool of candidates. Care must be taken to ensure that candidates are not eliminated too early in the process resulting in too limited a pool at the point of interview decision. Experience predicts that of a group of ten semifinalist candidates, one or two will choose to withdraw after receiving other job offers. Once a committee has rejected a candidate, there also seems to be reluctance to reinstate that individual for serious consideration.

References

Every committee may consider outside references of the candidates. This includes the references the candidate supplied with the application, and open reference contacts by the committee members to other individuals (often their counterparts) at the candidate's current place of employment. Open reference contacts are typically made much later in the search with a smaller group of candidates. At this point in the search, the candidate must be sufficiently interested in the position and feel s/he has a reasonable chance of being selected that s/he is willing to have colleagues know about the job search. The candidate must be contacted to obtain permission to contact outside references.

Unsolicited letters of reference, whether included with the application or arriving separately, must be retained in a separate file. The Search Committee should not consider these comments until they begin to evaluate references for all candidates still under consideration.

References may be obtained either in writing or through telephone calls by committee members. One or two committee members calling all the references of one candidate will give a better picture of that candidate than having many committee members each contact one reference of a given candidate. Telephone reference checks should be done using a specific set of questions prepared by the committee. The committee is provided with list of suggested, sample questions. Appropriate follow up questions should be asked if the reference check raises concerns.

A final reference check must be completed on the final candidate to be recommended for hiring before a complete background check is initiated through the Department of Human Resources.

Telephone Interviews

When telephone interviews are part of the search process the Search Committee should use a set of prepared questions. Unless all committee members are present for all telephone interviews, the interviews should be tape-recorded, and the candidates must be informed at the beginning of the interview that the interview is being recorded.

IMPLEMENTATION

Rating Instruments

The development of rating/screening instruments used to evaluate applicants should begin as soon as the position announcement has been approved. The initial rating instrument must be developed solely from the position announcement. Search Committee members should discuss in advance how they will evaluate the criteria stated in the qualifications and whether some criteria should be weighted more heavily than others. The actual technique may be numerical rating or qualitative evaluation. The rating instrument must be approved by the Affirmative Action Representative. Care must be taken not to evaluate areas for which there is no information. For example, if only a resume/vita, letter of application and names of references are requested, it is inappropriate to evaluate oral communication or interpersonal skills at this time using this rating instrument. It will be necessary to prepare several screening instruments to be used sequentially as more information about the applicants is solicited and the search is narrowed.

Applicant Screening and Evaluation

An initial screening of all applications should be done by the Search Committee Chair and reviewed by another member of the Search Committee. This preliminary screening is to determine whether each applicant meets the minimum objective qualifications set out in the position announcement (i.e. the applicant has the required degree and/or experience). The preliminary screening should include no subjective assessments. These are generally questions that can be answered with a yes or no. If there are questions in the minds of the preliminary screeners, the applicant should be left in the pool for further scrutiny. The Affirmative Action Representative should review all applications eliminated from further consideration at this stage.

Each Search Committee member will read, evaluate and score the file of only those candidates who meet minimum qualifications. Ratings are based SOLELY on the information available through the application materials. Personal knowledge of a candidate (good or bad) should not influence the assessment of their qualifications at this point. No editorial comments, correction of spelling/grammar or other marks should be made directly on the candidates' application materials.

In order to ensure that evaluations are not influenced by other committee members, there should be no discussion of candidates until all ratings are completed. Using the initial criteria-based ratings the Search Committee will determine the procedure for the first elimination of candidates from the pool. The rating sheets should support the Search Committee's decision. The rating sheets will be retained as

part of the search materials at the conclusion of the search.

At each point that applicants are eliminated from further consideration, the Affirmative Action Representative will review the files to determine the diversity of the remaining pool, the rationale for elimination, and give approval for any notifications. The College goals of diversity should be a consideration at all decision points in the process. At the various elimination points the Search Committee should decide if those applicants are to be notified of their status. The committee should ask itself the following question. "Would we recommend this applicant for consideration if the others we are retaining are no longer available?" If the answer is no, it is a good idea to notify the applicant that s/he is no longer under consideration. Searches may take several months and it is courteous to let applicants know their standing in a timely fashion.

As the pool is narrowed, a committee should be careful to retain enough viable candidates for a true choice. Early in the search it may be best to retain all potentially viable candidates in the pool, even if the chance of actually interviewing or hiring may seem remote. Committees have been known to go back into a semifinalist group for both interview and hire.

Interviews

The determination of who will participate in the on-campus interviews should be made by the Search Committee in consultation with the Supervising Authority. Once these groups and individuals are identified it will be the responsibility of the Chair or the Staff Support to arrange the schedule and notify the individuals and groups scheduled. The Search Committee Chair should ensure that the campus is notified, especially if there are to be open forums and/or the position is one of College-wide impact.

Members of the college community who choose to attend and participate in the open forums should be notified as far in advance as possible and provided with brief information about the candidates. They should also be advised about the process for providing candidate assessment feedback to the Committee. Specific comment forms may be provided for participant use. Samples of Comment Forms are included in the Appendices. The Supervising Authority may wish all comments to go to the Search Committee or may be willing to receive input directly. In either event all comments that go to the Search Committee should be made available to the Supervising Authority at the time the committee makes its final recommendation.

Each candidate who will be interviewed must complete a Background Investigation Disclosure and Authorization form and be provided with A Summary of Your Rights under the Fair Credit Reporting Act. It is the responsibility of the search committee chair to assure that the candidate contact Human Resources for this purpose no later than at the conclusion of the interview.

Final Recommendations

Before final recommendations are given to the Supervising Authority, they should be reviewed and approved by the Affirmative Action Representative.

The Supervising Authority should receive:

- An unranked list of acceptable candidates

- Discussion on strengths & weaknesses as appropriate
- Discussion of unacceptable candidates and why they are unacceptable
- A complete set of comments from campus reviewers and any summaries the committee thinks appropriate
- Resumes/Vitae of final candidates
- A list of names of the Search Committee members
- If the committee has completed reference checks, a report from that process. If the committee has not completed reference checks, notice to the supervising authority that such process must be completed before a conditional offer of employment, subject to a successful Background Investigation, may be made.

Reminders and Hints

- The availability of the Affirmative Action Representative should be noted for the scheduling of all Search Committee meetings. Attendance at all meetings is strongly encouraged.
- The time spent waiting for the search to close and applicants to complete their files can be used by the Search Committee to develop questions for reference checks, and for candidate response. This time might also be used to decide who will participate in campus interviews and what types of materials to provide to interviewees. Having these details decided will mean less delay later in the process when time is of the essence.
- All Search Committee members will not rate files in the same way; some members will be more lenient and some harsher in the way they assign points to candidates. Each person must be consistent in his/her own rating of qualifications. As members proceed through the candidate files, they may find their rating style becomes stricter or more generous. Each person should go back and review the first few files evaluated to check for rating consistency.
- Each committee member's rating sheet should be kept in his/her own file, separate from the candidate files.
- Reminders from the Search Committee Chair that interviews are anticipated around a given time will help campus constituencies plan. If possible, allow at least one full workweek between notification of the first interviews and arrival on campus. Many of the same individuals and groups will be involved in interviewing candidates for different positions and early notification will help facilitate their participation.
 - The Search Committee Chair usually does the synthesis of input from campus interviewers, but all members of the committee should have access to the raw data. The meeting at which the Search Committee develops its recommendations should be sufficiently close in time to the end of the last interview to allow the committee's recollection to be fresh, but provide sufficient time for comments from constituencies.
- No applicant should be notified of elimination from consideration without approval of the Affirmative Action Representative.
- No offer should be made without the approval of the Affirmative Action Representative and the Appointing Authority. All offers are subject to the successful completion of a background check and the approval of the Board of Trustees for Mesa State College.

Search Committee Organization

When the Search Committee members have been selected, various organizational tasks will need to be done. Each search will have an Affirmative Action Representative appointed by the Affirmative Action Coordinator. The Search Committee, through the Chair, should keep in contact with the Affirmative Action Representative to assure that guidelines are being met.

To facilitate communication the Search Committee Chair should establish a directory of Search Committee members. Setting up an email address book is also helpful. The directory should include:

Names
Campus Address
Telephone number
Email address
Fax number

Off Campus members - may have email addresses, otherwise fax numbers become more important.

Arrange with Parking Management for temporary parking permits so that off-campus committee members don't risk receiving parking tickets every time there is a Search Committee meeting.

Traditionally, the department conducting the search also pays for the search. There are no central funds for searches unless something specific has been arranged by the department involved.

Determine from the department head or departmental budget manager:

- What account number should be used for expenses (printing, postage, advertisements, hotel rooms, meals, etc.)
- If funds have been transferred into the appropriate account to avoid NSF charges.
- What spending limitations are imposed, so misunderstandings are less likely to occur.
- What telephone long distance authorization code should be used.

Circulate a calendar to committee members to determine what time periods are available for scheduling meetings.

Draw up campus calendar to show upcoming semester and vacation and break times to help schedule work flow.

Communication should be made with the department directly involved (or campus, if appropriate), indicating the Search Committee has been set, who is on it, and time frame (if known) for moving the process along. This memo should be from the Search Committee Chair.

INTERVIEW SCHEDULING

Prior to final candidate selection, the Search Committee will determine the overall structure of the campus interview schedule and which groups should meet with the candidates. Typically no more than three candidates will be invited to interview on campus unless affirmative action considerations suggest

otherwise.

Overview

Will interviews be scheduled over one day or two days with the candidate arriving late the day before and leaving the following morning?

Will there be a tour of Mesa State College and/or Grand Junction (by whom: Public Relations staff, a realtor, Search Committee member)?

Should a dinner be scheduled the day before interviews? Who should be included?

Which individuals and groups of individuals should meet with the candidates on campus? How long should each meeting be? The department hiring the candidate should help identify which groups, individuals or committees should participate.

Are there outside (community) advisory groups who should be included?

Has the candidate been provided with a summary of the benefit package available at Mesa State College and an opportunity to meet with Human Resources to answer specific questions?

Does the Search Committee want to conduct the initial interview? An exit interview? What time allotment will the committee need?

Who will assure that each candidate has completed and Authorization for Background Investigation with the Department of Human Resources?

Other?

Scheduling Procedures

Scheduling begins after the Search Committee Chair (and possibly the Search Committee) determines how many days interviews should be and which groups should be included for what length of time. For each candidate, determine what group should meet at what time in what room. Schedules for each candidate will probably not be identical, but should include the same groups.

- Schedule breaks specifically between interview groups (e.g., 10:00 - 10:50; 11:00 - 11:50 etc.) and try to schedule a fifteen minute break each morning and afternoon.
- The faculty forum or research lecture is usually held late in the afternoon on the first day of interviews. This gives most faculty the opportunity to attend if they are interested.
- The Search Committee may have a preferred time to meet with candidates. Search Committee members should be encouraged to attend other sessions in addition to the committee's time.
- Appointments with individuals are scheduled with the individual's concurrence; groups are assigned times and informed when their sessions will be held.
- After the interview groups have been determined and the time scheduled for each interview, rooms for the interview must be arranged and a host (usually a Search Committee member) identified to

escort the candidate to each meeting and introduce the candidate to the interview group. Some Search Committees select one member to host the candidate for the entire day or visit.

- When the schedule is complete, copies of the schedule and the candidates' vitae/resume should be provided to each person who will participate in the interviews. A condensed vita may be used; if the candidate's publication record is excluded, this should be noted ("CV Without Publication List"). Unless the responsibilities of the position are well known, a job description would be useful to the interviewers and should be also included. The more lead-time these individuals have, the more likely they will actually attend the interviews. The candidate should also have a copy of the schedule mailed or faxed to him/her.
- Internal candidates have the same interview appointments as external candidates.
- Search Committee members should escort candidates to interviews and introduce them (including internal candidates).
- If the candidate needs audiovisual equipment for the forum, it can be reserved through Media Services. If the forum is in the College Center, a projector table should be included in the room setup request.
- Provide each candidate with a copy of his/her itinerary.

Interview Groups

Which individuals and groups of individuals should meet with the candidates will vary by position being filled. The Search Committee/Chair, in consultation with the Supervising Authority and the Affirmative Action Representative, should make the final choices and may add to or change this list.

Faculty Member Candidate:

- Search Committee
- Department Head
- Vice President for Academic Affairs
- Faculty
- Give lecture on research project (about 40 minutes), then answer questions
- Student groups
- Departmental support staff
- President

Department Director Candidate:

- Search Committee
- Appropriate Vice President or reporting line
- Other department directors in that unit
- Appropriate committees or groups in department
- Open session with staff
- Directors and department heads
- President

Meeting Rooms

After determining the schedule, the next step is finding rooms for the interviews. Some interviews will

take place in the interviewer's office. Most interviews, however, will include groups that will need larger spaces. Conference rooms within the unit are typically scheduled for these interviews.

Meeting rooms not located within the unit probably may be found in the Campbell College Center. Contact 248-1414 to schedule meeting rooms. All food requested for the College Center rooms will have to be provided by its catering service, also at 248-1414.

Travel

When finalist candidates have been identified, the Search Committee Chair will probably contact the candidates to inform them, but it is also useful for the Search Committee staff person to contact the candidates and identify him/herself as the coordinator for the interviews on campus. By this time, a significant amount of contact has already been made with the candidate, so the preferred address and telephone number should be known. Having the candidate's email address and fax number can be valuable.

The Search Committee Chair, or administrative support staff will schedule air travel for visiting candidates. Travel should be scheduled through state approved travel agents only. The College's Travel Policy must be followed. The Purchasing Department may be contacted to provide assistance.

Personal automobile expenses will be reimbursed at the approved state rate. However, auto expenses will be reimbursed only up to the cost of airfare.

Hotel reservations must also be made through those hotels that contract with the state. The candidate should be informed that the College does not reimburse for any alcoholic beverages, expenses for spouses, use of a rental car, personal phone calls, movie rentals or other sundry personal expenses.

Faculty Searches Expenses

Expenses for faculty searches will be approved by and processed through the Office of Academic Affairs.

Meals

Meals for the candidate will need to be arranged. Often these meals can be used as part of the interview schedule, but care should be given that the candidate has some opportunity for rest. The most strenuous interviews should not be done over a meal.

A member of the Search Committee may meet the candidate for breakfast or simply allow the candidate to have breakfast on his/her own and have the host (designated committee member) meet the candidate at the hotel to convey him/her to the first meeting. If the unit has an advisory group, it may want to have a breakfast meeting with the candidate; this would be more appropriate on the second day of interviews.

Meetings may be scheduled into the lunch block. Using a lunch meeting can be a good way to attract students, but it almost has to be a recognized organization so that numbers for ordering meals will be known ahead of time. A luncheon for the staff is another possibility. Otherwise schedule three to four members of the Search Committee.

The individual unit will determine which committee/other interviewer meals will be reimbursed. Work with the accounting person of the unit to determine how these will be obtained. One committee member should be designated as the host for each meal. This person will convey the candidate to the meal and to the next meeting (or arrange for someone to do so) and will handle payment. Restaurant reservations should be made in this name.

INFORMATION FOR CANDIDATES

As the candidate field is narrowed, remaining candidates should be directed to the Mesa State College website www.mesastate.edu, and various Grand Junction websites such as www.visitgrandjunction.com and www.gjchamber.org, for additional information about our College and community. Typically, this information is provided to the candidate before the on campus interviews, along with the potential salary for the position.

CLOSING THE SEARCH AND FILE RETENTION

At the close of the search the search Chair must assure that the AA Representative has been provided with the rationale for elimination of unsuccessful candidates from pool, and that the AA Representative has completed and signed the Affirmative Action Summary Form and Recap Form. All search files must be delivered to Human Resources. All pertinent search documents are retained for two years. This includes:

- **ALL** applicant files - application documents, affirmative action documentation, videos, reference letters that applicant submitted or were obtained regarding the applicant including committee members' notes of telephone conversation reference checks, etc.
- Committee ranking sheets about specific candidates including the initial review, reference checks, video comments.
- A set of comments from campus reviewers and any summaries of comments by the committee.
- Correspondence, summaries, reports, etc. regarding search.
- Original set of video or audiotapes submitted by candidates. (Duplicate copies may be destroyed.)
- Nominations file including nominees who did not subsequently apply for the position.

APPENDICES

CHECKLIST FOR A SEARCH

___ Position approved by appropriate VP/Appointing Authority; funding sources identified to Budget Director, & authorization given to begin search.

___ If appropriate, position description generated or updated by Supervising Authority.

___ Search Chair selected.

___ Affirmative Action Coordinator appoints Affirmative Action Representative for search.

___ Chair and AA Rep meet with HR to review search procedures.

___ Search Committee is appointed by Supervising Authority.

___ Initial meeting of Search Committee and AA Rep.

___ If appropriate, Chair and Search Committee generate position announcement from position description.

___ Position announcement is reviewed by Affirmative Action Coordinator and VP for Academic Affairs for faculty positions and Director of Human Resources for Administrative positions.

___ Position announcement posted and advertised.

___ Nominations and applications received.

___ Based on published position announcement, Search Committee develops evaluation criteria. (Approved by AA Rep)

___ Chair and second member of Search Committee review files to eliminate candidates who do not meet minimum qualifications.

___ AA Rep reviews files of candidates eliminated from search.

___ Search Committee members review and rate files of remaining candidates.

___ Search Committee meets to evaluate candidates.

___ Notify HR if rejection letters should be sent to applicants who are not to be considered for the position.

___ Whenever possible the Search Committee should conduct telephone interviews with a broad pool of candidates (e.g. 6-10). The Search Committee designs the

questions and schedules the interviews. (Approved by AA Rep) When scheduling phone interviews (or on-campus interviews, if phone interviews are not required), give candidate the salary or salary range for the position, to assure continued interest. All phone interviews should be recorded if not all committee members will be present for each interview.

___ Search Committee re-evaluates candidates based on telephone interviews, and selects candidates for campus interviews. (Approved by AA Rep)

___ Chair schedules campus interviews and develops candidate itinerary. Contact the appropriate dept. head, VP, **AND** President to determine with whom the candidate will meet. Schedules may not be identical, but should include the same individuals and/or groups. Itineraries must remain consistent for each candidate. Reserve 15 minutes for HR visit for candidate to complete background investigation authorization and receive benefits summary.

___ Campus interviews take place.

___ Chair conducts employment verifications and contacts professional references.

___ Search Committee formulates and gives recommendations to Supervising Authority. (Approved in writing by AA Rep)

___ With input from Budget Director, faculty offer is reviewed by appropriate VP. Administrative salary offer approved by VP for Financial & Administrative Services.

___ Approval of Appointing Authority obtained.

___ Request background investigation on selected candidate; **await results** before offer of employment.

___ Offer made by Supervising Authority to candidate. (Subject to approval by Mesa State College Board of Trustees)

___ Notify HR of offer and acceptance and permission to send letters notifying applicants the position is filled.

___ Notify all interviewed candidates of non-selection. Notify HR upon completion. HR will send a follow-up letter.

___ AA rep completes AA Recap form, with input as to reasons for elimination from chair, and AA Summary form. Deliver to HR.

___ Chair compiles & delivers ALL search materials to HR.

Reference Check Form
Suggested Areas of Questioning
Customize for the position and your search needs.

Name of Candidate

Position Applying For

Person Contacted

Position or Title

Company/Organization

City and State

Telephone Number

Indicate candidate's name and describe the position for which he or she is being considered.

1. Would you please verify the candidate's dates of employment? From _____ to _____

2. What was his/her job title and what was the nature of the job?

3. What are the candidate's strong points on the job?

4. What concerns, if any, did you have with his or her performance?

5. Please comment on the candidate's:

a. attendance: _____

b. ability to meet deadlines: _____

c. ability to take on responsibility: _____

d. degree of supervision needed: _____

6. How would you evaluate his or her overall work performance? _____

7. Why did he or she leave your organization?_____

8. Would you re-employ this individual?_____

9. If you were in my place considering (name) for this position, is there anything else you think I should know?

Additional comments

Date

Signed

(Request for Nominations)

(To be printed on letterhead)

MEMORANDUM

TO: (Faculty or Staff in the Department Conducting the Search)

FROM:(Name), Search Committee Chair

SUBJECT: Request for Nominations in (Position) Search

DATE:

I have been selected to chair the Search Committee in the above-referenced search. I am looking forward to fulfilling this responsibility and am turning to you for support in this role. It is our hope to assemble an outstanding pool of candidates for this position. We are relying on your personal knowledge and professional contacts to bring all worthy candidates into the applicant pool. Please contact individuals who qualify for this position and encourage them to apply. Copies of the position announcement are posted on Mesa State College's Human Resource website at www.mesastate.edu/finadmin/hr/jobs.htm. My office will also accept written nominations containing the name, address and telephone number of potential candidates. We will contact these individuals to make sure they are aware of the opportunity.

Thanks again for your assistance.

(Thank You for Nominating)

(To be printed on letterhead)

MEMORANDUM

TO: (Name of Faculty or Staff Member Submitting Nomination)

FROM:(Name), Search Committee Chair

SUBJECT: Nominations for (Position)

DATE:

Thank you for nominating (Name) for the position of (Position Name) at Mesa State College. We have contacted this individual to advise them of their nomination and encourage them to complete the application process.

Thanks so much for your assistance in identifying worthy candidates for our applicant pool.

(You have been nominated)

(Print on Letterhead)

Date

Dear :

You have been nominated as a candidate for the position of (Position Name) at Mesa State College. We would welcome your serious consideration of this opportunity and would be pleased to receive your application. Enclosed is a copy of the position announcement and the qualifications expected of candidates.

As stated in the announcement, to apply for the position you must (outline application requirements). The deadline for receipt of completed applications is (Date).

If you have any questions, please feel free to contact me.

Sincerely,

(Name)
Chair, Search Committee

CANDIDATE REQUEST FOR REIMBURSEMENT

Name: _____ Position: _____
 Address: _____ Dept: _____

 Telephone: _____ Soc. Sec. #: _____
 E-mail Address: _____ Fax: _____

1. Airfare \$ _____
 (Airline receipt stub required for reimbursement if paid by candidate.)
2. Personal vehicle _____ miles @ \$.50/mile = _____
3. Per Diem for Meals: (Breakfast, \$8.00; Lunch, \$12.00; Dinner, \$22.00) (**Receipts Required**)
 \$3.00 incidental

Date _____	Breakfast \$ _____	Lunch \$ _____	Dinner \$ _____
Date _____	Breakfast \$ _____	Lunch \$ _____	Dinner \$ _____
Date _____	Breakfast \$ _____	Lunch \$ _____	Dinner \$ _____
Date _____	Breakfast \$ _____	Lunch \$ _____	Dinner \$ _____

(See attachment for meal allowances) Total Meal Expenses \$ _____

4. Parking (Receipts required for any individual parking over \$10.00) \$ _____

Reimbursement for the following is disallowed:

- Any expenses for a spouse
- Rental car expenses
- Alcoholic beverages
- Personal phone calls, movie rentals, etc.

 Signature of Candidate

 Date

(For Mesa State College Use Only)

Authorized Signature	Org. Code	Acct. Code	Amount

Return to Chair, Search Committee within 20 days of campus visit

Mesa State College
AFFIRMATIVE ACTION SUMMARY FORM
 (To be completed at the conclusion of search)

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Position Title: _____ Department: _____ Position No. _____
 Affirmative Action Representative: _____
 Name of Individual Hired: _____
 Type of Contract (Tenured, Temporary): _____

I. RECRUITING EFFORTS

A. Full-time Professional Positions. This position has been advertised in:
 (Check all that apply)

- _____ *The Chronicle of Higher Education*
- _____ *The Daily Sentinel*
- _____ *The Free Press*
- _____ The Mesa State College employment website
- _____ Other (Please describe)

B. Part-time Professional Positions. This position has been advertised in:
 (Check all that apply)

- _____ *The Daily Sentinel*
- _____ *The Free Press*
- _____ The Mesa State College employment website
- _____ Other (Please describe)

II. APPLICANT POOL DATA (Based on returned AA cards. Applicants may fall into more than one category; demographic data may be greater than applicant pool total.)

Total AA Cards Returned: _____
 Total Applications Received: _____

	Applicants		Interviewees	
	Male	Female	Male	Female
Gender				
African/Black American				
Native American Indian				
Asian American or Pacific Islander				
Hispanic				
White, Non-Hispanic				
Multi-Racial/Other				
Veteran: Vietnam Era/Disabled				
Disabled				
Over 40				

Comments:

 Signature, Affirmative Action Representative

 Date