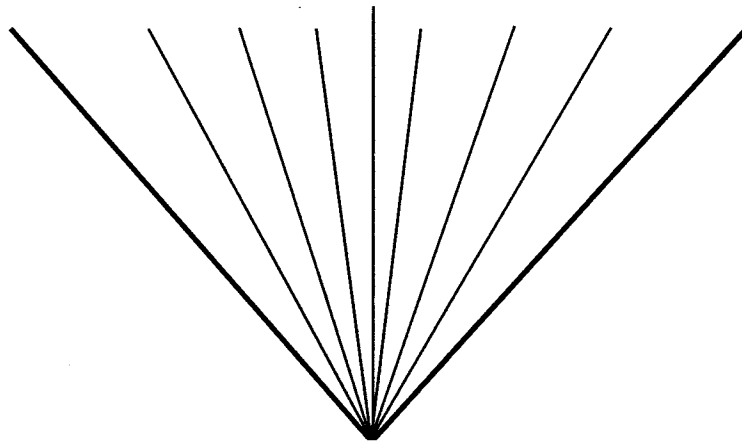


Handbook for Faculty Searches

Policy and Procedures



References and Guidelines



OFFICE OF SOCIAL EQUITY



Handbook for Faculty Searches

Policy and Procedures
References and Guidelines

Office of Social Equity
April 30, 1998



Office of the President

Clarion University of Pennsylvania
840 Wood Street
Clarion, Pennsylvania 16214-1232
Phone: 814-393-2220
Fax: 814-393-1801
Text Telephone (TTY/TDD): 814-393-1601

January 15, 2008

Dear Colleague:

Faculty searches present unique opportunities to effect profound and substantive change in academic institutions. Within higher education with its collegial norms and traditions, leadership from faculty is essential to fundamental change.

This handbook has been prepared to assist you in the faculty search process. It provides guidelines, sample forms, and suggestions designed to help you attract a diverse group of well-qualified candidates. Throughout the process, the Office of Social Equity will facilitate your efforts to conduct a search which is sensitive to the needs of our students and programs now and in the future.

Clarion University's mission statement speaks to the institution's responsibility for selecting "qualified and dedicated faculty and staff" and providing "an intellectual and social climate conducive to the fullest development of students." As part of our shared responsibility for advancing these goals, it is imperative that we seek to enhance the diversity of our faculty.

I am personally and strongly committed to achieving greater levels of diversity on our campuses. Searches must encourage the largest and broadest possible applicant pool for vacant positions. They must reflect a commitment to securing minority, physically challenged, and women candidates.

Your commitment to our goals for achieving diversity and balance in our recruitment of faculty is vital. With your assistance, we will realize at Clarion an academic community that is rich in intellectual and cultural diversity.

Sincerely,

Joseph P. Grunenwald
President

ACKNOWLEDGEMENTS

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I. GOOD FAITH RECRUITMENT PROCEDURE FOR FACULTY AND ADMINISTRATION

A. INTRODUCTION

Success in achieving our diversity goals requires a commitment to aggressive affirmative recruitment and the timely development of representative pools of candidates. Initiation of search procedures early in the year will increase the number of protected-class. Equally important, carefully planned and timely searches also circumvent the need for departments to consistently resort to untimely emergency appointments that are not truly representative of the national availability in the discipline or profession.

There is no single activity more essential to realizing diversity/affirmative action goals than the selection of new faculty. No faculty committee has greater responsibility to make profound and substantive changes in an academic unit than a search committee. Hiring a diverse faculty adds cultural richness to an institution and enhances its vitality and reputation by broadening instructional, curricular, and research efforts. A diverse faculty also creates greater pluralism in the student body by creating an environment where their presence as role models and their efforts at mentorship increase the retention and development of students.

Responsibility for the recruitment, retention, and development of faculty is vested in the faculty primarily because these are generally activities that are undertaken by individual faculty and faculty committees. The Office of Social Equity stands ready to assist faculty as well as academic units as they work to achieve diversity within the faculty. It is only through the concerted efforts of the University community that the University will reach its goals of diversity and equity.

Affirmative recruitment should not be confused with passive compliance with regulations, tokenism, or illegal quotas. It is, instead, a proactive practice that entails initiating aggressive, vigorous, and systemic activities to achieve equality and equity for all qualified individuals.

It is hoped that this handbook will assist in the effort to attract and retain faculty who are both qualified and diverse by ensuring that ethnic minorities, women, persons with disabilities, and other protected groups are represented through the University's commitment to the institutional goals of diversity and social equity.

B. OFFICE OF SOCIAL EQUITY MISSION STATEMENT

The Office of Social Equity's Mission is to:

1. Provide the Clarion University community with the leadership and motivation that are necessary to advance the University's commitment to equality of opportunity, equity, and to the achievement of a pluralistic community.
2. Ensure that the practices and policies of the University are equitable and afford all members of the community with an opportunity for full participation regardless of race,

color, religion, sex, national origin, disability, age, sexual orientation/affection, veteran status or any other factors that are not in accordance with local, state, and federal laws.

3. Ensure that the democratic principles of equity and social justice are promoted university wide among faculty, staff, and students.
4. Foster an inclusive environment that, in part, builds its intellectual strength and excellence from the human, cultural, and intellectual diversity of its constituents.

Clarion University of Pennsylvania Policy and Procedure

SUBJECT Filling Job Vacancies - Faculty	Procedure No. 10.032	Page No. 1 of 6
	Date Approved: 11/10/92	Date Revised: 4/30/98
	Issued By: Human Resources	Approved By: <i>Deanne A. Bientland</i>

PURPOSE

To provide procedures for filling faculty and/or upper-level management positions.

POLICY

Searches for regular full-time faculty positions (excluding emergency hires) are conducted on a national basis. However, within that scope the university also considers providing career growth opportunities for employees as an independent consideration. A process of internal job notification and application provides chances for current employees to take advantage of opportunities in areas where they may have an interest.

The search process is intended to assist the university in achieving its affirmative action goals by ensuring that ethnic minorities, women, persons with disabilities, and other protected classes in and out of the university workforce are given an equal opportunity to compete for all jobs that become available. Ultimately the President of the university is responsible for diversification in our faculty component. The President has assigned the executive responsibility for issues of enhancing and compliance with diversity standards to the Assistant to the President for Social Equity. It is expected that each Vice President, Dean, Department Chair and Supervisor will work with the appropriate parties to ensure that Clarion University does a thorough job in increasing its diversity.

In order not to conduct a national search a request for waiver of a search may be initiated with the approval of the hiring authority, the reporting official and the Office of Social Equity.

Assuring appropriate information and forms are prepared regarding the final selection and subsequent recommendation of a candidate by the department committee is the responsibility of the department chair or appropriate administrator. However, each department chair or appropriate administrator shall monitor and work for compliance with the university's affirmative action plan, follow the procedures outlined below in recruiting qualified applicants, and for filling all positions in accordance with university procedures. Moreover, the McGuire Memorandum and appropriate collective bargaining articles will be strictly followed and taken into account as each hire is acted upon.

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PROCEDURE FOR EMPLOYING NEW FACULTY

REQUEST TO CREATE OR FILL A POSITION (FORM A)

- A. The Department Chairperson or Director submits a **"Request to Create or Fill a Position" (FORM A)**, to the appropriate Dean or administrator with substantiating data/information.
- B. The Dean or Director/Supervisor evaluates request, taking into consideration work loads, credit hour productions, average class size, enrollment trends, and resources available or anticipated, and program plans.
- C. The Dean or Director/Supervisor forwards the requests to the Provost or Vice President with recommendation to approve or disapprove the request. Substantiating data/information accompanies the Dean's or Director/Supervisor's recommendation.
- D. The President, after consultation with the Provost or Vice President, authorizes (or denies) position to be filled.

REQUEST TO ADVERTISE AND APPROVAL OF SEARCH PLAN (FORM #1)

- A. The Department Chairperson or Director submits a **"Request to Advertise and Approval of Search Plan" (FORM #1)**, for each authorized position vacancy, recommending duties, qualifications, etc. to Dean or Supervisor. **Proposed language for anticipated advertisements, notifications and Search Plan must be attached** (refer to Article 11 of the Collective Bargaining Agreement (CBA)).
- B. The Dean or Director/Supervisor sends endorsed copies through the Provost or Vice President to the Office of Social Equity. If anyone along the way disapproves, conferences are held to reach agreement. **The Office of Social Equity will assign a Search Number to said search and this Search Number must be used throughout the process.**

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- C. The Provost's or Vice President's Office pays for and places all academic advertisements in the Chronicle of Higher Education. Advertisements in other professional publications and regional newspapers are placed by the departments in which the vacancy exists. No advertisements may be placed until the Office of Social Equity has approved the search plan and assigned a Search Number.

- D. The Dean, Department Chairperson, or Director publicizes the position through other channels as appropriate. For example, for certain faculty and professional positions visits to conferences and other college and university placement centers for recruitment purposes is encouraged. Any expenses incurred must be paid for with Dean or Department funds. No advertisement may occur until **FORM #1** has been signed by the Provost or Vice President and the Assistant to the President for Social Equity. Moreover, Search Committees are to utilize the resources provided by the Office of Social Equity for the recruitment process.

SEARCH COMMITTEE COMPOSITION

The composition of the Search Committee, if and when feasible, should reflect the diversity of the department along ethnic/racial and gender lines. If the department is without ethnic/racial and gender representation, then the department is encouraged to seek said representation from outside the department or from among graduate students. (Note: Students are non-voting members.)

SEARCH PLAN

- A. The Department Chair or Director submits a list of search committee members and the planned search process to the Dean and the Assistant to the President for Social Equity on the required "**Request to Advertise and Approval of Search Plan**" (**FORM #1**).

- B. After the search plan has been approved, the search committee chairperson is to arrange a meeting with the Assistant to the President for Social Equity to discuss issues relevant to the recruitment process. The Assistant to the President for Social Equity serves as an ex-officio member of search committees. As such, he/she may call a meeting of the search committee to discuss social equity concerns related to the search process, or he/she may request to attend scheduled meetings of the committee to discuss social equity concerns.

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REQUEST TO INVITE CANDIDATES FOR INTERVIEW (FORM #2)

- A. The Search Committee Chairperson or other designated person receives and acknowledges all letters of application and credentials. At this time applicants are sent a "**Confidential Applicant Data Form**" which is provided by the Office of Social Equity but sent by each Department.
- B. The Department Search Committee screens and evaluates candidates and makes recommendations to Department Chairperson or Director. Reasons for non-selection must be completed based on the criteria of the advertised position.
- C. The Search Committee chairperson completes the "**Request to Invite Candidates for Interview**" (**FORM #2**), and organizes this form **with the complete application file of candidates recommended for interview**. (For description of a complete application file, see complete file list in the "**Offer of Appointment**" section of this policy.) **No candidate can be invited to campus until FORM #2 has been appropriately approved.**
- D. After consultation with the Department Chair or appropriate administrator and the Search Committee Chair, the Search Committee Chairperson submits the "**Request to Invite Candidates for Interview**" (**FORM #2**) to the Assistant to the President for Social Equity for review and approval. (Note: In cases where **FORM #2** is submitted for the purpose of telephone interviews, **FORM #2** must be resubmitted by the Search Committee Chair in the order as shown on the checklist.)
- E. Following the approval of **FORM #2** by the Assistant to the President for Social Equity, the Search Committee Chair then submits **FORM #2** to the Dean or Supervisor who approves and notifies the Provost or Vice President of candidates to be invited for interviews.
- F. The Search Committee Chairperson arranges the interview schedule. Each candidate should receive information about Clarion, in general, and about travel expenses, in particular. Authorization for travel expenses must be secured from Dean or Supervisor in advance.

- G. The Search Committee consults as appropriate to determine the degree of financial support for each candidate interviewed and the order of preference.

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	Issued By: Human Resources	Approved By: <i>Kelene A. Biondo</i>

REPORT OF INTERVIEW (See Part I of FORM #3)

The Department Chairperson or Director and the Department Search Committee prepare "**Report of Interview**" (**FORM #3**) for the candidate selected. The search committee will also be required to document, in writing, the rationale for the candidates not selected based on the criteria of the advertised position.

REQUEST TO OFFER APPOINTMENT (FORM #3)

- A. In accordance with APSCUF's CBA: "After review by the department chairperson, the name of a candidate(s) recommended by the majority of regular full-time department FACULTY, irrespective of the recommendation of the department chairperson, shall be submitted to the President or his/her designee, together with the recommendation both of the majority of regular full-time department FACULTY and of the department chairperson. The President and his/her designee may accept or reject the recommendation of the department FACULTY, including the recommendation of the department chairperson, and that decision shall be final; provided, however, that if the recommendation is rejected, the reasons therefore shall be given to the department FACULTY, if requested; and provided further, that in the event of any such rejection, the procedure specified above shall be repeated until a candidate shall have been appointed to fill the vacancy."

The Department Chairperson or Director submits recommendation for employment through Dean or Supervisor to the Assistant to the President for Social Equity (**FORM #3**).

- B. In the case of recommendations concerning temporary faculty, management must complete the back side of **FORM #3 (McGuire Memorandum, see Appendix A)**. The Department Chairperson or Director should submit with the recommendation for employment a complete file for each candidate interviewed. The complete file of each candidate should include the following:

- a. Request to Create or Fill a Position (**Form A**)

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- b. Request to Advertise and Approval of Search Plan (**FORM #1**)
 - c. Letter of application and letter of acknowledgment
 - d. Credentials, including letters of recommendation
 - e. Completed request to invite candidate for interview (**FORM #2**)
 - f. All pertinent communication items (letters, telegrams, etc.)
 - g. Reports of interview, etc. (**FORM #3**) - total departmental vote
- C. If the Dean or Supervisor concurs, he/she forwards request and attachments to the Assistant to the President for Social Equity who reviews the integrity of the process and forwards to the Provost or Vice President. If the Dean or Supervisor does not concur, provision in Article 11 of the CBA shall be followed.
- D. If the Provost or Vice President concurs with the recommendation, the Office of the President mails appropriate information to the candidate and the President offers the appointment to the candidate.

NOTIFICATION OF UNSUCCESSFUL CANDIDATES

When a signed contract has been received, the Search Committee Chairperson notifies the unsuccessful candidates in writing.

SEARCH PROCESS RECORDS

When the search process is complete all documentation, records and reports relating to the search process, including all written and verbal contact with applicants, must be retained for a **minimum of three years** and should be kept in the **"home unit"** of the chairperson of the search committee.

ORGANIZING THE SEARCH

Early interaction with the Office of Social Equity is important at the beginning of a search in order to secure the assistance of the office and to discuss potential problems of the upcoming search. You should arrange a meeting with the Assistant to the President for Social Equity as soon as you have established a need for a search within your department.

A search for new personnel is an exercise in public relations. Poorly worded or misleading advertisements, imprecisely written communications, improperly handled interviews, misunderstanding over travel reimbursement are all factors which may reflect adversely on the academic community's perception of Clarion University. Applicants are looking at our University too, it is not just a one sided proposition. The following pages offer suggestions to assist search committees in hiring faculty that will augment the University's goals of equity and diversity.

Ideally, a search committee should show a diverse representation of the Department by gender and people of color specifically and other protected class categories generally. If the department has no people of color, it should consider, if appropriate, going outside the department or consider a graduate/undergraduate student of color (non-voting member) within the particular discipline.

Normally the first person to be selected for the search committee is the chairperson. The supervisor and the search committee chairperson usually confer as to who will be represented on the search committee.

In cases for filling faculty vacancies, the procedures are set forth in the collective bargaining agreement between APSCUF and the State System of Higher Education. These procedures are to be developed by the departmental faculty. These procedures should include how committee members are selected and how a search committee chairperson is to be selected. A copy of them should be submitted to the Assistant to the President for Social Equity with the search plan. Departments may elect to provide these procedures to the Assistant to the President for Social Equity to be maintained on file for reference for all departmental searches.

The contact person, who is the individual who responds to applicants' inquiries, arranges interviews and informs applicants about the results of the search, also needs to be identified. The contact person may or may not be the chair or a member of the search committee.

In the table below, you will find roles of both the Search Committee Members and Search Committee Chair for your reference. The roles listed are not necessarily inclusive or intended to limit responsibility, but rather to act as a guideline.

SUGGESTED GUIDELINES FOR SEARCH COMMITTEE ROLES

MEMBERS' ROLES	CHAIRPERSON ROLES
Identifies contact person	Convenes and chairs meetings
Sets timetable	Receives and acknowledges all applications
Prepares position criteria and job description	Copies and provides search committee with files
Writes advertisement/selects locations for ad placement	Schedules recruitment meeting with Assistant to the President for Social Equity
Reviews applications	Informs search committee of pool of candidates
Develops questions for references	Assigns references' telephone calls to search committee members
Telephones references and reports back to committee	Arranges conference calls
Participates in all screenings	Arranges travel accommodations
Assists chair with travel accommodations/interview schedules	Schedules visits and interviews
Takes part in conference calls	Distributes and oversees completion of all appropriate forms and evaluations
Participates in interviews and prepares evaluations	Maintains minutes of all meetings
Participates in formulation of recommendation	Returns files to home location
Performs other duties as assigned by chair	Monitors all activities of search committee
Maintains appropriate confidentiality	Maintains appropriate confidentiality
	Maintains appropriate record keeping

CHECKLIST FOR FACULTY SEARCHES

Office of Social Equity (4/98)

FORM A - REQUEST TO CREATE OR FILL A POSITION

Complete and submit **FORM A** to appropriate signatories for approval

FORM #1 - REQUEST TO ADVERTISE AND APPROVAL OF SEARCH PLAN

Identify structure of a search committee (diverse representation encouraged)

Draft position advertisement for appropriate approval

Schedule appointment with the Office of Social Equity to discuss search procedures and **Search Plan** (see back of **FORM #1** for Search Plan guidelines)

Obtain **Search Number** from the Office of Social Equity

Complete and submit **FORM #1** with accompanying **Search Plan and Advertisement** to signatories for approval in specified order

Place approved advertisement

FORM #2 - REQUEST TO INVITE CANDIDATES FOR INTERVIEW

Acknowledge all applications and mail **Demographic Data Form**

List all applicants (as indicated) for the position

Identify (by asterisk) applicants selected for an interview

Cite reasons for non-selection (based on advertised criteria) of applicants not selected for interview

Submit completed **FORM #2** identifying short list of applicants (attach files) selected for telephone interview to all of the appropriate signatories

Secure Social Equity's approval of **FORM #2** prior to candidates notification of interview

Conduct telephone interviews of candidates on short list

Resubmit **FORM #2** indicating the list of interviewees (attach files) to Social Equity and respective Dean/Supervisor for approval

FORM #3 - REQUEST TO OFFER APPOINTMENT

Submit by memo a list of finalists (candidates submitted to Dean/Supervisor) to Social Equity for approval

Complete and submit **FORM #3** to appropriate signatories (attach appointee's file) **and include non-selection reasons for unsuccessful interviewees** (NB: No offer of appointment can be made until all signatories are received)

Notify unsuccessful candidates after receiving appointee's signed contract

Retain all search records in "home unit" for **3 years**

**SAMPLE TIMELINE
FOR FACULTY NATIONAL SEARCH PROCESS**

1st week of October	Chair and Search Committee chosen and schedule next search committee meeting with Assistant to the President for Social Equity
	Committee meeting - Prepare Request to Advertise (FORM #1) and approval of Search Plan
	Schedule recruitment process meeting
3rd week of October	Place approved advertisement
Through deadline date - Mid January	Receive/acknowledge all applications/send demographic data form
Within following 2 weeks of deadline date	Forward applicant pool identifying short list of applicants (include files) selected for interviews to Social Equity for approval (FORM #2)
1st week of February	Conduct telephone interviews of candidates from approved short list
	References telephoned
2nd week February	Resubmit FORM #2 with list of candidates selected for an on-campus interview for appropriate approvals
Allow 3 Weeks	Interviews arranged and conducted by search committee
	Committee recommends candidate with Report of Interview (FORM #3) and documentation for non-selected candidates through Dean or Supervisor to Office of Social Equity
1st week of March	Recommendation forwarded to Provost or Vice President
2nd week of March	Appointment offered and appropriate information mailed from Office of the President
3rd week of March	Offer accepted or rejected
4th week of March	Unsuccessful finalists notified and records filed in home unit of search committee chair

DEVELOPING THE ADVERTISEMENT

The preparation of the position description/advertisement and criteria is extremely important. Whenever possible, the position description will be developed by the department and the search committee. The criteria should be developed carefully, ensuring that each requirement is valid and reflects the essential functions/duties of the position. If a department has very specific needs, the advertisement should state them. The language must be fair and non-discriminatory; avoiding exclusionary pronouns of one gender. It is illegal to require a qualification that is not considered a bona fide occupational qualification. The established criteria will be the basis for all subsequent advertisement and will be followed through all stages of the recruitment, screening, selection and non-selection, and hiring processes.

Well written advertisements should help to curtail applications from persons patently unsuited to the position, and encourage applications from those who are qualified. The following items should be considered in constructing an advertisement:

A. Position Description

1. Title
2. Duties (teaching, program development, supervising, etc.)
3. Research and publications
4. Public relations activities
5. Fund raising
6. Supervisory activities
7. Budgetary responsibilities
8. Position title of individual to whom candidate reports

B. Position Requirements

1. Formal education (Ph.D., M.B.A., M.L.A., B.A.)
2. Experience (teaching, research, publications, social agencies, business)
3. Licensure

C. Position Conditions

1. Rank
2. Salary range
3. Tenure/non-tenure, replacement, temporary, full-time, part-time
4. Contract
5. Travel required
6. Institutional support (travel, research, etc.)
7. Demonstrated commitment to establishing diversity
8. Other conditions

D. The University

1. Location
2. Student population and characteristics
3. Commitment to building a diverse staff
4. Mission of the University
5. Graduate/undergraduate
6. Residential/commuter
7. Branch campuses
8. Other

E. Application Information

1. Person to whom application is to be sent
2. Materials to accompany application
3. Closing date (see suggested phrases below)
4. Affirmative Action/Equal Employment Opportunity Statement (see page 15)

SUGGESTED PHRASES TO CONSIDER WHEN CONSTRUCTING ADVERTISEMENTS

- Transcripts (copies acceptable);
- Transcripts and current letters of recommendation need not be submitted in advance but will be required of all finalists;
- Applicants should send a cover letter relating qualifications to requirements of the position;
- Names, addresses, and telephone numbers of three persons knowledgeable about the applicant's background and qualifications should be sent with application;
- The successful candidate may be expected to teach evenings and branch campus courses;
- Screening of applications will begin on (date) and continue until position is filled;
- Position will remain open until filled with priority given to applications received by (date).

The above last two statements concerning deadline dates for applicants give individuals information about when they should submit their application materials without having to be bound to an absolute deadline that would require re-advertising to extend the search if a well-qualified applicant was identified after the published deadline date.

ENCOURAGING APPLICANTS

A full, good faith search must take place in order to extend equal opportunity to women, people of color, individuals with disabilities, and veterans. A full-time position normally requires a national search. Permission to conduct an on-campus or limited regional search must be granted by the Provost or appropriate Vice President and must be reviewed by the Office of Social Equity.

To encourage qualified applicants, the advertisement should make it relatively easy and inexpensive for a qualified person to apply. Many advertisers ask that respondents to advertisements have official transcripts and letters of recommendation sent in support of the initial application. This demand may inhibit many persons from applying. It can also make the whole search process unnecessarily complicated. It is argued that it is far more efficient to request just a cover letter and a curriculum vita at the initial application state, for it is not unusual to find that only 20% of applicants are viable after an initial screening and before there is a need for recommendations and transcripts.

Once an application is received, it becomes the property of Clarion University and the original application packet must be retained. If an individual requests their application packet, a copy of said application can be made and sent to them. In cases of applicants who must submit tapes, slides, videos, etc., these are returned to the individual.

ENLARGING THE POOL OF CANDIDATES

There is no part of the search process more important than creating a broad and diverse pool of candidates. It is the task of the committee to publicize the position in a manner that will bring it to the attention of people of color, women, persons with disabilities, and other protected classes. Advertising in appropriate publications, notifying relevant organizations, contacting caucuses or their sub-groups within your discipline, recruiting at professional conferences, and making appropriate personal contacts, e.g., calling a chair where there is a doctoral program and asking for nominations, will not only help to enlarge the pool of candidates but will also convey the commitment of the department and Clarion University to social equity and diversity.

Resource handouts, such as the listing of the Historically and Predominately Black Colleges and Universities; and resource guides, such as the, *Minority & Women Doctoral Directory* and the "National Minority Faculty Identification Directory" are available upon request from the Office of Social Equity.

ADVERTISEMENT/JOB DESCRIPTION WORKSHEET

An Advertisement/Job Description Worksheet is included on the next page for your consideration. The worksheet is based on ideal/acceptable criteria and should assist you in finding a candidate who meets your needs.

ADVERTISEMENT/JOB DESCRIPTION WORKSHEET
(submit actual advertisement with **FORM #2**)

Search # _____

Position: _____ Department: _____

Ideal Criteria

Educational

Acceptable

1. _____
2. _____
3. _____
4. _____

Experience

1. _____
2. _____
3. _____
4. _____

Personal

1. _____
2. _____
3. _____
4. _____

Other

1. _____
2. _____
3. _____
4. _____

PLACING AND FINANCING ADVERTISEMENT

Advertisements for tenure track positions will be placed in the *Chronicle of Higher Education* by the Provost's office upon receipt (and after approval of **FORM #1**) from the search committee. Costs for a standard classified advertisement will be covered by the Provost's Recruitment cost center. Additional advertising should be placed at the discretion of the search committee (after approval of **FORM #1**) and financed through the Dean's office. Supplementary allocations may be available dependent upon budget constraints.

The Office of the Provost will notify all retenees of the advertised position in an additional mailing. Advertising schedules for the *Chronicle of Higher Education* and *Black Issues in Higher Education* can be obtained from the Office of the Provost and the Office of Social Equity respectively.

AFFIRMATIVE ACTION STATEMENT

All advertisements must include the following affirmative action statement:

Clarion University is building a diverse academic community and encourages people of color, women, veterans and persons with disabilities to apply. AA/EEO.

INTERVIEWING AND SELECTING A CANDIDATE

Because the interviewing of candidates is the culmination of a long and laborious process for which months of preparation have been made, it is important that every effort be made to guarantee a successful experience. The interview should be conducted in such a way that allows university personnel to get to know candidates reasonably well, as well as allow the candidate the opportunity to gain an understanding of the institution, its major issues, expectations, and its problems.

Persons taking part in the interviews of candidates should familiarize themselves with the position description and with the qualifications required. Search committees use a variety of techniques to interview candidates. Often there is no plan for questioning interviewees. Each committee member asks her/his own questions without consultation with others. Other search committees draw up a list of questions and ask each candidate the same questions. One suggested procedure is for the search committee to list areas it wishes to explore and pose topics on which a candidate can express herself/himself.

Questions unrelated to the position may be perceived as discriminatory and lead to litigation; therefore, questions regarding race, color, national origin, religion, gender, sexual orientation, disability, age or ancestry should not be asked. Also, you may not ask questions about marital status (e.g. whether the candidate is single, married, divorced, separated, engaged, or widowed), pregnancy, plans for a family, or child care issues. (A "Pre-employment Inquiries: What may I ask? What Must I answer?" brochure is available from the Office of Social Equity.) You may not ask in a series of interviews for a given position questions of one sex and not of the other. An interview worksheet, which is designed to be used in conjunction with the job description criteria, is included and may be helpful during the interview process.

The Request to Invite Candidates for Interview, **FORM #2**, must be completed prior to the interview stage in all cases. The search committee is responsible for filling in the non-selection codes for all candidates not on the Short List. The non-selection reasons are based on the criteria listed in the advertisement of the position vacancy. Search Committees should provide explicit reasons why protected-class candidates are not on the interview list (i.e., weak teaching experience, no terminal degree, etc.)

Listed below are major obstacles to effective interviewing that you may want to review prior to beginning the interview process:

- Ill preparation regarding setting, location, interruption, accommodations for special needs, and EEO considerations.
- Making quick decisions leads to poor decisions. Do not be unduly influenced by the first impression.
- Unstructured interviews. Failing to ask similar questions of every candidate makes it difficult to compare individuals.
- Failure to present realistic information about the job. Unmet expectations lead to turnover and dissatisfaction.

- Concentrating on the candidate exclusively as a person, rather than attempting to compare abilities and experience with actual job requirements.
- Making inaccurate assumptions about the candidate's ability to do the job, particularly if the person has a visible disability or is of a different race or sex than previous job incumbents.
- Lack of training and guidelines. Skilled interviewers are trained not born.

The department should present itself as attractively as possible and, prior to the interview, provide the following for each candidate:

- a packet of general information about the community and campus;
- a packet of specific information pertaining to the job for which the candidate is being interviewed;
- a clear itinerary for the visit (who, when, where, etc.).

For upper level administrative searches (President, Provost, Vice President and Deans), the Office of Social Equity shall provide a list of required participants to be included on the interview schedule (i.e., President's Executive Council, Presidential Commission on Affirmative Action, minority staff and student groups). It is useful to submit a brief bio of each candidate to the individuals on the interview schedule.

INTERVIEW WORKSHEET

Search # _____

Position: _____ Department: _____

Job Description

Interview

Educational

1. _____
2. _____
3. _____
4. _____

Experience

1. _____
2. _____
3. _____
4. _____

Personal

1. _____
2. _____
3. _____
4. _____

Other

1. _____
2. _____
3. _____
4. _____

PLEASE COPY THIS FORM AS NEEDED

TRAVEL AND LODGING EXPENSES AND REIMBURSEMENT

Expenses incurred by candidates who are invited to the Clarion campus must be submitted for reimbursement on a Travel Expense Voucher to the Travel Disbursement Office. The Office of the Provost will be responsible for charge backs up to a maximum of \$100 per candidate, for three candidates, who interview on-campus. Additional expenses must be incurred by the dean's office; and allocations for these expenses are determined by the financial status of the University for the particular fiscal year.

Reservations for overnight stay should be made by the department and are encouraged at either the Holiday Inn of Clarion, 226-8850, the Day's Inn of Clarion, 226-8682, Comfort Inn of Clarion, 226-5230, or the Clarion House Bed and Breakfast (B&B is not handicapped accessible) 226-4996 since they are under contract with the University. When making reservations for the candidate, the name of the department must be given to the hotel to ensure proper billing.

Candidates should be reminded not to charge alcohol beverages to their accommodation bill since we are not permitted to reimburse for that type of expenditure.

To avoid delay in reimbursement to the candidate, it is important that the voucher is completed and signed while the candidate is on-campus. Special attention should be paid to including the social security number of the candidate and a complete mailing address. It is not necessary to have the travel voucher typed. Completion by hand is encouraged to expedite processing and payment. Information required should be printed legibly in ink, signed and dated by the candidate, search committee chair, and the dean or director.

TEMPORARY/EMERGENCY HIRING PROCEDURES

The following procedures apply to temporary faculty appointments with the rank of instructor or assistant professor.

All changes from temporary to regular position status are considered the creation of a new position that requires a national search. As such, all applicable good faith recruitment procedures are to be executed.

Departments with periodic need for part-time/full-time temporary appointments must seek to establish a diverse pool of applicants through local advertising and contacts. Departmental committees may screen and interview applicants at the time the pool is established or may hold applications until a need arises and at that time screen and interview applicants. In all cases, departmental committees should ensure that the appropriate University search procedures are followed.

FULL-TIME TEMPORARY APPOINTMENTS - NEW AND GRANT-FUNDED

A full-time temporary appointment is normally a one-year appointment which expires as specified by the initial letter of appointment. Except in the case of emergency hiring, all full-time temporary appointments require a search. Prior to the end date of the contract, a regular search must be initiated.

PART-TIME TEMPORARY APPOINTMENTS

A part-time temporary appointment is for one year or less. In all such hires, departments should be mindful that affirmative action and equal opportunity principles must be followed to ensure that no applicant shall be subjected to illegal discriminatory recruitment, interviewing, selection and/or appointment.

EMERGENCY TEMPORARY APPOINTMENTS

For the purpose of this section, an emergency appointment may be defined as follows:

1. A faculty member is unable to complete a semester already started
2. A faculty member is unable to meet classes in a current semester for a period of greater than one week
3. A faculty member advises management less than six weeks prior to the start of a semester he/she will be unable to provide instruction
4. Management is advised of the need to provide instruction in less than a six week period prior to the start of a semester.

Each department is encouraged to maintain and periodically update a pool of reviewed candidates who could be called upon to teach in an emergency. That pool should be based on advertising, appropriate review of credentials, interview, and, where appropriate, proper evaluation and ranked according to the various needs of the department. Faculty hired on an emergency basis may not be reappointed (in the same position) without a regular search or be appointed to a tenure-track position without a national search. It should be noted that a **WAIVER OF SEARCH** (see **WAIVER FORM** for guidelines) does not exempt the hiring department from posting the position internally.

CHECKLIST FOR TEMPORARY HIRES

When completing hiring forms for Temporary Hires the following information is needed:

- **FORM A, Request to Create or Fill a Position.**
- **FORM #1**, along with the **Advertisement** and **Search Plan**, are necessary when a pool must be created.
- **FORM #3** and if the person to be hired is a new employee, attach his/her application file.
- **McGUIRE MEMORANDUM FORM** (see **back of FORM #3**) is to be completed by management for all temporary faculty appointments (full-time and part-time). The University Labor Relations Coordinator will review the completed form to determine if APSCUF approval is required based on the language of the McGuire Memorandum and appropriate Collective Bargaining Agreement provisions.

APPENDIX A

OFFICIAL HIRING FORMS

**CLARION UNIVERSITY OF PENNSYLVANIA
REQUEST TO CREATE OR FILL A POSITION**

This form is to be used by departments to obtain approval for the creation of a new position or to fill a vacated position. Once completed by the chair or department head/supervisor the form should be forwarded to the appropriate University Officer for approval.

PART I

Department _____

Position/Classification/Rank _____

New Position _____ Date of Classification or Rank _____

Replacement Position _____ Replacement for _____

Salary/Wage Range \$ _____ Benefit Cost \$ _____

Total Cost \$ _____ Bargaining Unit _____

Regular(Probationary/Tenure-Track) _____ Temporary _____

Full-Time _____ Part-Time _____; % Of Full Load _____

Contract Length (# Of Months) _____ From _____ To _____

PART II

FUNDING SOURCE

Funds from current department budget

Cost Center _____ Position Number _____

Grant Funded Position _____

Cost Center _____ Position Number _____

Funding from existing budget funds outside of salary and benefits area (Explain below).

New university funding needed _____

POSITION SUPPORT NEEDS

In this area, please note particular equipment and office needs for this position (examples: additional office space, computer support needs).

_____ Over

PART III

POSITION RATIONALE

In this area briefly explain the need for filling the current vacancy or the need for creating the new position requested.

Submitted By _____ Date _____

Dean's Or Supervisor's Recommendation _____ Date _____

PART IV

RECOMMENDATION BY PRESIDENT'S EXECUTIVE COUNCIL MEMBER

Recommended _____ Not recommended _____

Explanation

Signature _____ Date _____

FINANCIAL PLANNING AND BUDGET DIRECTOR

Funding available _____ Funding not available _____

Signature _____ Date _____

PRESIDENT'S ACTION

Approved _____ Not approved _____

Signature _____ Date _____

Forward Completed Form to Human Resources

- c: Appropriate Executive Council Member
- Office of Social Equity
- Dean/Director/Other
- Department Chair

**FORM #1
REQUEST TO ADVERTISE
AND APPROVAL OF SEARCH PLAN**

(Attach draft of ad and possible placement locations. Any subsequent change will require submission of revised ad.)

PART I

Identify structure of standing recruitment or special search committee:

	Name	Gender	Status*	Departmental Position/Rank	Years of service at Clarion
Chair	_____	_____	_____	_____	_____
Members	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____
	_____	_____	_____	_____	_____

* The Status column refers to a person's ethnicity, physical disability and/or Vietnam era veteran status; also reference the following: M for minority, V for veteran, P for physically disabled.

While it is recognized that there is no contractual obligation to diversify the search committee, hiring authorities are encouraged to do so.

PART II

Each search committee is required to submit a search plan (see reverse side of this form for guidelines) with this form, and a signed copy of **Request to Create or Fill a Position, FORM A**.

Date _____

Dept. Chairperson or Director _____

Date In____ Date Out____ Approved By

Dean or Supervisor _____

Date In____ Date Out____ Approved By

Provost & Academic V.P. or Vice President _____

Date In____ Date Out____ Search #

Assistant to the President for Social Equity _____

**c: Human Resources
Office of Social Equity
Department Chair
APSCUF**

SEARCH PLAN

1. **The Search Plan should include a list of contacts, personal and otherwise, that the committee as a whole intends to make. Each committee is expected to utilize personal contacts for the purpose of recruiting candidates for the vacant position for which they are attempting to fill. Moreover the contacts may include colleagues, past professors, and graduate schools in the immediate or national area.**
2. **The search plan should articulate how the committee intends to review applicants. Tentative goals are to be set as to when the committee will convene and the expected time line of each activity in the search process.**
3. **The search plan should include specific references as to how the committee will strive to diversify the pool of candidates. This part of the plan should be specific and precise.**
4. **The search plan should include a copy of the proposed advertisement and the possible publications in which the advertisement will be placed.**
5. **This process is meant to be proactive/interactive with the Office of Social Equity and the committee. The Office of Social Equity is available to work with committees throughout the hiring process.**

Search # _____

Position Control Number _____

FORM #2

REQUEST TO INVITE CANDIDATES FOR INTERVIEW

To: **Provost or Vice President**

(Submit one copy and attach complete application file of candidates recommended for interview.)

SELECTION AND NON-SELECTION FORM FOR CANDIDATES

Department _____

Position _____

Instructions: List all applicants for this position in alphabetical order. Indicate codes in each column.

Resubmit **FORM #2** to the Office of Social Equity and respective Dean/Supervisor.

Name	Short List	Telephone interview	Campus interview	Non-Selection Codes(s)	Ethnicity*	Sex*	Age*	Disability*	Veteran
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
11.									
12.									
13.									
14.									
15.									
16.									
17.									
18.									
19.									
20.									
21.									
22.									
23.									
24.									
25.									
26.									

* Ethnicity, sex, age disability and veteran status will be filled in by the Office of Social Equity at the completion of the search process for record keeping purposes only.

Date _____

Chair of Search Committee

Date In _____ Date Out _____

Dept. Chair Person or Director

Date In _____ Date Out _____

Approved by _____

Assistant to the President for Social Equity

Date In _____ Date Out _____

Approved by _____

Dean or Supervisor

Date In _____ Date Out _____

Approved by _____

Provost & Academic V.P. or Vice President

OVER

Name	Short List	Telephone interview	Campus interview	Non-Selection Code(s)	Ethnicity*	Sex*	Age*	Disability*	Veteran
27.									
28.									
29.									
30.									
31.									
32.									
33.									
34.									
35.									
36.									
37.									
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39.									
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55.									
56.									
57.									
58.									
59.									
60.									
61.									
62.									
63.									
64.									

* Ethnicity, sex, age disability and veteran status will be filled in by the Office of Social Equity at the completion of the search process for record keeping purposes only.

c: Department Chair

Please copy this form as needed; also available on diskette at Social Equity

REASONS FOR NON-SELECTION FOR APPLICANTS AND CANDIDATES

(Note: The rationale for non-selection must be based on the advertised criteria)

Candidate's Choice

- A-1 Would not relocate.
- A-2 Accepted another job.
- A-3 Offered the position but declined.
- A-4 Asked not to be considered.
- A-5 Accepted another position within the University.
- A-6 Not available for interview.
- A-7 No job opportunity for spouse.
- A-8 Candidate requires a higher salary than authorized.
- A-9 Not available for full-time employment at the start of the project period or semester.
- A-10 Failed to submit transcript/letters of recommendation required (incomplete file).
- A-11 Failed to respond to requests for additional information.
- A-12 Recommendations (or slides or publications) not submitted in time to be processed and considered for the position.
- A-13 Advertised position was at the junior level; this candidate was unavailable for a job except at the senior level.
- A-14 See explanation attached.

Degree

- B-1 Did not possess academic qualifications advertised.
- B-2 Did not possess a terminal degree.
- B-3 Not making satisfactory and timely progress toward a terminal degree.
- B-4 Degree in a field not compatible with the needs of the department as advertised.
- B-5 Dissertation not completed and insufficient evidence that it will be by the end of the year.
- B-6 Degree granting institution not as strong in the field as that of the candidate selected. (Strengths of degree granting institutions should be widely disparate if this reason is used.)
- B-7 See explanation attached.

Teaching/Seminar

- C-1 Area of specialization or interest overlaps significantly with those of current members of the department and hence does not fit with the needs of the department as advertised.
- C-2 Area of secondary competence not compatible with the needs of the department as advertised.
- C-3 Candidate's teaching or performing experience was not suitable for this position.
- C-4 Insufficient teaching experience or candidate selected had more teaching experience.
- C-5 Interview revealed that this candidate was not interested in the teaching assignment required by this position.
- C-6 Did not have sufficient technical competence in the primary area.
- C-7 Seminar/lecture failed to demonstrate scholarly substance.
- C-8 Seminar/lecture demonstrated a communication problem.
- C-9 Seminar/lecture demonstrated a language barrier.
- C-10 See explanation attached.

OVER

Research, Scholarship, and Publications

- D-1 Candidate acceptable but candidate selected has more and/or better publications.
- D-2 Insufficient publication, composition or exhibition record.
- D-3 Creative artwork or musical composition judged inadequate by the research committee on the basis of submitted slides or tapes.
- D-4 Lack of demonstrated research skills.
- D-5 Research/Publications not appropriate to position as advertised.
- D-6 Has done insufficient research or has not published adequately.
- D-7 Research does not support teaching assignment.
- D-8 See explanation attached.

Miscellaneous

- E-1 History of difficult inter-personal relationships. (Use only in rare instances when a history truly exists and can be documented. Use cautiously, as racism and sexism are sometimes related to this difficulty.)
- E-2 Potential conflict of interest with campus interests.
- E-3 Candidate well qualified for the position, but quality of teaching and research was higher in the candidate selected. This candidate would be considered for the position if the first choice declines. This reason should not be used as a "catch-all." It should be used only for candidates on the short list or interview list; departments may be required to offer the position to such a candidate if the first choice declines.
- E-4 See explanation attached.

Academic Administrators*

- F-1 Candidate did not possess the degree(s) advertised.
- F-2 Candidate's experience was outside the primary responsibilities of the position as advertised.
- F-3 Candidate not interested in the teaching component of the position.
- F-4 Candidate well qualified for the position and would be considered for the position if the first choice declined. (Should be used only for the very top 2-3 candidates; departments may be required to offer the position to such a candidate if the first choice declines.)
- F-5 Candidate's contributions in the service area were insufficient. (Includes lack of participation in state or national organizations as well as a lack of participation in departmental or university committees.)
- F-6 Candidate did not have a demonstrated record of obtaining external funding. (Use only when the person selected has such a record and when it is specifically mentioned as a job responsibility.)
- F-7 Candidate had insufficient or inappropriate administrative experience.
- F-8 See explanation attached.

* Some reasons for non-selection for administrative positions may be similar to those for faculty positions. If so, use the codes that best describe the reason for non-selection. For example:

- A-3 Offered the position but declined.
- A-8 Candidate requires a higher salary than authorized.
- B-3 Degree in a field not compatible with the needs of the department.
- D-6 Has done insufficient research or has not published adequately considering the length of time.

Search # _____

Position Control Number _____

REQUEST TO OFFER APPOINTMENT

FORM #3

(submit one copy)

Candidate's Name _____

PART I REPORT OF INTERVIEW (Fill out for reappointment also)

(attach new candidate's file)

General knowledge, skills & personal characteristics:

English speaking fluency* _____ Verbal communication skills _____ Interest in teaching _____

Candidate's willingness for position _____ Preparation and knowledge of field _____

Outstanding strength _____

Principal deficiency _____

We do ___ do not ___ recommend hiring the candidate. Reappointment ___ New employee _____

Summary of Comments _____

Date _____ Dept. Committee Chairperson Signature _____

* The signer certifies that appropriate interviews, presentations, writing samples and/or other evaluations of English speaking fluency have been made during the recruiting process. Formal testing may or may not have been used. English fluency evaluation is performed without regard to national origin of the candidate.

PART II CONDITIONS OF EMPLOYMENT

The following conditions of employment are recommended:

Department _____ Position/Classification/Rank _____

Salary/Wage Range \$ _____ Bargaining Unit _____

Regular (Probationary/Tenure-Track) _____ Temporary _____

Full-Time _____ Part-Time _____; % of Full Load _____

Contract Length (# of months) _____ from _____ to _____

Attach justification if the conditions of employment are different from that normally offered for a person with this training and experience. For example, needs terminal degree or special credit for non-teaching experience.

Part III Article XI.A. Approval: All candidates for faculty positions must be recommended by a majority of regular full-time department faculty.

Date _____ Dept. Committee Chair _____

Number of years of total teaching or equivalent experience recommended by department _____ See Article 15B.

PART IV I concur/do not concur with the above recommendation:

Date In ___ Date Out ___ Dept. Chair or Director _____

PART V I concur in the above recommendation with the following changes: _____

Date In ___ Date Out ___ Dean or Supervisor _____

Asst. to President _____

Date In ___ Date Out ___ for Social Equity _____

PART VI Date In ___ Date Out ___ Recorded by _____

Financial Planning and Budget Director

Date In ___ Date Out _____

Provost & Academic V.P. or Vice President

Note: Emergency hires? Attach Waiver Request and Guidelines Form.

An appointment to prior full-time, full-year in same position McGuire Memorandum Form (see back) required.

c: Department Chair

Social Equity

Upon completion submit to the Office of Human Resources

OVER

4/98

McGuire Memorandum Form
(to be completed by management)

Candidate for Position: _____ Rank and Step: _____
Salary: _____

1. Department: _____ Position: _____
First year? _____

_____ McGuire approval required _____ initials
_____ McGuire approval not required _____ date of decision

2. Reason position is temporary (circle applicable reason and complete as indicated):

- a. sabbatical replacement for: _____
- b. replacement for long term illness of: _____
- c. filling of a position when time is needed to complete an affirmative action search
- d. to cover unanticipated scheduling needs (complete details below)
- e. experimental program which may or may not become part of the regular curriculum (complete details below)
- f. limited duration grant funding for position
- g. other situation in which temporary faculty member is needed, such as Article 11, section F of CBA (complete details below)

Explanation if item d, e, or g has been circled:

Anticipated schedule: Full-time _____ Fall _____ Spring _____
Part-time _____ Fall _____ Spring % of Full Load _____

Date Sent to APSCUF: _____

Date Received by APSCUF: _____

APSCUF approves subsequent year appointment: _____

APSCUF does not approve subsequent year appointment: _____

Date returned by APSCUF to management: _____

COPY OF REQUEST TO CREATE OR FILL (FORM A) TO BE ATTACHED

approved 10/21/98

Search # _____

Position Control Number _____

WAIVER REQUEST

This request must be submitted with the FORM A "REQUEST TO CREATE OR FILL A POSITION." The "Waiver Request Form" must be submitted to the appropriate offices, along with "FORMS 1 through 3", if not already submitted. If FORMS 1 through 3 are not submitted, please explain in area #7.

GUIDELINES

Waivers to the normal search requirements may be requested in the following instances:

- A. In emergency situations due to resignation, death, illness or other extenuating circumstances without enough time to conduct a national, regional or local search.*
- B. In situations where a department wishes to secure a visiting faculty person with genuine professional distinction.
- C. In situations where a person may be appointed temporarily to fill a position while a national search is being conducted.

* Departments shall maintain a diverse pool of candidates.

WAIVER REQUEST

1. Department _____ 2. School/College _____

3. Title _____ 4. Person being replaced _____

5. Proposed person to be hired (if known) _____

6. Waiver requested: A ___ B ___ C ___ Other _____

7. Detailed explanation of reason for request: _____

Department Chairperson or Director _____ Date _____

Dean or Supervisor _____ Date _____

Approval of Waiver
Asst. to President for Social Equity _____ Date _____

Approval of Waiver
Provost & Academic V.P. or Vice President _____ Date _____

Note: In cases of the hiring of temporary faculty, the attached McGuire Memorandum should be consulted to ensure compliance.

c: Department Chair

Search number _____

Demographic Data

Since you have recently applied for or been recommended for a position with our institution, we appreciate your completing the information requested on this form. Although doing so is **voluntary** on your part, the information gathered in this manner is confidential and is vital to our Affirmative Action compliance with Title VII of the Civil Rights Act, the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Act of 1974, the Pennsylvania Veterans' Preference Act, and the Americans with Disabilities Act.

Position applied for _____ Department _____
title

Name _____
last first M.I.

How did you find out about the position?

- 1. Notice in University Personnel Postings
- 2. Personal contact (name of contact) _____
- 3. Notice in professional journal (name of journal) _____
- 4. Newspaper advertisement (name of newspaper) _____
- 5. E-mail or List Serve (name of service) _____
- 6. Other (please describe) _____

Age _____ gender male female veteran yes no

Do you have a disability? yes no Disability means any person who (1) has a physical or mental impairment which substantially limits one or more major life activities; (2) has a record of such impairment; or (3) is regarded as having such an impairment.

U.S. Citizen yes no If no, are you authorized to work in the U.S.A.? _____
explain status

Ethnic category:

- White, non-Hispanic** origin—origins in any of the original people of Europe, North Africa, or the Middle East
- Black, non-Hispanic** origin—origins in any black racial group
- Hispanic**—origins of Mexican, Puerto Rican, Cuban, Central or South America or other Spanish culture, regardless of race
- Asian or Pacific Islander**—origins in any of the original people of the Far East, Southeast Asia, the Indian subcontinent, or Pacific islands
- American Indian or Alaskan Native**—origins in any of the original people of North America who maintain cultural identification through tribal affiliation or community recognition

**This form collects demographic data only; it is processed separately from your application.
We appreciate your cooperation.**

PLEASE CLOSE WITH TAPE AT THE TOP CENTER BEFORE MAILING.

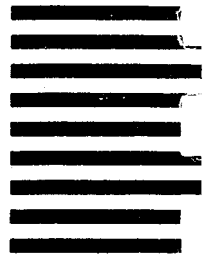


NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 7 CLARION PA

POSTAGE WILL BE PAID BY THE ADDRESSEE

OFFICE OF SOCIAL EQUITY
CLARION UNIVERSITY OF PENNSYLVANIA
840 WOOD ST
CLARION PA 16214-9994



APPENDIX B

SAMPLE

RECEIPT OF APPLICATION AND RESUME

Date _____

Inside Address _____

Dear _____:

Thank you for your recent letter expressing interest in the position of _____ in the Department of _____ at Clarion University.

The search committee will be reviewing applications and resumes and making decisions concerning this position after the filing deadline date and/or the position is filled. Should you be selected for further consideration, I will contact you requesting additional supportive data and/or letters of reference. You will be informed of the status of your application as soon as possible.

A pre-employment Demographic Data inquiry form is enclosed. We appreciate your completing this form, although doing so is voluntary, and it is processed separately from your application.

Sincerely,

Search Committee Chairperson

Enclosures

**SAMPLE
REJECTION LETTER**

Date _____

Inside Address _____

Dear _____:

The search committee has had an opportunity to review in detail your recently submitted resume to support your interest in the position of _____ in the Department of _____ at Clarion University.

I regret that you have not been selected for further consideration for this position.

Thank you for applying for the position and for your interest in our University. May I take this opportunity to extend best wishes to you for your future success.

Sincerely,

Search Committee Chairperson

APPENDIX C

POSSIBLE QUESTIONS FOR REFERENCES OF CANDIDATES

Possible Questions for references of candidates for administrative positions

1. How long have you known the candidate and in what capacity?
2. What is it like to work with the candidate?
3. What do you perceive to be the candidate's strengths in leadership and interpersonal skills? Weaknesses?
4. What job responsibilities does the candidate appear to prefer? To avoid?
5. How would you describe the candidate's success in advocating for the needs of his/her current unit with higher administration?
6. What evidence can you provide of the candidate's support for innovative programs?
7. What evidence can you provide for the candidate's involvement in and support for general education?
8. What evidence can you provide for the candidate's demonstrated commitment to establishing diversity?
9. How would you describe the candidate's ability and experience in the area of
 - a. working within a collective bargaining environment
 - b. managing conflict
 - c. making decisions
 - d. building community
 - e. budgeting and allocating resources
 - f. supervising personnel
 - g. developing academic programs
 - h. supporting interdisciplinary programs
10. How would you rank the candidate's teaching, scholarship, and service?
11. What else could you tell us that will help us to understand and evaluate the candidate?

BIBLIOGRAPHY

Information contained in this handbook has been adapted from various sources as listed below:

John M. Higgins, Patricia A. Hollander, *A Guide to Successful Searches for College Personnel: Policies, Procedures, and Legal Issues*, College Administration Publications, Inc., 1987.

Lois Vander Waerdt, *Affirmative Action in Higher Education: A Source Book*, Higher Education Executive Publications, Inc., Denver, CO, 1989.

Academic Procedures Manual, Northern Illinois University, 1990.

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