University of San Diego  
School of Leadership and Education Sciences

Faculty Recruitment Handbook  
Revised January 2016

This handbook is located online at: http://www.sandiego.edu/soles/gateways/faculty-and-staff/handbooks-policies-forms.php and is updated periodically to reflect the latest policies and procedures.
# Table of Contents

I. Initial Steps .................................................................................................................. 3  
  Approval ...................................................................................................................... 3  
  Forming the Search Committee .................................................................................... 3  
  Initial Committee Meeting ............................................................................................ 3  
  Future Committee Meetings to be Scheduled ............................................................... 4  

II. Position Announcement and Advertising .................................................................. 5  
  Job Announcement ....................................................................................................... 5  
  Advertising and Recruitment ....................................................................................... 5  
  Job Announcement Brochures ...................................................................................... 6  
  Recruitment Letters ..................................................................................................... 6  

III. Application Review .................................................................................................. 7  
  Application Notification ............................................................................................... 7  
  Applicant Evaluation Forms ......................................................................................... 7  
  Application Review Meeting ....................................................................................... 7  

IV. Video Teleconferencing (VTC) Interviews and Finalists ........................................... 8  
  Notifying Candidates .................................................................................................. 8  
  Candidate Finalists ..................................................................................................... 9  

V. Candidate Campus Interviews ................................................................................. 9  
  Interview Phase ........................................................................................................... 9  
  Confirming Candidate Interview Dates ...................................................................... 10  
  Campus Visits ............................................................................................................ 10  
  Welcome Packet for Candidates ................................................................................. 11  
  Interview, Travel and Housing Arrangements .......................................................... 11  
  Completion of Interview Itinerary ............................................................................... 12  
  Candidate Ushering .................................................................................................... 12  
  Candidate's Itinerary, Vita & Evaluation Forms ......................................................... 12  

VI. Expenses and Reimbursements ................................................................................. 13  
  Meals and Local Travel Expenses ................................................................................ 13  
  POETS .......................................................................................................................... 13  

VII. Final Steps ............................................................................................................... 14  
  Committee Recommendation ...................................................................................... 14  
  Appointment Phase & Final Recruitment Forms ....................................................... 14  
  Letter of Rejection ...................................................................................................... 15  

Appendix .......................................................................................................................... 16
I. Initial Steps

The goal of the School of Leadership and Education Sciences is to recruit and select highly qualified faculty committed to the mission of the University. Candidates for appointment will display an understanding of the central role of the School of Leadership and Education Sciences at USD and an appreciation of the teacher/scholar model. SOLES is committed to University policies regarding equal opportunity and commitment to diversity in its hiring practices. The hiring of faculty in SOLES encompasses a series of phases that are outlined below.

Before commencing the search, be sure to familiarize yourself with USD and SOLES recruitment and appointment policies. The provost’s policies including the “Faculty Recruitment and Retention Toolkit” can be accessed at [http://www.sandiego.edu/provost/docs-forms/index.php](http://www.sandiego.edu/provost/docs-forms/index.php). The SOLES’s policies can be found in the SOLES Faculty & Personnel Handbook, Section 3 ([http://www.sandiego.edu/soles/gateways/faculty-and-staff/handbooks-policies-forms.php](http://www.sandiego.edu/soles/gateways/faculty-and-staff/handbooks-policies-forms.php)).

**Approval**

The appointment process begins with the Department Chair, in consultation with the program faculty, who seeks budgetary support for a new or replacement faculty position. To request a position, the program must show a demonstrated need for the position within the existing program, or for new initiatives within the program. The Department Chair completes a Personnel Requisition form ([http://www.sandiego.edu/hr/employment-eeo/forms.php](http://www.sandiego.edu/hr/employment-eeo/forms.php)) and forwards it to the Dean for approval. Once approved at the school level, the Dean secures the Provost’s signature. Written clearance from the Provost's Office is required before recruitment of any full-time faculty may begin.

**Forming the Search Committee**

After asking for nominations, the Dean, in consultation with the Department Chair, appoints a Search Committee Chair (Chair). In most cases, the Chair will be a tenured faculty member in the program. In forming the committee, the Dean and Chair will consider factors such as gender and ethnic diversity, program representation, content expertise, length of service, student representation, etc. A minimum of four people, including the Chair, will be invited to serve on the committee. At least two committee members will be tenure line faculty from the program area and one committee member will be from outside the program area. When appropriate, a non-tenure line individual who plays a faculty-like role also could be appointed as a voting member of the committee. The committee also will include a current student; the student will be a nonvoting member of the committee and play only an advisory role. The committee chair, in consultation with the other faculty members on the committee, will decide whether the student member should have access to candidate files.

The Executive Assistant (EA) should assist the Search Committee Chair in setting up an initial meeting of all committee members. The EA should find a time that fits all committee members’ schedules and book a room accordingly.

**Initial Committee Meeting**

During the initial meeting, the committee should discuss the job announcement draft and suggest changes or additional information that they feel is relevant. In the interest of time, the Chair can incorporate the agreed upon changes and send to the committee via email for their final approval.
Other agenda items for the initial meeting should include: Introductions (if there are committee members who have not worked with one another before).

- General overview of the committee’s role and open discussion about the process.
- Discussion of a timeline (Appendix A) for completion of the search (the committee may choose to hold the search “Open until Filled”).
  - Establish future meeting dates according to the tentative timeline and make necessary changes as needed.
- Discuss the means of evaluation and form that will be used for that process.
- Discuss the access of applications via iRecruitment or other electronic distribution methods.
- Discussion of where and how to advertise the position. (*If the committee decides the position should be advertised to other organizations, colleges and universities, they should use this time to discuss the content of a recruitment letter.*)
- Invite the Associate Provost for Inclusion and Diversity to the initial committee meeting to provide useful information and to help craft the recruitment approach.

**Future Committee Meetings to be Scheduled**

A good deal of communication with committee members can be done via email. The Chair and EA will be doing a majority of the administrative work in preparation for subsequent meetings. All committee members should attend the meeting sessions listed below. If any member is unable to be present and the Chair approves it, they may choose to phone in using the conference call system.

The following meetings should be scheduled in addition to any others the committee feels is necessary.

- **Application Review Meeting (2 hours):** This meeting should be held within 2 weeks after the deadline. Committee Members should be given electronic copies of all applications or access to iRecruitment with no less than 1 week to review and prepare for the meeting. The chair and committee may determine that there should be an initial vetting process to screen applications to a manageable number before the committee convenes.
  - The agenda for this meeting should include discussion and selection of Video Teleconference (VTC) interview candidates and creating VTC interview questions.
- **Phone Interview Dates (Two 4-hour sessions):** These meetings should be scheduled approximately 1-2 weeks after the Application Review Meeting. Two days should be chosen on which committee members could commit at least four uninterrupted hours to interview the most qualified candidates. Typically VTC interviews invitations are extended to about the top five or six candidates.
- **Departmental Meeting to Discuss Candidates (1 hour)**: This meeting can be scheduled anytime after the final candidate visits and should be open to all faculty in the department who wish to provide oral feedback to the search committee, in addition to any written feedback solicited by the committee. This meeting can be part of a regular departmental meeting if such an arrangement does not unduly delay the decision-making process. (It may be difficult to schedule this meeting because candidate availability for campus visits is unknown, but based on the tentative timeline, a date should be chosen and changed as needed.)
- **Open meeting for all SOLES Faculty, Staff, and Students (1 hour)**: Approximately one week prior to the time the meeting would occur, the chair of the search committee should send an email message to members of the SOLES community asking those eligible to attend such a meeting to send a reply indicating their interest. If at least three members of the SOLES
community indicate an interest, this meeting should be confirmed and announced. If less than three people express interest in attending an open meeting, the meeting should not be held and anyone who indicated an interest in attending such a meeting should be encouraged to provide written feedback to the search committee.

- **Final Search Committee Meeting (1-2 hours):** This meeting should be scheduled after all other meetings have concluded and evaluations received. During this meeting, the committee will make a decision on which candidate to recommend (if any). A memo should be submitted to the Dean noting the final decision of the committee.

*Committee meetings with candidates during campus visits cannot be scheduled in advance because the availability of the candidates is unknown. A meeting with the Committee should be scheduled for each candidate’s visit once the candidate’s availability is confirmed. Any member unable to attend this meeting should meet with the candidate at another time during their visit.*

## II. Position Announcement and Advertising

### Job Announcement

Prior to the initial committee meeting, the Committee Chair should draft an initial position announcement (Appendix B) with guidance from the Dean. The draft should include:

- **Job Description**
  - Position Title
  - Essential functions/major duties & responsibilities
  - Information about SOLES/the Department that would attract candidates

- **Application Requirements**
  - Letter of interest
  - Curriculum Vita
  - Statement of teaching or leadership philosophy
  - Writing samples
  - Letters of Recommendation
  - Teaching Evaluations
  - (Optional) Copies of Transcripts

- **Information for the Applicant**
  - Closing or application review date
  - Position availability or anticipated start date
  - Application address and point of contact for further information

### Advertising and Recruitment

The committee will prepare a job description and distribute it to all departmental faculty.

Once the Personnel Requisition form has been signed by the Provost, recruitment advertising may begin (Appendix D). The EA should check with the Dean and Committee Chair as to what specific publications and websites the ad should be submitted to. Consultation with the Director of the Center for Inclusion and Diversity and Debbie Gough, Assistant Vice President of Academic Administration, can be very helpful in determining target publications. In addition to *The Chronicle of Higher Education*, these may include but are not limited to the following:

- Diverse Magazine
- Academic Keys
*Because* The Chronicle of Higher Education *is a crucial publication for ad placement, it is important to know the issue dates and deadlines relative to the search timeline. These can be found at https://careers.chronicle.com/*.

As part of our annual agreement to post our jobs in HigherEDJobs.com, we have access to their database of resumes. For log-in instructions, contact Debbie Gough (gough@sandiego.edu) in the Provost’s Office at ext. 4554.

You can search/sort over 91,000 (and growing) higher education resumes and vitae by field of expertise, target region, keyword and experience. If you have any questions about using the Resume Database, you can contact our Customer Service Representative, Kevin Varner at (814) 861-3080 ext. 204 or by e-mail at kevinv@higheredjobs.com.

Once all committee members have approved the content of the position announcement, the Chair must share it with the Dean for approval. Once the Dean has approved the final position announcement, it should be sent to Debbie. The email should also include a list of publications the ad should be submitted to, as well as submission dates and deadlines for *The Chronicle*.

The ad copy will be formatted to fit the University’s advertising standard and graphics will be added. The Affirmative Action, American with Disabilities Act, and Equal opportunity statement will also be added. Debbie will send the final copy for approval by the Chair. Any changes that need to be made should be noted at this time.

Please note the Provost Office will cover the cost for one conference attendance per open position for recruiting purposes. The EA can contact the Provost Office for more details.

*Payment for advertising will be handled by the Provost’s Office.*

*Any non-traditional publications or websites that require payment for advertising will have to be discussed with and approved by the Provost’s office.*

*A list of listserves and websites for announcements should be provided to Debbie.*

**Job Announcement Brochures**

The Job Position Announcement brochure (Appendix E) is a supplemental advertising tool for distribution by faculty and administrators at conferences, events and among colleagues. The brochures should be produced by the EA and costs will be absorbed by the Department for which the search is being conducted, as this is not a University-supported form of advertisement.

Please print enough copies to distribute among faculty, search committee members and the Dean for further distribution.

**Recruitment Letters**

The Search Committee Chair (Chair) and members may want to actively advertise the position with other organizations, colleges and universities. With input from the committee members, the Chair should write a recruitment letter (Appendix C) that includes information about USD, information
about the Department conducting the search and the work of its faculty and an overview of the position. The content of the letter may vary depending on where it is being sent and the relevance of the information to the organization. A brochure or announcement formatted for posting should accompany the letter and a timeline/checklist for mailing should be established.

The Chair may send a job announcement and an invitation to apply directly to qualified scholars.

### III. Application Review

After the position is advertised, there should be 1-2 months during which candidates can submit application materials. The Chair will work with the Executive Assistant (EA) for the department to ensure that applications are reviewed and complete.

All applicants are required to register and submit the requested materials, for the desired posted position, via iRecruitment.

**Application Notification**
The EA should send a notification email to applicants to follow up on incomplete applications (Appendix F). The Chair may also wish to compose a letter to send to applicants whose submissions are received after the established deadline.

Depending on the determination of the search committee, applications can be sent electronically to members of the search committee or they can be accessed and viewed online. The Chair and EA should work with Debbie Gough to be granted access to view the applications on iRecruitment. Students do not typically have access to iRecruitment, so accommodations will need to be made for their access to applicant files. Please refer to iRecruitment: Hiring Manager Step-by-Step Guide, How to Review Applications ([https://lib.sandiego.edu/soles/documents/I-RECRUIT-MGRS_%20Review_Apps-JOB_AID.pdf](https://lib.sandiego.edu/soles/documents/I-RECRUIT-MGRS_%20Review_Apps-JOB_AID.pdf)).

**Applicant Evaluation Forms**
The committee should develop an application evaluation form (Appendix G) for rating each applicant. The evaluation form should address the essential functions, duties and responsibilities listed in the job advertisement and should include a numerical rating system for ranking the applicant. An electronic copy of the final evaluation form should be provided to the committee members for evaluating the applicants.

Committee members should complete the evaluation forms for all applicants and return them to the EA 1-2 days prior to the Application Review meeting. The EA should then compile the evaluation information according to specifications previously discussed by the Chair (i.e. numerical ranking by committee member, top 10 candidates by committee member, etc.). The final candidate ranking should be distributed to committee members prior to the Application Review Meeting.

**Application Review Meeting**
During this meeting, the committee may choose to select 6-8 candidates for Video Teleconferencing (VTC) interviews to narrow the search. If VTC interviews are deemed necessary, the committee
should discuss the questions they will ask the candidates (Appendix H). If dates for VTC interviews were not previously scheduled, they should be scheduled at this time.

After the Application Review Meeting, the Chair will work with the EA to send a rejection notification to all candidates who were not chosen for VTC interviews. Please refer to Rejecting Candidates in iRecruitment (https://lib.sandiego.edu/soles/documents/Rejecting_Candidates_in_iRecruitment.docx) to close out applications and send rejection notifications.

IV. Video Teleconferencing (VTC) Interviews and Finalists

Notifying Candidates
If the committee chooses to schedule VTC interviews with a select number of candidates, the Chair should discuss the process by which the chosen candidates will be notified (in some cases, the Chair may want to notify the candidates or have the EA do so).

Once the notification process has been decided, candidates should be notified of the dates and times available for them to interview via VTC and asked to choose a time to interview (dates and times for the VTC interviews should have been confirmed during the Application Review meeting).

Once the candidate verifies a date and time, a confirmation email should be sent and should include the following information (Appendix I):

- Date and time of the interview
- Instructions on accessing the video call
- Committee member information
- VTC Interview questions (if the Chair chooses to release them prior to the interview)

A schedule of the VTC interviews should be created and shared with the committee (Appendix J). As soon as the dates and times for the interviews are decided, a VTC call should be scheduled by contacting the EA for the department who will coordinate with the A/V technician to set up the call.

If VTC is not possible, the following instructions should be shared with the candidate for accessing the conference call system:

The Conference Call System phone number is 619-260-8800 (obtain the conference code and password from the department’s EA).

- You will be prompted to enter a conference code.
- You will then be asked to enter a password.
- You should then be connected to the conference call. If you are the first to “arrive”, the automated system will let you know. If your conference is already in session, you will be immediately connected to the committee.
A speakerphone can be reserved through Telecom. The SOLES Scheduling Office may also have an extra phone available for use.

**Candidate Finalists**

After the VTC/phone interview process has concluded, the committee will decide on 3-5 candidates to recommend to the Dean for on-campus interviews. This should be done immediately following the final VTC/phone interview. Prior to the invitation for an on-campus interview, every effort will be made by the search committee to call references. (The committee may need to reconvene after contacting references and further investigation on the candidates.)

The names and current positions of the finalists should be shared with the Dean in a memo (Appendix K). The search committee will report to the Dean on the qualities of the candidate pool. Once the Dean has approved the selection of the final candidates, the process for setting up interviews can be implemented. Please refer to Rejecting Candidates in iRecruitment (https://lib.sandiego.edu/soles/documents/Rejecting_Candidates_in_iRecruitment.docx) to close out applications and send rejection notifications.

**V. Candidate Campus Interviews**

**Interview Phase**

Once the finalists have been agreed upon by the committee and approved by the Dean, the Chair will contact the candidates to notify them that they will be invited to come to campus and that the EA will be in touch with them about their availability. Please see Appendix V for helpful candidate interview checklist to guide you through the process.

The committee should establish campus visit interview questions at this time (Appendix L).

Interviews and meetings on campus should include at least the following:

1. A classroom presentation to students and faculty*
2. A research presentation to students and faculty*
3. An interview with the Dean who will discuss primarily the ARRT policy and procedures; salary range and start up funds (if applicable); opportunities for faculty development and the Catholic mission of the university
4. An interview with the Department Chair/Program Director. This interview should include a brief mention of USD benefits and reference to the HR benefits website (http://www.sandiego.edu/hr/benefits-compensation/index.php). Be sure to briefly highlight general information on the following:
   a. Tuition Remission
   b. 12% Retirement contribution
   c. Group Insurance (medical, dental, vision, etc.)
   d. Other benefits the candidate may ask about
5. An interview with the Search Committee
6. Group or individual interviews with faculty

*Descriptions of presentations (to be developed by the chair) that candidates will be asked to provide during their campus visit should be included in the candidates’ welcome packets (Appendix M).
All individuals involved in interviewing candidates will be asked to complete an evaluation form. The committee will include these forms as another data point for selecting and prioritizing candidates for the position. The Chair will take responsibility for gathering and synthesizing the data for the committee. Hard copies of the evaluations can still be included in the full file of each candidate. In addition to soliciting written feedback from as many constituent groups as possible, the chair will arrange a meeting open to all faculty in the department, and provide an opportunity for eligible members of the SOLES community to express their interest in meeting, in order to ask questions and voice opinions (see pages 4-5 for more details).

**Confirming Candidate Interview Dates**
Prior to contacting the candidates, the EA will check the following schedules:
- Dean of SOLES
- Appropriate Department Chair
- Search Committee Chair
- Class Schedule (for Teaching Presentation)
In consideration of these schedules and the timeline established by the committee (i.e. during a particular month or over a 3-4 week period), the EA will contact each candidate to confirm his or her availability. The candidate should be asked to identify periods of no fewer than two consecutive business days during which they are available to come to campus (keeping in mind travel time).

Immediately following confirmation of interview dates for each candidate, the EA will schedule meetings with the Dean, Department Chair and Search Committee* and will contact appropriate course instructors to confirm a class in which the candidate will give his or her teaching presentation. Other meetings, meals and the Research Presentation should be scheduled around these times, as these meetings are extremely important to the interview process.

*Some members of the Search Committee may not be available during a candidate’s visit. Everything possible should be done to ensure that the entire committee is present to meet with the candidate, but sometimes this will not be possible.

**Campus Visits**
As per the Faculty Recruitment and Retention Toolkit:
The campus visit is an important opportunity to convey crucial messages to the candidate. How these messages are communicated can make a difference in recruitment of faculty from underrepresented or underserved groups. Two important messages should be communicated to the candidate during their visit:
- A serious interest in how the candidate’s teaching philosophy and experience or scholarly credentials and work responds to or incorporates issues of inclusion and diversity.
- The policies at USD that can aid the candidate in balancing work and life.

Become familiar with the candidate’s file for conversational purposes. Consider how the department creates and sustains an environment in which candidates from underrepresented and underserved groups can thrive. Some things that make departments attractive to candidates are:
- Transparent evaluation and promotion policies and procedures.
• Providing mentorship to and for members of underrepresented or underserved groups.
• Recognition of alternative forms of scholarship, teaching, service, and mentoring in the tenure and promotion process.
• A clear and visible plan to promote equity within the department.
• Information about policies that impact work/life issues, like family-leave policies.
• Answers to questions generated by issues like housing considerations, parking, school systems, and such like.
• Knowledge of diversity initiatives, centers, departments, and groups that provide institutional networks of support for the candidate.
• Opportunities for the candidate to meet faculty and community members outside of the search committee, in both formal and informal venues.
• Tours of any offices, centers, or departments that candidates would like to visit.
• During the on-campus interview, ask candidates, “is there any other person or any other experience you would like to have while at USD,” thus providing candidates the opportunity to seek out information or support networks on their own terms.

Welcome Packet for Candidates
Once the Chair contacts the finalists, the EA will send a “Welcome Packet” to each candidate, which will include:

• Welcome Letter (should include confirmation of campus visit dates and requesting they let us know of any special accommodations or dietary restrictions they may have) (Appendix N)
• A copy of Insight (as per Provost’s guidelines) (http://catcher.sandiego.edu/items/usd/insight-rev-2014.pdf)
• Program brochures
• School of Leadership and Education Sciences Dean’s Report
• Campus Visit Interview Questions (if the committee will be holding a formal interview and wishes to reveal the questions prior to the interview)
• Human Resources Information (contact HR for a copy)
  o Group Benefit Program Information (https://www.sandiego.edu/hr/benefits-compensation/)
• Faculty Home Buying Assistance Program Guide (http://www.sandiego.edu/provost/documents/faculty-buyout.pdf)
• Faculty Rental Housing Program (https://lib.sandiego.edu/soles/documents/Faculty_Rental_Housing_Program_9-2014.pdf)
• Information about candidate’s Teaching and Research Presentations (Appendix M)
• Draft Interview Itinerary
• Other materials deemed necessary by the Chair and/or Dean

Candidates should also be referred to the USD and SOLES websites.

Interview, Travel and Housing Arrangements
As per the Faculty & Administrator Recruiting Policies and Guidelines for Academic Affairs http://www.sandiego.edu/provost/docs-forms/procedures.php:

The candidate may make his or her own plane reservations and be reimbursed (please
remind them to submit original passenger receipt, baggage claim tickets or boarding passes, not just the e-ticket print out from the web site). Or, you may use Global Point Travel (858-824-2488, usd@globalpointtravel.com). Tell the travel agent that you are booking travel for recruitment and the project number is PROV00000. The agent will contact the Provost’s Office for approval. Please contact Debbie Gough in advance if there are circumstances necessitating travel arrangements with higher-than-average airfares or other special arrangements. This includes travel by candidates and our own faculty who are attending conferences for interview purposes.

For lodging, you may use the Casa de la Paz at the Joan B. Kroc Institute for Peace and Justice (619-260-7808). If you are making reservations at the Casa de la Paz, you will need to contact our office to obtain the POETS code.

You may book at The Dana on Mission Bay, a Bartell Hotel. For reservations, please call Vanessa Borio, our designated contact, on his direct line at (619) 225-2133 or email vborio@thedana.com. Please note Vanessa is the only contact for USD direct billing.

You may also use the Hacienda Hotel in Old Town (call 619-298-4707 for reservations). The USD direct bill account is L244. Please identify your USD department when calling to make reservations. The Hacienda offers a free breakfast and a dinner voucher Monday-Friday.

Please contact Debbie Gough before booking any accommodation other than the ones listed above.

An e-mail should be sent to Justine Gonzales, Executive Assistant, at justineg@sandiego.edu, with candidates' names, hotel name, and reservation dates.

In booking the lodging arrangement, we recommend making a reservation at the Hacienda Hotel instead of Casa de la Paz if the candidate will be arriving outside of normal business hours.

Completion of Interview Itinerary
Once travel and accommodations have been confirmed and meeting dates and times have been established with the above mentioned parties, the EA will work to establish other activities for the candidate during his or her visit. These activities will include the Research Presentation and meals, and may include meetings with other faculty member, meetings with students, campus tours, or attendance at University events. Any rooms that may be required for these activities should be reserved at this time.

Candidate Ushering
Once the candidate’s interview itinerary is complete, the EA will contact all meal and activity hosts to let them know how they will be meeting the candidate and how they will be getting the candidate to his or her next activity (Appendix O). The EA will prepare the candidate’s ushering itinerary with this information included, and distribute it to all activity hosts (Appendix P).

Candidate’s Itinerary, Vita & Evaluation Forms
During the dates of the candidate’s visit to campus, the EA will have copies of the candidate’s itinerary, vita and the evaluation forms* available at the department reception area.
*The Chair will create two evaluation forms for use during candidate visits. One will pertain specifically to the Teaching and Research presentations, to be filled out by attendees of these presentations (Appendix Q). The other will be a general evaluation form to be filled out by students, faculty and staff who meet with the candidate for a meal or other activity (Appendix R). The EA will have copies of these available at each presentation site.

VI. Expenses and Reimbursements

Meals and Local Travel Expenses
The Chair and EA will work to find faculty members and/or students to share meals with the candidates during their visits. One faculty member or student will be asked to “host” each meal. Payment can be made using the Alcala card if dining on campus or out-of-pocket.

As per the Faculty & Administrator Recruiting Policies and Guidelines for Academic Affairs:
The Provost's Office will reimburse the candidates and University employees for meal and local travel expenses associated with the recruitment visit. Note: We cannot reimburse faculty who take candidates to sporting events, movies, amusement parks, etc. Nor can we reimburse a faculty member for such items as housecleaning services when they have a candidate visit their home. Recruiting reimbursements should be limited to travel expenses (airfare, mileage, train), hotel while here, *meals, parking, taxis, etc.

*Note: Meal Expenses should be limited to $80 per person or less (that includes tip and alcohol).
Procurement requires an itemized receipt for meals, not just a credit card charge slip. If you do not have an itemized receipt, you must fill out a Missing Receipt Declaration form. It is located on the Procurement web site. Please include the names of those in attendance on the request for reimbursement. One dinner per candidate should be booked on campus at La Gran Terraza. A recruiting Advantage card may be checked out from the Provost’s Office to pay for this on-campus dinner.

Recruiting invoices, check requests, petty cash forms or expense reports should be sent to the Assistant Vice President for approval. Forms are available online from the Accounting Office's web site (http://www.sandiego.edu/finance/accounts-payable/forms.php). Please follow all Account Payable policies (http://www.sandiego.edu/finance/accounts-payable/policies.php) (such as including original invoices and taping small receipts to sheets of paper).

POETS
Forms for reimbursement should be submitted following each candidate’s interview and no later than the conclusion of the search. The following POETS code should be used on the expense reports, petty cash vouchers and check requests:

P = PROV00000
O = Provost
E = Recruiting Employee
T = 00
S = 10000
All forms requiring authorization or budgetary approval should be sent to Debbie Gough in the Provost’s Office for signatures. Petty cash forms will be routed back to the EA or can be held at the Provost’s Office for pick up. Other forms will be sent on to Procurement directly from the Provost’s Office. A list of attendees should be submitted with all receipts for meal reimbursements.

VII. Final Steps

After the final candidate has interviewed on campus, the Search Committee will hold an open meeting with the appropriate department to share their experiences with and opinions of the candidates. *(These meeting dates and times should be established as soon as the candidate interview dates have been confirmed if they were not established during the initial meeting.)*

Committee Recommendation
Once the department’s open meeting has taken place, the committee will meet one final time to discuss the candidates and decide on a recommendation for the Dean. The committee should deliver an unambiguous recommendation as to candidates who are acceptable and those who are unacceptable to the Dean at the conclusion of each search (Appendix S). The recommendation should not specify any priority order of candidates, but instead should list the strengths and weaknesses of each acceptable candidate. The recommendation to the Dean should occur within three working days of the last candidate’s visit on campus.

Appointment Phase & Final Recruitment Forms
Before any offer is made or a contract letter is sent, a completed packet, which includes an approved Personnel Requisition Form and a curriculum vita, must be submitted to the Provost’s Office. Only when the Provost has approved the packet can an offer be extended to a candidate.

In addition to the above-mentioned forms, a summary of the search should be submitted to the Provost’s Office (Appendix T). The summary should include names of the Search Committee members, search dates, number of applicants, number of interviewees and the final committee recommendation. The *Proposal to Hire* form, found on the Human Resources’ website, should also be filled out ([http://www.sandiego.edu/hr/employment-eco/recruitment-process/selecting-a-candidate-to-hire.php](http://www.sandiego.edu/hr/employment-eco/recruitment-process/selecting-a-candidate-to-hire.php)).

The Dean should consult with the Provost and respond to the committee about recommendation. Assuming concurrence, the Dean will call the candidate with an offer. If there is disagreement, the Dean will meet with the Search Committee Chair to discuss the varying perspectives and decide upon a course of action.

The Dean will put conditions of appointment for a candidate in writing to the candidate at the time of the contract after consultation with the Department Chair. It is the expectation of the School of Leadership and Educations Sciences that new faculty will have a terminal degree at the time of the start of the appointment. In circumstances in which this is not the case, the Dean shall set forth in the letter of appointment a deadline for completion of the terminal degree.

If a candidate is eligible to enter at a rank higher than Assistant Professor and/or if tenure is a condition for appointment, the School of Leadership and Education Sciences ARRT Committee will
vote on these matters. The majority of ARRT must support the recommended rank and tenure level.

Faculty grievances with regard to a particular appointment recommendation, or the appointment process as used in a particular case, will be addressed initially by the Dean. If the grievance involves the Dean, the Provost will address it. If the grievances remain unresolved, they will be addressed by the President, who will make a final determination.

**Letter of Rejection**
The Chair will ensure that all candidates who are not offered the position will be informed that they are no longer candidates. The Chair will submit a Letter of Rejection to the EA to be sent to the remaining finalists (Appendix U). In some cases, the chair may wish to contact the candidate’s personally to inform them that the search has concluded.

Please refer to Rejecting Candidates in iRecruitment (https://lib.sandiego.edu/soles/documents/Rejecting_Candidates_in_iRecruitment.docx) to close out applications.
Appendix

For access to appendices in word format, click here: https://goo.gl/k1Py86
Appendix

A. Sample Timeline ........................................................................................................ 2
B. Sample Position Announcements ........................................................................3-7
C. Sample Recruitment Letter ...................................................................................... 8
D. Sample Job Advertisement ....................................................................................... 9
E. Sample Job Position Announcement Brochure .................................................. 10
F. Sample Incomplete Application Notification ..................................................... 11
G. Sample Application Evaluation Form .................................................................. 12
H. Sample VTC Interview Questions & Tips .................................................... 13-17
I. Sample VTC Interview Confirmation .................................................................. 18
J. Sample VTC Interview Schedule .......................................................................... 19
K. Sample Finalist Memo ............................................................................................ 20
L. Sample Campus Visit Interview Questions ................................................... 21-22
M. Sample Teaching and Research Presentations Description .................................. 23
N. Sample Welcome Letter ........................................................................................ 24
O. Sample Interview Itinerary ..................................................................................... 25
P. Sample Ushering Itinerary .................................................................................... 26-27
Q. Sample Candidate Evaluation Form for Research & Teaching Presentations .......... 28
R. Sample Candidate Evaluation Form (General) ................................................... 29
S. Sample Committee Recommendation Memo .................................................... 30
T. Sample Search Summary ......................................................................................... 31
U. Sample Letter of Rejection ...................................................................................... 32
V. Candidate Interview Checklist ................................................................................ 33
Appendix A: Sample Timeline

The Faculty Search process can vary in length depending on the position, anticipated start date, committee formation date and the time of year during which the search falls. Roughly six months’ time should be expected to complete the search, from initial planning to a final Committee decision about the candidates.

**Anticipated Start Date:** September 1, 2014  
**Committee Formed:** September 2, 2013  
**Anticipated Decision Date:** April 1, 2014

- **Initial Meeting of Search Committee:** October 16, 2013  
  **Job Announcement Submitted for Advertising By:** November 6, 2013  
  **Application Materials Due:** January 15, 2013

- **Committee Members view applicant information in iRecruit by Monday, January 29, 2013**

- **Application Review Meeting:** February 6, 2013

- **Phone Interviews:** February 6th and February 12th (6 candidates to be interviewed)

- **Campus Visit Dates (3 candidates):** March 5th – March 28th
  - John Smith: March 6 – 8
  - Jane Smith: March 13 – 15
  - John Do: March 26 – 28

- **Committee Meeting with Leadership Studies:** March 28, 2013

- **Open Meeting with SOLES:** March 29, 2013 (11:00 am – 12:00 pm)

- **Final Committee Meeting – Committee Decision:** March 29, 2013 (12:00 pm – 1:00 pm)
  - **Final Decision Memo Drafted and Sent to Dean**
Appendix B: Sample 1 – Position Announcement

Job Location: San Diego, CA
Job Category: Leadership Studies, Department Chair

Position Description: The Department of Leadership Studies in the School of Leadership and Education Sciences at the University of San Diego (USD) seeks qualified applicants for the position of Department Chair. We seek a creative, resourceful, and dynamic scholar-leader from the behavioral or social sciences with the vision and drive to take an innovative, respected, and globally oriented program to new heights. The Chair will report to the dean and manage the department’s fiscal and human resources.

USD is an independent, Catholic university with approximately 8,000 students, including 1,700 graduate students and 1,100 law students. Ranked #1 in the nation for international study abroad and designated an Ashoka University, USD enriches students with opportunities and an education that prepares them to be global leaders. We seek the synergism that exists with teaching and inquiry through a teacher-scholar model.

The Department of Leadership Studies offers programs including: a Ph.D. and M.A. in Leadership Studies, M.A. in Nonprofit Leadership and Management, M.A. in Higher Education Leadership, Professional Administrative Services Credential, an undergraduate Leadership Studies Minor, Nonprofit Leadership and Management Certificate, and Army ROTC courses. Since its inception in 1979, this program has awarded approximately 350 doctoral degrees and remains one of the most prominent programs for mid-career students from a broad array of professional backgrounds who seek to deepen their leadership capacity. The Department is seeking a candidate with the knowledge, skills, experience, and commitment to work as an administrator and scholar. Specific requirements for the position include:

- An earned doctorate in the behavioral or social sciences from a nationally recognized university and a distinguished record of scholarly publication and active research.
- A demonstrated ability to teach and mentor both students and faculty.

The successful candidate will be expected to (1) lead a multi-disciplinary team of accomplished faculty members and professional staff (2) demonstrate commitment to working with diverse populations; (3) oversee and conduct research and scholarly activities; (4) direct master’s theses, action-research projects, and dissertations; (5) lead program development efforts including non-traditional delivery systems; and (6) participate in university service. In addition to these qualifications, the ideal candidate would have a record of increasing levels of responsibility as a leader and mentor of faculty and scholarly record that would qualify them for tenure upon review at USD. This is a ten-month appointment.
For more information about USD’s School of Leadership and Education Sciences, including our spectacular new building, please go to [www.sandiego.edu/academics/soles](http://www.sandiego.edu/academics/soles).

USD offers a full and generous benefits package. Information on benefits is available at [University of San Diego benefits](http://www.sandiego.edu/academics/soles).

The University is committed to diversity and inclusion in recruitment and retention. Women and applicants from diverse cultural, ethnic, religious and racial backgrounds are encouraged to apply.

San Diego is a large, diverse, and vibrant metropolitan city. Its wonderful climate makes it an ideal place for outdoor activities and sports year round. The region boasts several cultural and tourist attractions and is ideal for nature enthusiasts. In addition to several miles of ocean beaches, the mountains, desert and border-region are all within a one-hour drive of downtown San Diego.

**Application Procedures:**
Applications must include: A letter addressing the general qualifications listed above; three letters of recommendation with contact information included, curriculum vitae, sample teaching evaluations, two recent publication/writing samples, and a statement regarding candidates administrative/leadership philosophy. Applications must be received by October 15, 2011. All application materials must be submitted electronically. Please submit your application online at [www.sandiego.edu/hr/faculty](http://www.sandiego.edu/hr/faculty). References can send letters of recommendation to Heather Gibb at heatherg@sandiego.edu 5998 Alcala Park, San Diego, CA 92129.
Appendix B: Sample 2 – Position Announcement

Job Title: Assistant or Associate Professor in Special Education
Location: San Diego, CA, US
Organization Name: School of Leadership and Education Sciences

Department Description

The University of San Diego is an independent, Catholic university with approximately 8,000 students, including 1,700 graduate students and 1,100 law students. The Department of Learning and Teaching at USD includes both credential and master’s degree programs in elementary education, secondary education, special education, and Teaching English to Speakers of Other Languages (TESOL). In Fall 2013, the Department of Learning and Teaching launched a fully online master’s of education program for experienced K-12 teachers; it offers specializations in 21st Century Literacies, Inclusive Education and Universal Design for Learning, Science, Technology, Engineering, Arts, and Mathematics (STEAM), and Curriculum and Instruction. Our programs are NCATE/CAEP, CCTC, and WASC accredited. More information on our programs can be found at www.sandiego.edu/teach

The Department of Learning and Teaching and USD have a strong commitment to diversity and to global education. Faculty candidates should be committed to working with diverse students and populations and interesting in fostering community engagement at the local, national, and global levels. The department has developed strong collaborative relationships with local schools and districts to provide an array of practicum, student teaching, and action research sites. In addition, all graduate students are required to participate in at least one global education experience prior to graduation.

Brief Description

The Department of Learning and Teaching at the University of San Diego seeks qualified applicants for a tenure track position as an assistant or associate professor in special education.

Detailed Description

This position will involve teaching and advising responsibilities at both the credential and master’s level. Preference will be given to candidates who can teach both onsite and online courses, work with both special education and general education candidates, advise candidates’ in classroom-based action research, and collaborate with faculty and field experience.
supervisors around program assessment, design, and accreditation. Faculty members are also expected to demonstrate scholarly productivity, as reflected in research grants, publications, and professional presentations; support for research activities and travel is available for faculty members. Additional responsibilities include but are not limited to student advising, admissions, curriculum assessment/development, and general departmental and university service.

**Job Requirements**

**Qualifications:** Candidates for this position must meet the following minimum criteria:

- Earned doctorate in Special Education or a related field.
- Demonstrated teaching excellence in both K-12 and university settings; education specialist credential eligibility in California; experience teaching special education foundations and methods courses.
- Strong knowledge of current research, policy, and best practices in special education, disability studies, and universal design for learning.
- Demonstrated commitment to inclusive education, access, and equity for all students.
- Demonstrated ability to research and publish for both academic and practitioner audiences.
- A second area of expertise is encouraged; expertise in K-12 literacy is preferred.

Successful completion of a pre-employment background check to include Social Security verification and a federal/county criminal check.

**Additional Details**

Salary is commensurate with experience and education.

The University of San Diego is an equal opportunity employer and is especially interested in candidates who can contribute to the diversity and excellence of the academic community. Candidates from underrepresented and underserved groups are encouraged to apply.
How To Apply

Complete application will include (1.) letter of application which includes a summary of teaching and research experiences and interests, (2.) curriculum vita, (3.) official transcript of highest degree earned, (4.) two samples of scholarship, and (5.) three letters of reference. Preference will be given to applications and supporting documents received by March 1, 2014, but the position will remain open until a suitable candidate is selected.
Hello,

We are searching for an Assistant Professor for our Counseling Program and I am hoping that you will forward our attached announcement to potential candidates. Our Department of School, Family & Mental Health Professions resides within the School of Leadership and Education Sciences at the University of San Diego, in San Diego, CA. We are an interdisciplinary department with master’s programs in Counseling (School and Clinical Mental Health Counseling specializations) and Marital and Family Therapy. We are seeking a full-time, tenure-track Assistant Professor in our Counseling program and would welcome candidates from your doctoral program.

Our department has particular strengths in implementation of evidence-based practices, global mental health, and cross-cultural counseling. Faculty teaching responsibilities are balanced with time and support for scholarly research and community engagement activities.

Please contact me if you have any questions about our position, or our department. Details regarding application submission can be found on the attached announcement or at: http://apptkr.com/397971 (reference job IRC12009). Also, we would be happy to mail you hard copies of the position announcement and brochure at your request.

Thank you.

Sincerely,

Ann Garland

Ann Garland, Ph.D.
Professor and Chair
Department of School, Family & Mental Health Professions
School of Leadership and Education Sciences
University of San Diego
5998 Alcalá Park, San Diego, CA 92110
Phone: (619) 260-7879
Fax: (619) 849-8125
agarland@sandiego.edu
http://www.sandiego.edu/soles/
Appendix D: Sample Job Advertisement

University of San Diego

Assistant Professor Tenure Track
Position: Counseling Program

The Department of School, Family, and Mental Health Professions at the University of San Diego has an opening for a tenure-track position (Assistant Professor) in the Counseling Program (specializations in School Counseling and Clinical Mental Health Counseling).

Qualifications:

Candidates for this position must meet the following minimum criteria:

- Doctorate required, preferably from a CACREP-accredited Counselor Education program;
- Experience teaching Counseling core and specialization courses is required;
- License-eligibility in California is required;
- Evidence of scholarly productivity is required.

Note that a demonstrated “Counselor Educator” professional identity is required; (e.g., applicants with related doctoral degrees should have experience as faculty members in a counselor education program).

Responsibilities: The Assistant Professor will be expected to teach core and specialization courses in Counseling. Faculty members are also expected to demonstrate scholarly productivity, as reflected in research grants, publications, and professional presentations; support for research activities and travel is available to faculty members. Additional responsibilities include but are not limited to student advising, admissions, curriculum assessment/development, and general departmental and university service. Preference will be given to candidates who can teach basic and advanced counseling courses in Clinical Mental Health Counseling and supervise practicum courses.

University of San Diego: Department of School, Family & Mental Health Professions: The Department of SFMHP at USD includes masters programs in Counseling (School Counseling specialization CACREP approved and Clinical Mental Health specialization currently under review) and Marital & Family Therapy (COAMFTE accredited). The Counseling program enrolls approximately 50 students each year, with approximately one-third of the students coming from out-of-state. The majority of students are pursuing their degrees full-time and many receive financial assistance.

The Department and USD have a strong commitment to diversity and to global education. Faculty candidates should be committed to working with diverse students and populations and interested in fostering community engagement at the local, national, and global levels. The program has developed strong collaborative relationships with local agencies, clinics, and schools to provide an array of practicum sites, including psychiatric facilities, youth and family service centers, veteran’s services, and culturally specific centers. In addition, students are required to participate in at least one global education experience prior to graduation.

Applications: To apply, go to http://apptrkr.com/397971 and reference job IRC12009. Applicants should upload a letter of application which includes a summary of teaching and research experience and interests, curriculum vita, official transcript of highest degree earned, representative publications and three letters of recommendation. Preference will be given to applications and supporting documents received by December 1, 2013, but the position will remain open until a suitable candidate is selected.

Salary is commensurate with experience and education.

The University of San Diego is an equal opportunity employer and is especially interested in candidates who can contribute to the diversity and excellence of the academic community. Candidates from underrepresented and underserved groups are encouraged to apply.

LEADERSHIP STUDIES DEPARTMENT CHAIR

The Department of Leadership Studies in the School of Leadership and Education Sciences at the University of San Diego (USD) announces that it will soon open a national search for a Department Chair to join its multi-disciplinary faculty team. USD was the first university to offer a doctoral degree in leadership studies and ranks #1 in the nation for international study abroad. We prepare creative, next generation leaders to identify emerging trends and address contemporary challenges by emphasizing dynamic interdisciplinary collaboration and learning methodologies. The ideal candidate will: (1) share a commitment to these goals; (2) possess a doctoral degree in a relevant field [e.g. behavioral or social sciences]; (3) demonstrate the ability and desire to exercise leadership by taking this innovative, respected, and globally oriented program to new heights.

For more information about the Department and USD’s School of Leadership and Education Sciences, including our spectacular new building, please go to www.sandiego.edu/academics/soles

Applications will be accepted beginning in August and must be received by October 15, 2012

For additional information contact the Search Committee co-chairs: Dr. Theresa Monroe (tmonroe@sandiego.edu) or Dr. George Reed (george.reed@sandiego.edu); School of Leadership and Education Sciences, 5998 Alcala Park, San Diego, CA 92110.

USD is an Equal Opportunity Employer
ABOUT SOLES

In just 50 years, the University of San Diego’s education faculty have transformed a small department into a robust academic division with nationally recognized programs in education, leadership studies, school and clinical mental health counseling, and marital and family therapy.

The curriculum has expanded beyond training teachers to include educating leaders in the community, and the school is home to accomplished professors and administrators who set national standards with their programs, and collaborate on country's efforts to improve their communities.

The result: USD has become a nationwide model for other schools of education and leadership development.

For information about the USD School of Leadership and Education Sciences please visit: www.sandiego.edu/soles

APPLICATION PROCEDURE

To apply, go to https://apptrk.com/979791 and reference job IRC12009

Complete applications will include:
(1) A letter addressing qualifications
(2) A curriculum vita
(3) Official transcripts of highest degree earned
(4) Representative publications
(5) Three letters of recommendation

Faculty

Position

Announcement

Assistant Professor Tenure Track Position: Counseling Program

The Department of School, Family, & Mental Health Professions at the University of San Diego is seeking candidates for a tenure-track position (Assistant Professor) in the Counseling Program specializing in School Counseling and Clinical Mental Health Counseling.

The Department of SFMHP at USD includes masters programs in Counseling (School Counseling and Clinical Mental Health Counseling). The Department of SFMHP at USD includes masters programs in Counseling (School Counseling and Clinical Mental Health Counseling).

The University of San Diego is a fully accredited Roman Catholic, private university located in San Diego, CA.

The University of San Diego is an equal opportunity employer and is especially interested in candidates who can contribute to the diversity and excellence of the academic community.

The University of San Diego is an equal opportunity employer and is especially interested in candidates who can contribute to the diversity and excellence of the academic community.

Ideal Candidates

Qualifications: Candidates for this position must meet the following minimum criteria:
- Doctorate required, preferably from a CACREP-accredited Counselor Education program.
- Experience teaching Counseling core and specialization courses is required;
- License eligibility in California is required;
- Evidence of scholarly productivity is required.

Note that a demonstrated “Counselor Educator” professional identity is required (e.g., applicants with related doctoral degrees should have experience as faculty members in a counselor education program).

Responsibilities: The Assistant Professor will be expected to teach core and specialization courses in Counseling. Faculty members are also expected to demonstrate scholarly productivity, as reflected in research grants, publications, and professional presentations; support for research activities and travel is available to faculty members. Additional responsibilities include but are not limited to student advising, admissions, curriculum assessment/development, and general departmental and university service. Preference will be given to candidates who can teach basic and advanced counseling courses in Clinical Mental Health Counseling and supervise practicum courses.

The University of San Diego is an equal opportunity employer and is especially interested in candidates who can contribute to the diversity and excellence of the academic community. Candidates from underrepresented and underserved groups are encouraged to apply.
Appendix F: Sample Incomplete Application Notification

Month, Day, Year

Dear (insert name):

Thank you for submitting your application materials for our faculty opening in the Leadership Studies department at the University of San Diego. Your application packet is incomplete. Please provide our office with the following item(s) as soon as possible as the application deadline was this past Friday. Please note that only complete application packets will be reviewed.

- Three letters of recommendation
- A statement of your teaching philosophy

As the assistant to the search committee and its chair, I will be happy to answer any further questions you may have.

Thank you for your interest in the University of San Diego!

Sincerely,

Assistant to the Faculty Search Committee
Appendix G: Sample Application Evaluation Form
Faculty Search 2014
Search Committee Candidate Rating Form

Name of Applicant: __________________________
Name of Committee Member: __________________________

<table>
<thead>
<tr>
<th>Category/Area/Skills</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>A doctorate from a nationally recognized university in fields related to educational leadership such as education policy and management, urban school leadership, and educational administration and public analysis.</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>A record of experiences and scholarship in PK-12 urban districts and/or public or private schools with high levels of student diversity.</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>A clearly defined research agenda in urban school leadership and reform.</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Experience working with schools of choice (e.g. charter schools, religious or non-religious private schools), identifying issues related to PK-16 relationships, and exploring the international dimensions of urban school administration desired.</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Experience working with students and teachers from diverse backgrounds.</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Appropriateness for a tenure track, assistant/associate professor.</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
</tbody>
</table>

Additional Comments (Use additional pages if necessary):

RETURN COMPLETED FORM TO (INSERT NAME) (MRH-XXX) IMMEDIATELY FOLLOWING THE CANDIDATE’S INTERVIEW.
Appendix H: Sample 1 – Interview Questions & Tips


INTERVIEW QUESTIONS

Remember it is illegal to ask candidates personal questions, such as if they are married, have a long-term partner, are straight or gay, are pregnant, etc. Additional illegal questions, as well as some legal questions, are below:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Discriminatory Questions</th>
<th>Legal Questions</th>
</tr>
</thead>
</table>
| Citizenship/Nationality                  | • Are you a U.S. citizen?  
• Where were you born?  
• Where is your family from?  
• How long have you lived here?  
• What is your native tongue?  
• What kind of name is ------? | Can you provide proof of eligibility to work in the U.S.? (If used, this question should be asked of all applicants.)  
Can you speak a second language? (This is only appropriate if the position requires knowledge of a second language and must be asked of all applicants.) |
| Religion                                 | • What is your religion?  
• Which church do you attend?  
• What holidays do you celebrate? | How do you think you can contribute to the mission and identity of this university? |
| Age                                      | • How old are you?  
• When do you plan to retire? |                                                                                   |
| Marital/Family Status                    | • Are you married?  
• Is this your maiden name?  
• Do you have or want children?  
• Will you return to work after maternity leave?  
• What are your childcare arrangements? | Do you have any responsibilities that might conflict with job attendance or travel requirements? (If used, this question should be asked of all applicants.) |
| Disability/Physical or Mental Health     | • Do you have any disabilities or chronic illnesses?  
• How did you become disabled? | Are you able to fulfill the responsibilities and requirements of this position with or without a reasonable accommodation? (If used, this question should be asked of all applicants.) |
Appendix H: Sample 2 – Interview Questions & Tips

Video TeleConference Interview Questions
Search for Department Chair, Leadership Studies

1. What attracts you to the University of San Diego and the Department of Leadership Studies at this stage of your career? In other words, why us and why now?

2. Tell us about a time when you were in a high conflict situation and how you navigated the situation.

3. Tell us about a time when you moved a diverse group of people from various programs toward a common goal. Follow-up: Talk to us about your leadership style as those who have worked with you would describe it.

4. What are the leadership theories, concepts and frameworks that you like to use when discussing leadership and how do you like to approach the teaching of the subject? Follow up: Speak to unique contributions you would contribute to the teaching of leadership.

5. One of our goals is to take the department to “the next level.” Please describe how you would go about achieving that goal? Follow-up: Describe how you would go about creating relationships and/or partnerships between the department, its programs and the community. Tell us how you have done this in previous positions.
Appendix H: Sample 3 – Interview Questions & Tips

Video TeleConference Faculty Interview
Script and Questions

Hello _______________. Thank you so much for taking the time to meet with us by phone. We have scheduled 45 minutes to talk with you. Let us begin by telling you who is here…

We have all read your resume and were impressed with what you submitted, which is why we have asked you to participate in this telephone interview. We would like you to begin by highlighting specific things in your background that may or may not be included on your resume that make you especially well qualified to fill a position in a nonprofit leadership and management program and in a center that does research on the nonprofit sector. In other words, what makes you qualified for a faculty position in nonprofit leadership and research?*

1. Please describe in some detail one or two research studies you have conducted in the nonprofit or philanthropic studies area. We are especially interested in hearing about the research methods you tend to employ in your research.*

2. Talk about your track record in writing proposals and generating research funding.*

3. Could you briefly describe your future research agenda?*

4. Have you had experience designing courses and/or curriculum? If so, what would you say was the most interesting course you developed or your most innovative course delivery method?*

5. This program is embedded within the Department of Leadership Studies and, as such, is a program that is not necessarily the sort of exclusively academic program found in most traditional social science disciplines. Among other things, practical application concerns are front and center in this program. Talk about your interest in and experience with application. ONLY IF TIME PERMITS.

6. Can you please describe a situation in which you experienced workplace conflict and how you dealt with it?

7. Thinking back to your experience as a PhD student, what would you want to impart to students as you work with this program?

8. What is the biggest incentive and biggest impediment for you concerning this job?

9. Is there anything else we should have asked you, and do you have any questions for us?

Thank you for participating in this interview. We will be in touch with you within the next two weeks to let you know about the next stage in the interview process.
Appendix H: Sample 4 – Interview Questions & Tips

Faculty Search
Video TeleConference Interview Questions

Candidate Name:____________________________

1. What experience have you had teaching educational leadership or leadership-related courses? How do/would you structure your classes to do this effectively?

2. Why are you interested in working at the University of San Diego?

3. As you know, we have a large doctoral program with students from various different backgrounds. Do you have any experience working with doctoral students? In what ways would you mentor doctoral students?

4. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.

5. What concerns or reservations do you have about accepting this position if it is offered to you?

6. In no more than two or three minutes, is there anything else you want to share with the committee regarding your candidacy?
Appendix H: Sample 5 – Interview Questions & Tips

Tips for VTC Interview

Before the Interview
• Book an appropriate location
• Review the job description
• Draft and agree upon the interview questions to be asked
• Review the candidate’s application packet
• Agree on the format for the interview

During the Interview
• Introduce the committee members
• Describe the format of the interview
• Ask open-ended informational, situational and behavioral questions
• Let the applicant do most of the talking
• Keep the interview on track
• Observe nonverbal behavior
• Take notes
• Leave time for the candidate to ask questions
• Ask if you can check references and pursue references not listed on the resume
• Describe the remainder of the search process
• Thank candidate for his/her time

After the Interview
• Evaluate the candidate
• Document the interview
Appendix I: Sample VTC Interview Confirmation

Month, Day, Year

Dear (insert name):

Congratulations on being invited to discuss the Educational Leadership position at the University of San Diego! You are confirmed for a video teleconference interview time of _________ on _________. Interview questions are not being released prior to the interview; thus, no advance preparation is necessary.

Insert instructions on accessing the video call (or conference call).

The Faculty Search Committee is made up of five School of Leadership and Education Sciences (SOLES) faculty members and directors, and one doctoral student in our Leadership Studies program. They are:

insert name
Professor in Residence
Chair, Faculty Search Committee

insert name
Associate Professor, Learning & Teaching and Leadership Studies
Faculty Search Committee Member

insert name
Assistant Professor, Counseling Program
Faculty Search Committee Member

insert name
Associate Professor, Learning & Teaching
Faculty Search Committee Member

insert name
Director, Educational Leadership Development Academy (ELDA)
Faculty Search Committee Member

insert name
Ph.D. Student, Leadership Studies
Faculty Search Committee Member

Please let me know if you have any further questions prior to your phone interview and again, congratulations!

Sincerely,

Assistant to the Faculty Search Committee
Appendix J: Sample VTC Interview Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Candidate Name</th>
<th>Confirmation</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 – 9:00 am</td>
<td>insert name</td>
<td>YES</td>
</tr>
<tr>
<td>9:00 – 10:00 am</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00 – 11:00 am</td>
<td>insert name</td>
<td>YES</td>
</tr>
<tr>
<td>11:00 – 12:00 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:00 – 1:00 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:00 – 2:00 pm</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Candidate Name</th>
<th>Confirmation</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 – 9:00 am</td>
<td>insert name</td>
<td>YES</td>
</tr>
<tr>
<td>9:00 – 10:00 am</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00 – 11:00 am</td>
<td>insert name</td>
<td>YES</td>
</tr>
<tr>
<td>11:00 – 12:00 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:00 – 1:00 pm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:00 – 2:00 pm</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix K: Sample Finalist Memo

MEMORANDUM

TO: Dean Cordeiro

CC: Department of Leadership Studies Chair
    Faculty Search Committee Member
    Faculty Search Committee Member
    Faculty Search Committee Member
    Faculty Search Committee Member
    Faculty Search Committee Member
    Faculty Search Committee Member

FROM: Faculty Search Committee Chair

DATE: Month, day, year

RE: Search Committee Results

We had 16 applicants for the Leadership Studies faculty position and narrowed the list to four candidates for VTC interviews. After completing the interviews, the Committee recommends that the following three candidates be invited to visit USD:

• (insert name) (Unanimous Vote)

• (insert name) (Unanimous Vote)

• (insert name) (Unanimous Vote)

The application materials for each of the above candidates are attached.
Appendix L: Sample Campus Visit Interview Questions

1. Describe your teaching style.
2. Describe your teaching philosophy.
3. What technology applications have you utilized in the classroom?
4. How do you engage students, particularly in a course for non-majors?
5. Share your ideas about professional development.
6. In your own opinion, how should the workload of a faculty member be split, and into what areas?
7. What changes have you brought to the teaching of __________?
8. How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
9. What courses have you created or proposed in the past five years?
10. What do you think are the most important attributes of a good teacher?
11. Where would this position fit into your career development goals?
12. How do you define good teaching?
13. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
14. How do you feel your teaching style can serve our student population?
15. In what professional development activities have you been involved in over the past few years?
16. What pedagogical changes do you see on the horizon in our discipline?
17. How would your background and experiences strengthen this academic department?
18. How do you adjust your style to the less motivated or under-prepared student?
19. Have you involved your students in your research?
20. What are your current research interests?
21. Tell us a little more about your professional experiences, particularly those not mentioned in your resume.
22. Why are you interested in leaving your current assignment and why do you feel this assignment would be better for you?
23. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
24. How does this position fit into your overall career goals?
25. Describe the duties of your current job.
26. What do you dislike most about your current job?
27. What is your favorite part about your current job and why is it your favorite part?
28. What are the three college courses that best prepared you for your current job?
29. What qualities or experiences make you the best candidate for this position?
30. Describe two or three major trends in your profession today.
31. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
32. Describe a situation in which you “did all the right things” and were still unsuccessful. What did you learn from the experience?
33. Discuss the committees on which you have served and the impact of these committees on the organization you currently serve.
34. Why did you choose this profession/field?
35. What new skills have you learned over the past years?
36. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
37. Have you ever had a great idea but were told you could not implement it? How did you react? What did you do?
38. Describe the best boss and the worst boss you ever had.
39. Describe your ideal job.
40. What would your coworkers or supervisor say about you?
41. Can you describe how you would go about solving problems? Please give us some examples.
42. What is the biggest conflict you have ever been involved in at work? How did you handle the situation?
43. What new programs or services would you start if offered the position?
44. Think about a coworker from the past or present whom you admire and why you admire them.
45. What are the characteristics you prize most in an employee? What behaviors or characteristics do you find intolerable?
46. Can you share with us your ideas on professional accomplishments?
47. Describe some basic steps you would take in implementing a new program.
48. What are one or two of your proudest professional accomplishments?
49. How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.
50. Tell us how you would go about accomplishing your work. Also, describe any experiences you have had with computers or other tools as they relate to your organization.
51. Describe your volunteer experience in community-based organizations.
52. What things have you done on your own initiative to help you prepare for your next job?
53. Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
EXPLANATION OF TEACHING AND RESEARCH PRESENTATIONS
Department of Leadership Studies Faculty Search 2013

• **Research Presentation** The candidate will discuss his/her research and its findings in a particular area, preferably with the assistance of PowerPoint, for roughly 30 minutes. The candidate should then expect to engage in follow-up discussion with invited faculty, staff and students for an additional 20-25 minutes.

• **Teaching Presentation** The candidate will teach for approximately one hour in the doctoral seminar focused on the research based on the Nonprofit and Philanthropic Studies field. The candidate, however, is not expected to align his/her presentation topic with the syllabus topic for the day. The only expectation is that the presentation will deal, in some way, with research in the nonprofit/philanthropic studies field.

*If you have not received the syllabus for the course prior to receiving this material, please request a syllabus from (insert name of assistant) (________@sandiego.edu).*
Month, Day, Year

Dear (insert name):

Welcome and thank you for your interest in a faculty position at the School of Leadership and Education Sciences. The purpose of this letter is to provide you with additional information that you might find useful and to confirm the dates of your visit scheduled from ________________ to ________________.

Please find the following enclosed:

- A copy of Insight
- A USD Fact Book
- Program brochures
- School of Leadership and Education Sciences Dean’s Report
- Campus Visit Interview Questions (only if including)
- Human Resources Information
  - Group Benefit Program Information
- Faculty Home Buying Assistance Program information
- Faculty Rental Housing Program
- Draft Itinerary
- Information about your Teaching and Research Presentations

Please pay particular attention to information regarding the University’s mission and values. I would also like to draw your attention to information about our generous benefits and compensation that can be found at http://www.sandiego.edu/hr/benefits-compensation/. In addition, we kindly ask that you please let us know of any special accommodations or dietary restrictions you may have.

If you have any questions about the enclosed information, please don’t hesitate to contact me, or bring inquiries to your interview.

Sincerely,

Assistant to the Faculty Search Committee

Enclosures
### Leadership Studies Department Chair Search

**Candidate Name:**

**Date(s) of Visit:** Monday, December 10-11, 2012

<table>
<thead>
<tr>
<th>Sunday, December 9, 2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Time</strong></td>
<td><strong>Activity/Host(s)</strong></td>
</tr>
<tr>
<td>Airport Pick-up at 3:00PM</td>
<td>Dinner: TBD ** Drop off at Hospitality Suite **</td>
</tr>
<tr>
<td>5:00 PM</td>
<td>---</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monday, December 10, 2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Time</strong></td>
<td><strong>Activity/Host(s)</strong></td>
</tr>
<tr>
<td>8:00 AM</td>
<td><strong>Pick up at Hospitality Suite</strong></td>
</tr>
<tr>
<td>8:30AM – 9:30AM</td>
<td><strong>Breakfast: TBD</strong></td>
</tr>
<tr>
<td>9:30AM – 10:30AM</td>
<td><strong>Meeting with Search Committee</strong></td>
</tr>
<tr>
<td>11:00AM – 11:30AM</td>
<td><strong>Meeting with Provost</strong></td>
</tr>
<tr>
<td>11:30AM – 1:00PM</td>
<td><strong>Lunch: TBD</strong></td>
</tr>
<tr>
<td>1:00PM – 2:00PM</td>
<td><strong>Meeting with Cheryl Getz</strong></td>
</tr>
<tr>
<td>2:00PM – 3:30PM</td>
<td><strong>Break</strong></td>
</tr>
<tr>
<td>3:30PM – 4:30PM</td>
<td><strong>Meeting with Leadership Studies Faculty</strong></td>
</tr>
<tr>
<td>4:30PM – 5:00PM</td>
<td><strong>Break</strong></td>
</tr>
<tr>
<td>5:00PM – 5:30PM</td>
<td><strong>Break &amp; Prep time for Teaching Presentation</strong></td>
</tr>
<tr>
<td>5:30PM – 6:30PM</td>
<td><strong>Teaching Presentation</strong></td>
</tr>
<tr>
<td>6:30PM</td>
<td><strong>Dinner: TBD</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuesday, December 11, 2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Time</strong></td>
<td><strong>Activity/Host(s)</strong></td>
</tr>
<tr>
<td>8:30 AM</td>
<td><strong>Pick up at Hospitality Suite</strong></td>
</tr>
<tr>
<td>9:00AM – 10:00AM</td>
<td><strong>Breakfast: TBD</strong></td>
</tr>
<tr>
<td>10:00AM – 11:00AM</td>
<td><strong>Meeting with Beth Garofalo</strong></td>
</tr>
<tr>
<td>11:00AM – 12:30PM</td>
<td><strong>Lunch: TBD</strong></td>
</tr>
<tr>
<td>12:30PM – 1:00PM</td>
<td><strong>Break &amp; Prep time for Research Presentation</strong></td>
</tr>
<tr>
<td>1:00PM – 2:00PM</td>
<td><strong>Research Presentation</strong></td>
</tr>
<tr>
<td>2:00PM – 3:30PM</td>
<td><strong>Break</strong></td>
</tr>
<tr>
<td>3:30PM – 4:30PM</td>
<td><strong>Meeting with Paula Cordeiro</strong></td>
</tr>
<tr>
<td>5:30PM</td>
<td><strong>Dinner: TBD</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wednesday, December 12, 2012</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Time</strong></td>
<td><strong>Activity/Host(s)</strong></td>
</tr>
<tr>
<td>Airport Drop-Off – Flight Departs 11:20AM</td>
<td></td>
</tr>
</tbody>
</table>

Heather Gibb | Updated 11/9/2012
Appendix P: Sample Ushering Itinerary

CANDIDATE USHERING FORM

Leadership Studies Department Faculty Search

Candidate Name: (insert name)
Date(s) of Visit: Monday, December 10-11, 2012

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity/Host(s)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday, December 9, 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport Pick-up at 3:08PM</td>
<td>(insert name) will pick up candidate at airport</td>
<td></td>
</tr>
<tr>
<td>5:00 PM</td>
<td>Dinner: (insert name)</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>(insert name) will drop off at Hospitality Suite</td>
<td></td>
</tr>
<tr>
<td>Monday, December 10, 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:00 AM</td>
<td>(insert name) will pick up candidate at Hospitality Suite</td>
<td></td>
</tr>
<tr>
<td>8:30AM – 9:30AM</td>
<td>Breakfast: (insert name)</td>
<td>---</td>
</tr>
<tr>
<td>9:30AM – 10:30AM</td>
<td>(insert name) will escort candidate to SOLES</td>
<td></td>
</tr>
<tr>
<td>11:00AM – 11:30AM</td>
<td>Meeting with Search Committee</td>
<td>MRH 275L</td>
</tr>
<tr>
<td>11:30AM – 1:00PM</td>
<td>(insert name) will pick up the candidate</td>
<td></td>
</tr>
<tr>
<td>1:00PM – 2:00PM</td>
<td>Lunch: TBD</td>
<td></td>
</tr>
<tr>
<td>2:00PM – 3:30PM</td>
<td>(insert name) will escort candidate to Department Chair</td>
<td></td>
</tr>
<tr>
<td>3:30PM – 4:30PM</td>
<td>Meeting with Leadership Studies Faculty</td>
<td>MRH 275L</td>
</tr>
<tr>
<td>4:30PM – 5:00PM</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>5:00PM – 5:30PM</td>
<td>Break &amp; Prep time for Teaching Presentation</td>
<td>MRH 232</td>
</tr>
<tr>
<td>5:30PM – 6:30PM</td>
<td>Teaching Presentation</td>
<td>MRH 102</td>
</tr>
<tr>
<td>6:30PM</td>
<td>Dinner: TBD</td>
<td>---</td>
</tr>
<tr>
<td>Tuesday, December 11, 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:30 AM</td>
<td>(insert name) will pick up at Hospitality Suite</td>
<td></td>
</tr>
<tr>
<td>9:00AM – 10:00AM</td>
<td>Breakfast: TBD</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>(insert name) will escort candidate to SOLES</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Activity/Host(s)</td>
<td>Location</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>10:00AM – 11:00AM</td>
<td>Meeting with DLS Associate Director: <em>(insert name)</em></td>
<td>MRH 273A</td>
</tr>
<tr>
<td></td>
<td>*(insert name) will take candidate to lunch</td>
<td></td>
</tr>
<tr>
<td>11:00AM – 12:30PM</td>
<td>Lunch: TBD</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*(insert name) will escort candidate to MRH 135</td>
<td></td>
</tr>
<tr>
<td>12:30PM – 1:00PM</td>
<td>Break &amp; Prep time for Research Presentation</td>
<td>MRH 135</td>
</tr>
<tr>
<td>1:00PM – 2:00PM</td>
<td>Research Presentation</td>
<td>MRH 135</td>
</tr>
<tr>
<td></td>
<td>*(insert name) will escort candidate to break area</td>
<td></td>
</tr>
<tr>
<td>2:00PM – 3:30PM</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*(insert name) will pick up candidate from break area</td>
<td></td>
</tr>
<tr>
<td>3:30PM – 4:30PM</td>
<td>Meeting with the Dean: <em>(insert name)</em></td>
<td>MRH 205E</td>
</tr>
<tr>
<td></td>
<td>*(insert name) will pick up candidate for dinner</td>
<td></td>
</tr>
<tr>
<td>5:30PM</td>
<td>Dinner: TBD</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*(insert name) will drop off at Hospitality Suite</td>
<td></td>
</tr>
<tr>
<td>Wednesday, December 12, 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Activity/Host(s)</td>
<td>Location</td>
</tr>
<tr>
<td>Pick-Up 10AM</td>
<td>*(insert name) will Drop-Off candidate at Airport</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flight Departs 11:20AM</td>
<td></td>
</tr>
</tbody>
</table>
Appendix Q: Sample Candidate Evaluation Form for Research & Teaching Presentations

Faculty Candidate
Research • Teaching Presentation

<table>
<thead>
<tr>
<th>Candidate:</th>
<th>I am (circle one): student faculty staff administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I attended (circle all that apply):</td>
</tr>
<tr>
<td></td>
<td>Research presentation teaching presentation meal</td>
</tr>
<tr>
<td></td>
<td>personal conversation</td>
</tr>
</tbody>
</table>

Your Name (optional):

Rating: 5 = strongly favorable 4 = above average 3 = average 2 = expected more 1 = poorly developed

<table>
<thead>
<tr>
<th>AREA</th>
<th>RATING</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Delivery</strong>: Was the candidate organized and easy to follow? Were the important points and key ideas that the candidate wanted to leave you with clearly articulated?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Potential as Teacher/Scholar</strong>: Did you sense that the candidate has what it takes to be a great teacher? Did the candidate present her/himself in a scholarly manner? Did you see a connection between scholarship and his/her ability to make knowledge relevant to our leadership studies students?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Engagement with Audience</strong>: Did you sense a connection with the candidate? Did the candidate respond to questions adequately and in a clear and appropriate manner? Did the presentation engage you and did you want to hear more?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Relevance to Higher Ed/Student Affairs</strong>: Do you sense this candidate has a grasp of the needs of student affairs professionals? Do you feel this candidate can help prepare USD students to understand the emerging leadership challenges in higher education?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vision, Creativity &amp; Collegiality</strong>: Do you see the candidate as a creative or visionary asset to the USD community? Can you see this candidate as a potential colleague in the Department of Leadership Studies?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strengths:

Concern(s):

What did you like most about this candidate?

Other Comments (Use reverse side if necessary)

---

LEAVE COMPLETED FORM WITH SESSION MODERATOR OR RETURN COMPLETED FORM TO (INSERT NAME) (MRH-XXX).
## Appendix R: Sample Candidate Evaluation Form (General)

### Faculty Candidate Evaluation Form

<table>
<thead>
<tr>
<th>Category/Area/Skills</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership:</strong> Has the capacity and skills to lead the Department and faculty to a higher level.</td>
<td></td>
</tr>
<tr>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td><strong>Teaching:</strong> Has excellent teaching skills and the capacity to serve as an instructional leader and model for others in the department.</td>
<td></td>
</tr>
<tr>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td><strong>Research:</strong> Engages in scholarship that makes significant contributions to the department and which would help raise USD's national profile.</td>
<td></td>
</tr>
<tr>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td><strong>Engagement with Students:</strong> Demonstrates that she/he is student-centered, strongly committed to student welfare and success, and able to establish rapport with diverse students.</td>
<td></td>
</tr>
<tr>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td><strong>Collegiality:</strong> Is a good fit with the mission and values of USD, including diversity goals, and will establish and maintain collegial relations with diverse colleagues and staff.</td>
<td></td>
</tr>
<tr>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td><strong>Additional Comments:</strong> (Please feel free to add additional comments on the other side of the page.)</td>
<td></td>
</tr>
</tbody>
</table>

RETURN COMPLETED FORM TO (INSERT NAME) (MRH-XXX) IMMEDIATELY FOLLOWING THE CANDIDATE’S INTERVIEW.
MEMORANDUM

TO:  Dean Cordeiro

CC:  Department of Leadership Studies Chair
     Faculty Search Committee Member
     Faculty Search Committee Member
     Faculty Search Committee Member
     Faculty Search Committee Member
     Faculty Search Committee Member
     Faculty Search Committee Member

FROM: Faculty Search Committee Chair

DATE:  Month, day, year

RE:  Search Committee Results

As you know, the final candidates were:
     (insert name)
     (insert name)
     (insert name)

After deliberation, the faculty recommends (insert name) for the following reasons: (insert reasons) and (insert name) for the following reasons: (insert reasons). The committee does not recommend (insert name) for the following reasons: (insert reasons).

The committee would be pleased to discuss its recommendations with you at your convenience.
Appendix T: Sample Search Summary

2013-2014 SOLES Faculty Search Summary
Assistant Professor, Nonprofit Leadership & Management

Search Committee
- (insert name), Chair
- (insert name), Tenure-Line Faculty
- (insert name), Tenure-Line Faculty
- (insert name), Administrator
- (insert name), Student

Search Dates
- **First Meeting:** January 22\textsuperscript{nd}, 2014 *(Advertisements approved via emails between the group)*
- **Ad Published:** October 2013
- **Application Deadline:** December 2\textsuperscript{nd} *(or until position filled)*
- **Final Committee meeting:** Wednesday, March 12th

Number of Applicants: 15

Phone Interviewees: 4
- **Phone Interview Date:** Monday, January 13th

Campus Interviewees: 3
- **Campus Visit Dates:** Monday, February 17\textsuperscript{th} – Tuesday, March 11\textsuperscript{th}

Committee Recommendation: *(insert name)*
- **Memo to Dean Cordeiro:** March 12, 2014
Month, Day, Year

Dear (insert name):

Thank you for coming to the University of San Diego to meet with the faculty, members of the Search Committee and others. It was a pleasure getting to know you.

After considerable deliberation, the Search Committee recommended another candidate for the position and the Dean has concurred. The quality of the finalists was outstanding and the Search Committee had a difficult task.

Thank you for your interest in the University of San Diego. We wish you the best in your future endeavors.

Sincerely,

Professor-in-Residence and Search Committee Chair
Appendix V: Candidate Interview Checklist

Candidate Interview Checklist

Check Dean’s schedule
Check Department Chair/Program Director schedule
Check Search Committee schedule
Determine possible class meetings for Teaching Presentation

Contact candidate to confirm interview dates

Make travel arrangements
  Candidate will make own arrangements
  Contact Global Point Travel to pre-purchase airline ticket

Make arrangements for accommodations
  Hospitality Suite
  Casa de la Paz
  La Hacienda or The Dana on Mission Bay

Schedule appointment with Dean
Schedule appointment with Department Chair/Program Director schedule
Schedule a meeting with the Search Committee
Arrange for the candidate to present during class

Schedule Research Presentation
Arrange for candidate meals
Arrange other activities for candidate
Request rooms as needed
Finalize itinerary with host names, times and locations of activities
Create “Candidate Ushering” itinerary and send to activity hosts

Make copies of itinerary and vita for reception areas

When Applicable:
  Obtain petty cash via Debbie Gough
  Submit Expense Report for candidate