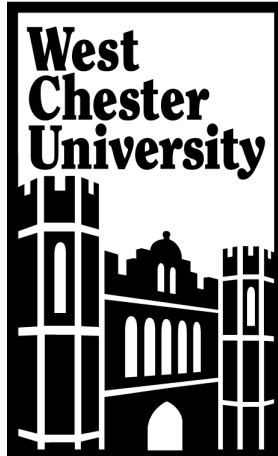


FACULTY HIRING AND SEARCH PROCEDURES



Contents:

- I. Faculty Hiring Guide and Objectives**
- II. Hiring Process**
- III. Operating Procedures for a Search Committee**
- IV. Recruitment Plan for Diversity**
- V. Screening and Interview Instruments**
- VI. Interviewing**
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I. FACULTY HIRING GUIDE OBJECTIVES

The university's primary mission is assisting students to obtain a quality education and to provide an environment which meets their total needs. Meeting this mission is dependent upon the people who maintain West Chester's physical, educational, and cultural environment. This guide was developed to assist managers and search committee members in the recruitment and selection process at West Chester University. To this end, a set of specific procedures are outlined in this guide to ensure equal employment opportunity for job applicants.

In accordance with these procedures, all recruitment efforts shall require documentation that a "good faith attempt" will be initiated to achieve full utilization of women and minorities at every job classification level. Therefore, it is essential that the recruitment process be understood and executed to effectively increase our work force by utilizing a merit based hiring system. This guide is designed to develop the following competencies:

1. Recruit a well qualified and diverse applicant pool.
2. Screen applicants efficiently and without bias, based on job related criteria.
3. Understand and institute all legal guidelines for interviewing and employment decisions.
4. Develop good interview techniques to acquire the best information from a candidate to help make sound hiring decisions.
5. Conduct a proper and complete reference check.

Moreover, the Office of Social Equity works collaboratively with each department throughout the search process. Although applicants apply directly to each department, the university has implemented specific procedures to ensure equal employment opportunities for all applicants. Utilizing the attached Search Committee Checklist and Faculty Hiring Procedures will help ensure that all steps in the search process have been successfully completed.

SEARCH COMMITTEE CHECKLIST: DEPARTMENT: _____

STEP ONE: GETTING STARTED

Completion of the Pre-Search To Hire Tenure Track Faculty Form includes the items listed below and signature approvals (Chairperson, Dean, Provost and Social Equity).

- ____ Advertisement
- ____ Diversity Recruitment Plan
- ____ Resume Screening Instrument
- ____ Search Committee Membership

STEP TWO: RECRUITMENT: MEETING WITH SOCIAL EQUITY

The Social Equity Director will meet with the Search Committee Chair to review the recruitment process and the availability of women and minorities in the applicable discipline. In addition, the Social Equity Supplement Forms will be reviewed. As each resume is received, a social equity supplement form must be sent to every applicant. The applicant will voluntarily forward the card to the Office of Social Equity where it will be recorded as part of our federally mandated applicant tracking obligation.

STEP THREE: CERTIFICATION OF APPLICANT POOL

The following forms must be approved by Social Equity to certify the applicant pool.

- ____ Interview Questions: Telephone and On-Site
- ____ Interview Instrument
- ____ Applicant Qualification Listing (inclusive of rationale for non-selection by name)
Dean or designee approval is required.

STEP FOUR: SELECTION OF INTERVIEW CANDIDATES: MEETING WITH SOCIAL EQUITY

The Social Equity Director will meet with the Search Committee Chair to review the committee evaluation process to ensure equal employment opportunities for all applicants. Completion of the applicant listing (qualification matrix) will document the committee's rationale for non-selection of eliminated candidates.

Dean approval is required on the Applicant Qualification Listing.

The Social Equity Director will review the applicant listing and recommended candidates selected for interview (telephone and on-site). Interview lists must be approved by the Social Equity Director prior to scheduling interviews with candidates. Further discussions will include diversity of applicant pool, candidates' qualifications, veteran's preference policy, reference checks, and upcoming schedule of campus interviews.

REFERENCES

- ____ Check all references on finalists.
- ____ Have successful candidate complete the Background Check Release and Authorization Form. Submit form to HR for processing.

STEP FIVE: FINALIST IDENTIFIED

After conducting interviews and reference checks, the search committee will make its selection of a finalist. Approval by the Dean and Office of Social Equity is required before the candidate is presented with a job offer.

- ____ Social Equity Compliance Form (salmon)
- ____ Rationale for Non-selection of Interviewed Candidates
- ____ Faculty Appointment Authorization Form (blue)
- ____ Faculty Appointment Form (yellow)
- ____ Candidate Curriculum Vitae

STEP SIX: JOB OFFER

Academic Departments will forward Statement of Expectations, Application for Faculty Position, Official College Transcripts and W-4 form to the Dean's Office. The department will also forward the entire hiring packet to the Provost and Human Resources (HR) to issue faculty contract. The academic department should contact HR to ensure successful completion of all employee paperwork and to remove any associated advertisement from the website. Once the final candidate has accepted the position or the search is closed without filling the position, rejection letters should be sent to applicants advising them of the status of their application. Remember the search committee chair should arrange for storage of all search files for 3 years from date of appointment.

II. HIRING PROCESS

University hiring procedures are intended to insure an open and fair process for the recruitment and selection of candidates. The hiring department must be able to demonstrate the rationale for selection. The following represents steps to be followed during the Search process when filling a position as a Tenure Track, Temporary, Rehire, Emergency or Rollover hire:

TENURE TRACK (PERMANENT):

1. Pre-search Request to Hire Tenure Track (green) form with a copy of the Advertisement Template, Resume Screening Instrument and the Diversity Recruitment Plan is forwarded to the Office of Social Equity for review-approval (see appendix A)
2. Social Equity returns the Pre-search Request to Hire Tenure Track Faculty (green) form to the Dean's Office and Department requesting the hire.
3. Interview Instrument and Interview Questions are forwarded to the Office of Social Equity for review-approval.
4. Search Chair will forward Applicant Listing which includes ratings from resume screening instrument, interview list (phone interviews and on-site interviews) and rationales for non-selection of all applicants not extended an interview to the Office of Social Equity for review-approval. Applicant Listing must be submitted and signed by the Director of Social Equity BEFORE interviews are scheduled with candidates (see appendix J).
5. Utilize approved interview questions and record results on the interview screening instruments. Record search committee results on Applicant Listing and complete reference checks on finalists. A finalist is defined as a candidate who successfully completes the interview which may include a teacher demonstration (see appendix. G and H).
6. Forward to Social Equity for review-approval the Faculty Appointment Authorization (blue form), Social Equity Compliance Report (salmon form) and Faculty Appointment (yellow form), along with updated vitae.
7. Department forwards Statement of Expectations, Applications for Faculty Position and W-4 forms to newly hired faculty member for completion.
8. Department forwards entire hiring packet to the Dean's office.
9. Contract is issued by the Provost, and hiring paperwork is completed.
10. Rejection letters should be mailed out to all applicants for the position.
11. The Search Chair should arrange for storage of all search files for a minimum of two years.

TEMPORARY:

The following steps may be completed once a year to cover **ALL** temporary hires if a department wishes to have an established set of applicants from which to draw when temporary hiring needs arise:

1. Designate the Department Chairperson or Search Committee as the active participant in temporary hires. The Search Committee may consist of one or more people.
2. Schedule a meeting between the Department Chair or designee with the Office of Social Equity to discuss hiring procedures and the recruitment plan to fill departmental vacancies. Additional meetings may be scheduled if needed at later times in the year for other vacancies which require alterations of the originally specified procedures.
3. Generate a set of applicants and document how they were obtained. The generation of this list need not include paid advertisement as long as the department can demonstrate that they have made good faith effort to generate a current, qualified, set of diverse applicants. Strategies may include the use of an existing department set of applicants (**obtained by advertisement and-or by unsolicited resume submission and-or residuals from a previous search**), targeted mailings or phone calls to groups, universities, organizations, etc., especially those that will increase the gender and ethnic diversity of available applicants, networking at professional meetings, and any other strategies which work to increase the number and variety of appropriate applicants for the specialty or specialties which need to be taught who are available for the duration of employment, the remuneration which can be offered, and the time needs of the courses which are to be covered.
4. Develop the necessary Resume Screening Instruments, Interview Instruments, and Interview Questions for the position(s). The department may elect and submit a pre-approved Resume Screening Instrument and Interview Instrument, with Interview Questions to be modified according to the position criteria. Such an instrument would contain generic questions which could be modified according to the instructional need (**e.g., “appropriateness of educational background specialty in question”**). In that case, the same Resume Screening Instrument may be used to screen candidates for more than one teaching position. Alternatively, departments may develop separate Resume Screening and Interview Instruments for each position if that is better suited to their process and needs.
5. It is understood that in some cases with the approval of the Director of Social Equity it may not be necessary to interview multiple applicants for temporary positions.
6. Submit the Social Equity Compliance Report (salmon) form, Faculty Appointment Authorization (blue) form with rationales for non-selection, Faculty Appointment (yellow) form and Curriculum vitae to The Office of Social Equity.

REHIRES:

Searches will not be required for returning faculty five years from the initial date of hire.

EMERGENCY:

An emergency hire will be authorized when a department is attempting to fill an instructional need which occurs after **June 15th for the Fall Semester**, after **November 15th for Spring Semester** and after **March 30th for the Summer**.

1. Designate the Department Chairperson or Search Committee as the active participant.
2. Identify individuals who might be available for the teaching need at the times the courses are scheduled **(and for the remuneration which can be offered)**. The Chair or Search Committee will indicate on the Social Equity Compliance Form the mechanisms which were employed to identify the person proposed for hire and identify any other applicants considered for the position.

It is understood that strategies employed to generate an applicant pool for an emergency vacancy may be restricted by the immediacy of the vacancy.

3. Resume Screening Instruments are not required for emergency hires. It will be the Department's responsibility to assure that the applicant has met the minimum requirements for the position at the time that the recommendation is submitted.

ROLLOVERS:

No search process is required.

REGULAR PART-TIME:

Regular part-time faculty are defined as faculty hired into a regular part-time position with a non tenure-track status.

1. Regular part-time faculty will be hired to provide special skills or special needs not possessed by regular full-time faculty, or to accommodate a faculty member who does not desire to work full-time and whom the department wishes to retain, or may be used by agreement for other situations that might arise. The special skills or special needs will be delineated in the Statement of Expectations.
2. The individual appointed as a regular part-time
 - a. must have served in a temporary capacity for four semesters, within a four-year period.
 - b. must have received a positive evaluation from the department chairperson and the department evaluation committee, in the academic year prior to the appointment.
 - c. must be recommended for the position by the department and appropriate Dean.
3. In the event more than one qualified temporary faculty member applies for appointment to a regular part-time position, the credentials of candidates will be reviewed by a department committee and its recommendation will be forwarded in accordance with established procedures. Appointment to a regular part-time position does not require a search.

III. OPERATING PROCEDURES FOR A SEARCH COMMITTEE

Directive to the Search Committee

Members of the search committee should expect to receive a directive (charge to the search committee) setting forth the university's expectation to recruit a well qualified and diverse applicant pool, and outlines the search committee's role to screen applicants efficiently and without bias, based on job related criteria. The directive should be given by Department Chairperson and include:

1. Role of the search committee and chairperson,
2. Preferred time line by which the appointment should be completed,
3. Instructions regarding the form in which the committee's final recommendations are brought forward (rationale for selection),
4. Reference to institutional regulations applicable to this search, including needs for accurate record keeping/documentation, and
5. Deliberations of the committee and names of applicants shall be kept confidential.

Responsibilities of the Search Committee Chairperson

The chairperson is responsible for:

1. Facilitating the committee meetings,
2. Scheduling meetings with Social Equity and Human Resources to review all relevant institutional regulations, including accurate record keeping,
3. Scheduling of candidate interviews and completion of all required forms, and
4. Submitting completed search file to the Department Chairperson, Dean and Social Equity all required forms for review and approval.

Role of a diversity Recruitment Consultant in the Search Committee

As outlined in the Affirmative Action Plan, special monitoring may be employed when it is demonstrated that little or no progress has occurred in the advancement of full utilization of women and minorities in each job category at the university. Recruitment resources, such as use of diversity recruitment plans and a diversity recruitment consultant will be utilized to help achieve full utilization of women and minority employees. A list of diversity recruitment consultants is available and on file with the Office of Social Equity.

The Office of Social Equity will work collaboratively with each department and consultant to ensure that all steps in the search process have been successfully completed. The diversity recruitment consultant will be a member of the campus community and will:

- Have a demonstrated record of advancing The Plan for Excellence: Diversity and Human Capital Transformations.

- Have a demonstrated record for hiring underrepresented groups and/or educated in affirmative action policies and procedures.
- Assist in the development of the Diversity Recruitment Plan.
- Assist in the screening of applicants and interviewing of candidates.
- Ensure that all steps in the search process have been successfully completed.

IV. RECRUITMENT PLAN FOR DIVERSITY

West Chester University of Pennsylvania is an affirmative action, equal opportunity employer “which values the richness of diversity within the student body, faculty, and staff.” (University Mission Statement) As a member of a search committee, you have an opportunity to make a contribution to the University community by taking steps to recruit a well qualified and diverse applicant and candidate pool.

There are numerous approaches and resources for recruiting highly qualified women and individuals of color including advertisement and networking contacts. A national search that includes an advertisement in the *Higher Ed Jobs*, *Chronicle of Higher Education* and *professional journals*. In addition to national advertising, the search committee for these positions will be expected to develop a recruitment plan for diversity.

Networking should be a personal and ongoing effort. For example, professional conferences can be used to develop and maintain contacts with women’s and minority caucuses of your professional organizations. Establishing contacts with universities and other organizations that provide training to people in your field are also valuable networking resources.

Developing a recruitment plan that is comprehensive in scope and aggressively implemented will increase the possibility of yielding positive results. Successful search committees use a variety of recruitment efforts, not merely relying on newspaper advertisements, but accompanying advertising with web sites, listserves, mailing position announcements to women’s and minority organizations, and internal and

external networking efforts. The Recruitment Resource List (appendix C) will provide you with additional ideas and resources. If you have questions, please contact the Office of Social Equity.

V. SCREENING AND INTERVIEW INSTRUMENTS

Evaluating an applicant’s knowledge, skills, and abilities is a very important part of the hiring process. A screening and interview instrument must be developed and used for all search and hiring processes. Depending upon the size of the applicant pool, screening and elimination of applicants may have to be conducted in stages that may require the development of more than two instruments.

The Office of Social Equity will review and approve the application screening instrument (appendix H), interview screening instrument (appendix I) and interview questions. If you have questions or would like assistance in developing the screening instruments, please contact Social Equity.

The application screening instrument will first screen for the minimum education and training requirements for a position. All applicants must be initially reviewed to verify that the applicant possesses the minimum education and training required for the position. The screening instrument

should be developed by using advertisement which outlines the education, training and experience required. Screening for minimum requirements and for preferred criteria may be combined into a two-tiered screening instrument.

Knowledge, skills and abilities are the demonstrable factors that directly relate to the duties and responsibilities of the position.

Knowledge - Consists of the learned thinking behaviors needed to perform the work.

Skills - Reflect area of performance which is typically taught through formal educational programs in college.

Ability - Reflects the overall potential to perform a series of tasks. The final evaluation of the applicant is based on the information gained during the personal interview. The interviewer must be able to ascertain the candidate's ability to perform the job duties required. In order to be effective, the job interview should be structured to obtain key information and be consistently applied to all applicants.

When developing and using a screening instrument keep these things in mind.

- Use the position announcement to establish job related skills needed to perform the job;
- Establish and evaluate criteria. Keep them general and job-related to job qualifications and requirements;
- Avoid bias;
- Consistent application and treatment of all applicants; and

VI. INTERVIEWING

Interviewing is the most important part of the hiring process. It is through interviewing that helps determine who will be hired for the job. Therefore, it is very important that a broad range of interviewing skills is developed.

At WCU we use a method of interviewing called behavioral-based interviewing. This method emphasizes structured interviewing and developing questions that help the interviewer gain important job-related information through behavioral-based examples. There are several skills which support the process of gaining behavioral examples through interviewing and they are as follows:

1. **Rapport-Building Questions:** At the beginning of an interview, these are questions that help the candidate feel comfortable. Additionally, you should explain how the interview will be conducted and that notes will be taken to help recall candidate's answers at a later time. A structured interview will ensure that the same questions are asked of all candidates.
2. **Telephone Interviews:** Telephone interviews are a "best practice" for increasing the diversity of the interview pool. The purpose of telephone interviews is to enable the search committee to speak to a larger number of candidates. The pool of telephone interview is usually about double the number of candidates that the committee or hiring manager plans to bring to campus for a personal interview. The candidate interview list and screening instrument must be approved by the Office of Social Equity before conducting telephone interviews.

VII. PREPARING YOUR RATIONALE FOR NON-SELECTION

When preparing your rationale for non-selection of applicants, please refer to your screening instrument for the position. Typically applicants are not selected for an interview because they do not meet one or more of the required areas of knowledge, skills or abilities.

Reasons for Rejection:

- Applicant Accepted another position
- Offer was extended, but applicant declined
- Applicant could not be contacted for interview
- Applicant withdrew name from consideration
- Insufficient specialization or breadth in content area
- Did not meet educational requirements
- Did not meet teaching requirements
- Applicant did not have the needed skills to do the job
- Applicant did not have experience to do the job
- Lack demonstrated supervisory experience
- Qualified, but applicant selected for interview appeared stronger in needed skills and abilities
- Qualified and interviewed, but applicant selected seemed strongest in needed skills and abilities
- Other (specify)

Making the Final Decision

Rating the Skills

You are now nearing the end. It is time to make your decision on whom to hire.

After the interview, you rate the candidate's skills by comparing your written notes to the skill criteria on the screening instrument. Read through all the notes and the screening criteria and then give the score that best reflects the candidate's abilities to perform that skill. Continue this process until you have rated all of the skills.

In most cases, you will make a decision by using your own ratings, along with the candidate's prior job experiences, references, and the rating of the other interviewers.

Reference Checking

A *Reference Check* must be done on all candidates prior to hiring. References provide an opportunity to confirm facts such as the candidate's employment dates, their job titles, reason for termination and rehire eligibility. Generally candidates are asked to supply a list of references at the time of application. References should be obtained from their current or last supervisor and in some cases their peers.

Because of litigation fears, many employers limit the amount of information they offer when you call for a reference on a past employee. In this case you may need to get written permission from the candidate to their employer for the release of a reference. In cases where your job candidate has granted oral or written permission for his/her past employer to give a reference, be prepared to ask pertinent questions.

Please have successful candidate complete the Background Check Release and Authorization Form which is available on the HR's web site under forms. Submit form to HR for processing.

Rationales for Non-selection After Interviews

After interviews have been conducted, any applicants who have not successfully completed the interview process will be eliminated from further consideration. An Applicant Listing and Non-selection Form (appendix ...) must also be submitted to the Office of Social Equity. Because the interview process is more in depth, and there are fewer candidates who are interviewed, the rationales submitted after the interviews should take the form of a sentence or two explaining in what area(s) the non-selected candidate(s) were weak. If you have any questions or need further assistance, please contact the Office of Social Equity.

VIII. APPENDIX

- A. Pre-Search To Hire Tenure Track Form**
- B. Advertisement Template**
- C. Diversity Recruitment Plan**
- D. Recruitment Resources**
- E. Faculty and Staff Recruitment Incentive Initiatives**
- F. Illegal Questions**
- G. Sample Interview Questions**
- H. Sample Applicant Screening Instrument**
- I. Sample Interview Instrument**
- J. Sample Applicant Listing**
- K. Social Equity Compliance Form**
- L. Faculty Appointment Authorization Form**
(see Provost webpage http://www.wcupa.edu/_admin/provost/)
- M. Faculty Appointment Form**
(see Provost webpage http://www.wcupa.edu/_admin/provost/)
- N. Veterans' Preference Policy**
- O. Travel Expense Options for Coordinating Transportation and Accommodations for Visiting/Guest Faculty**
- P. Employment of Citizen of Foreign Countries**
- Q. Background Check Release and Authorization Form**

Appendix A.
PRE-SEARCH REQUEST TO HIRE TENURE TRACK FACULTY FORM

(To be completed for each Faculty Position)

Position Requested:	Date:
Department:	
Location/Telephone Number:	
Search Committee Membership (list names):	
Department Chairpersons receiving tentative verbal agreement to fill tenure track positions should obtain "hiring packet" from the Office of Social Equity and schedule a meeting to review the hiring process with Social Equity. It is highly recommended that a follow-up meeting with the Search Chairperson/Search Committee and the Director of Social Equity take place as soon as the Department receives this signed approval for the search.	

The following must be submitted with the "Pre-Search Request to Hire Tenure Track Faculty"

- ☐ Department Chair provides position advertisement (see Faculty Hiring Procedures Handbook – Advertisement Template). Full text ad will appear on website. However, in order to save cost, an abbreviated version will be placed in other forms of publications.
- ☐ Department Chair provides a resume Screening Instrument (see Faculty Hiring Procedures Handbook).
- ☐ Department Chair provides the Diversity Recruitment Plan (see Faculty Hiring Procedures Handbook).

JUSTIFICATION FOR REQUEST – Must be filled in – Examples: 11-B Hires; Cannot meet student program requirements without substantial use of Temporary hires; replacing retired faculty member position.

APPROVALS SIGNATURES

Department Chair: _____	Date: _____
Dean: _____	Date: _____
Provost: _____	Date: _____
Social Equity: _____	Date: _____

Social Equity returns form to Dean's Office and department requesting hire. The Department requesting the hire may now place the approved advertisement. Any modification to the initial approved documentation must be **RESUBMITTED** to the Office of Social Equity for consideration and approval.

Department Search Committee Chair must schedule a meeting with the Office of Social Equity to discuss the Hiring Procedures and Diversity recruitment Plan.

Date of Scheduled Meeting: _____

Appendix B.

ADVERTISEMENT - TEMPLATE

Body:

Join a vibrant campus community whose excellence is reflected in its diversity and student success. West Chester University is seeking applicants for the (insert position title).

Responsibilities:

Requirements:

Finalists must successfully complete interview process and teaching demonstration. References with contact information will be required prior to interview.

Preferences:

Candidates Should Submit:

Mailing Address:

Review of applications will begin on _____ and continue until the position has been filled.

Developing and sustaining a diverse faculty and staff advances WCU's educational mission and strategic *Plan for Excellence*. West Chester University is an Affirmative Action – Equal Opportunity Employer. Women and Minorities are encouraged to apply.

Appendix C.

RECRUITMENT PLAN FOR DIVERSITY

Coordinator for plan implementation:

Estimated date for review of applications:

List of placement of paid advertisements:

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |

List mailing and placements of position announcements to be made:

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |
| 4. | Date Implemented: |
| 5. | Date Implemented: |

List names of contacts and specify by phone or in person: (e.g. personal-professional contacts, previous or current temporary faculty visiting scholars)

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |
| 4. | Date Implemented: |
| 5. | Date Implemented: |

Other diversity efforts to be made to diversify the applicant pool: (e.g., recruitment visits at professional conferences, visits to Ph.D. granting institutions with significant numbers of minority graduates etc.).

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |
| 4. | Date Implemented: |
| 5. | Date Implemented: |

Dean

Director of Social Equity

Revised September 2003

Appendix D. **RECRUITMENT RESOURCES**

Personal contacts through professional organizations, training facilities, and colleagues at other institutions are usually the most effective networking resources. You are encouraged to personally contact professional organizations in your field to request that the position announcement be shared with members, especially with any women's or minority caucuses. Making personal contacts with the caucuses is most likely to result in applicants for your position. Names of additional professional groups and women's or minority organizations for specific professions are available in the Office of Social Equity. In addition, the organizations listed below have been useful in establishing contacts in other searches:

Publication or Organization	Contact Information	Web Address
Affirmative Action Register	225 S. Meramec Avenue,, Suite 400 St. Louis, Missouri 63105 Tel: 314.863.2900 Fax: 314.863.2905	http://www.aar-eeo.com/
American Academy of Nurse Practitioners	Administrative Office P.O. Box 12846 Austin, TX 78711 512.442.4262 Fax: 512-442-6469	www.aanp.org
American Assembly for Men in Nursing	AAMN PO Box 130220 Birmingham, AL 35213 Attn: Bryon McCain Phone: 205-956-0146 Fax: 205-956-0149	www.aamn.org
American Association for Affirmative Action	888 16th Street, NW, Suite 800 Washington, DC 20006 Tel: 202.349.9855, ext. 1857 or 800.252.8952 Fax: 202.355.1399	http://www.affirmativeaction.org
American Association of Hispanics in Higher Education, Inc.	Dr. Ricardo Romo Univ. of Texas, San Antonio 6900 N. Loop 1604W San Antonio, TX 78249-0600	http://aahhe.org
American Association of University Women	1111 16th St. NW Washington DC 20036 info@aauw.org Tel: 800.326.aauw 202-785-7700	www.aauw.org
American Council on Education: Center for Advancement of Racial and Ethnic Equity (CAREE), and Office of Women in Higher Education (OWHE)	One Dupont Circle NW Washington, DC 20036-1193 Tel: 202.939.9300 E-mail: caree@ace.nche.edu owhe@ace.nche.edu	http://www.acenet.edu

Publication or Organization	Contact Information	Web Address
American Educational Research Association	1430 K Street NW, Suite 1200, Washington, DC 20005 Phone: (202) 238-3200 Fax: (202) 238-3250	http://www.aera.net/
American Nurses Association	8515 Georgia Avenue- Suite 400 Silver Spring, MD 20910 1-800-274-4ANA Fax: 301-628-5001	http://nursingworld.org
American Philosophical Association (Committees: American Indians, Asian, Blacks, Hispanics, LGBT and Women)	31 Amstel Avenue University of Delaware Newark, DE 19716-4797 Tel: 302.831.1112 Fax: 302.831.8690	http://www.apa.udel.edu/apa/governance/national.html
American Physical Society (Committees on the Status of Women and Minorities in Physics)	One Physics Ellipse College Park, MD 20740-3844 Tel:301.209.3200 Fax: 301.209.0865	http://aps.org/
American Physical Therapy Association	1111 North Fairfax Street Alexandria, VA 22314-1488 Tel: 703.684.APTA (2782) or 800.999.APTA (2782)	www.apta.org
American Psychology Association	Freda Gibson, Advertising Department 750 First Street, N.E. Washington, DC 20002-4242 Tel: 800.374.2721 202.336.5500 advertising@apa.org	www.apa.org
Asian & Pacific Islander American Health Forum	450 Sutter Street, Suite 600 San Francisco, CA 94108 Tel: 415.954.9988 Fax: 415.954.9999	http://www.apiahf.org/
Asian American Journalists Association: Student Programs	1182 Market Street, Suite 320 San Francisco, CA 94102 Tel: 415.346.2051 Fax: 415-346-6343	http://www.aaja.org
Asian American Psychological Society	PMB #527 5025 North Central Avenue Phoenix, AZ 85012 Tel: (602) 230-4257	http://www.aapaonline.org/index.html
Association for Women in Science	1442 Duke Street Alexandria, VA 22314 Tel: 703-372-4381 Fax: 703-778-7807	http://www.awis.org

Publication or Organization	Contact Information	Web Address
Association of American Colleges and Universities	1818 R Street NW, Washington, DC 2009 Tel: 202.387.3760 Fax: 202.265.9532	http://www.aacu.org
Association of Asian/Pacific Community Health Organizations (AAPCHO)	300 Frank H. Ogawa Plaza, Suite 620 Oakland, CA 94612 Tel: 510.272.9536 Fax: 510-272-0817	www.aapcho.org
Association of Black Psychologists	P.O. Box 55999 Washington, D.C. 20040-5999 Tel: 202.722.0808 Admin@ABPsi.org Fax: 202-722-5941	http://www.abpsi.org/
Association of Latino and Latina Anthropologists	200 Wilson Blvd., Suite 600 Arlington, VA 22201 Tel: 703.528.1902 Fax: 703.528.3546	http://www.aaalla.org/
Chi Eta Phi Sorority Inc. An organization of African American registered professional nurses and students.	3029 13 th Street N.W. Washington DC, 20009 202.232.3858 Fax: 202-232-3460	http://www.chietaphi.com/
Committee on Institutional Cooperation (CIC Minority Directory)	Russell W. Snyder Associate Director 1819 South Neil Street Suite D Champaign, IL 61820 Tel: 217. 333.8475 Fax: 217.244.7127 Email: rwsnyder@uiuc.edu	http://www.cic.uiuc.edu/programs/DirectoryOfMinorityCandidates/
Council of Graduate Schools	One Dupont Circle NW, Suite 230 Washington, DC 20036 Tel: 202.223.3791 Fax: 202. 331.7157	http://www.cgsnet.org
Diverse — Issues In Higher Education	10520 Warwick Avenue, Suite B-8 Fairfax, VA 22030-3136 Tel: 800.783.3199 or 703.385.2981 Fax: 703.385.1839	http://www.diverseeducation.com
Higher Ed Jobs (job placement contact HR – WCU)	328 Innovation Boulevard Suite #300 State College, Pa. 16803 Tel: 814-861-3080 Tel: 814-861-3082	http://www.higheredjobs.com
Hispanic Association of Colleges & Universities	8415 Datapoint Drive, Suite 400 San Antonio, TX 78229 Tel: 210.692.3805 Fax: 210.692.0823 E-mail: hacu@hacu.net	http://www.hacu.net/

Publication or Organization	Contact Information	Web Address
Hispanic Outlook Magazine	80 Route 4 East, Suite 203 Paramus, N.J. 07652 Tel: 201.587.8800 Fax: 201.587.9105	http://www.hispanicoutlook.com
Historically Black Colleges and Universities		http://www.ed.gov/about/inits/list/whhbcu/edlite-list.html
Insider Higher Ed (job placement contact HR – WCU)	1320 18th Street NW Suite 500 Washington, D.C. 20036 Tel: 202-659-9208 Fax: 202-659-9381	http://www.insidehighered.com/
Latino Luncheon of Chester County		http://latinoluncheon.com/site_builder/display_page.asp?site_id=6&m=4
Latino Perspectives in Higher Education	E-mail: advertising@latinoperspectives.com	http://www.latinoperspectives.com/
Minority and Women Doctoral Directory	3001 Bridgeway Suite K119 Sausalito, California 94965 Email : info@mwdd.com Voice : 415-332-6933 Fax : 415-332-4799	http://www.mwdd.com
NAAAS (National Association of African American Studies & Affiliates)	PO Box 6670 Scarborough, ME 04070-6670 Tel: 207/839-8004 Fax: 207/839-3776 E-mail: naaasgrp@webcom.com	http://www.naaas.org
NAACP (National Association of Advancement of Colored People)	4805 Mt. Hope Drive Baltimore, MD 21215 Tel: 410. 580.5672 or Toll Free: 877.NAACP.98 info@naacp.org Philadelphia Chapter 1619 Cecil B. Moore Avenue Philadelphia, Pa. 19121-3228 Tel: 215.978.7500	http://www.naacp.org
National Alaska/Native American Indian Nurses Association	American Indian Nursing Student Success Program College of Nursing P.O. Box 26901 Oklahoma City, OK 73117 Tel: 405-271-2391 Fax: 405-271-2881	www.nanainanurses.org

Publication or Organization	Contact Information	Web Address
National Alliance for Hispanic Health	1501 Sixteenth Street, NW Washington, DC 20036 Tel: 202-387-5000 Fax: 202-797-4353 alliance@hispanichealth.org	www.hispanichealth.org
National Asian Pacific American Bar Association	1612 K Street, NW, Suite 1400 Washington, DC 20006 Tel: 202.775.9555 Fax: 202.775.9333	http://www.napaba.org/napaba/showpage.asp?code=home
National Association of Black Geologists and Geophysicists:	NABGG 4212 San Felipe, Suite 420 Houston, TX 77027-2902 E-mail: nabgg_us@hotmail.com	http://www.nabgg.com
National Association of Black Journalists	NABJ 1000 Knight Hall Suite 3100 College Park, MD 20742 Tel: 301-405-0248 Fax: 301-314-1714	http://www.nabj.org
National Association of Hispanic Journalists	National Association of Hispanic Journalists 1000 National Press Building 529 14th St., NW Washington, DC 20045-2001, USA E-mail: cgomez@nahj.org Tel:202.662.7145	http://www.nahj.org
National Association of Hispanic Nurses	1455 Pennsylvania Ave., N.W., Suite 400 Washington, D.C. 20004 Tel: 202.387.2477 Fax: 202-483-7183 TheHispanicNurses@earthlink.net	http://www.thehispanicnurses.org/
National Association of Hispanic Serving Health Professional Schools	Airport Plaza II 2611 Jefferson Davis Highway Suite 205 Arlington, Va. 22202 Tel: 703-415-1404 Fax: 703-415-1408 hshps@hshps.com	http://hshps.com
National Black Leadership Initiative on Cancer	720 Westview Drive SW Atlanta, GA 30310 Tel: 1.800.724.1185 Hamilts@msm.edu	http://www.nblic.org/about.htm
National Black Nurses Association	8630 Fenton Street, Suite 330 Silver Spring, MD 20910-3803 NBNA@erols.com Tel: 301.589.3200 Fax: 301-589-3223	www.nbna.org

Publication or Organization	Contact Information	Web Address
National Education Association	1201 16 th Street, NW Washington, DC 20036-3290 Tel: 202.833.4000 Fax: 202.822.7974	http://www.nea.org
National Institute of Health Black Scientists Association	P.O. Box 2262 Kensington, MD 20891-2262 Tel: 301-435-4568 Email: Smithj@mei.inh.gov	
National Latino/a Psychological Association	Edward Delgado-Romero, Ph.D. Association Professor University of Georgia Edelgado@vga.edu	http://www.nlpa.ws/
National Minority Quality Forum	1200 New Hampshire Ave., NW, Suite 575 Washington, DC 20036 Tel: 202.223.7560 Fax: 202.223.7567	http://www.nmqf.org
National Organization for the Professional Advancement of Black Chemists and Chemical Engineers (NOBCChE)	NOBCC HE National Office P.O. Box 77040 Washington, D.C. 20013 Tel: 1-800-776-1419 Fax: 202-667-1705 president@nobcche.org	http://www.nobcche.org/
National Society of Black Engineers (NSBE).	World Headquarters 205 Daingerfield Road Alexandria, Virginia 22314 Tel: 703. 549.2207 Fax: 703. 683.5312 E-Mail: info@nsbe.org	http://www.nsbe.org
NORC	Maryland Office 4350 East-West Highway Suite 800 Bethesda, MD 20814 (301) 634-9300	http://www.norc.uchicago.edu/issues/docdata.htm
Office of Minority Health Resource	PO Box 37337 Washington, DC 20013-7337 Tel: 1.800.444.6472 Fax: 301-251-2160	http://www.minorityhealth.hhc.gov
Pennsylvania Black Conference On Higher Education (PBCOHE)	Pa. Black Conference on Higher Education Office of Research and Graduate Studies 840 Wood Street Clarion University of Pennsylvania Clarion University, Pa. 16214-1231 Tel: 814-393-2337 Fax: 814-393-2722 bdede@clarion.edu Work: 814-393-2337 Fax: 814-393-2722	http://www.pbcohe.org/

Publication or Organization	Contact Information	Web Address
Society for Advancement of Chicanos and Native Americans in Science	P.O. Box 8526 Santa Cruz, CA 95061-8526 333 Front Street, Suite 104, Santa Cruz, CA 95060 Tel: 831. 459.0170 Fax: 831-459-0194	www.sacnas.org
Society of Hispanic Professional Engineers (SHPE)- Greater Philadelphia Chapter	P.O. Box 1497 Philadelphia, PA 19105 Ray Garcia (Staff Director) Tel: 215.652.4109 Fax: 215.993.0646	http://www.shpe.org
Southern Regional Education Board (SREB) /COMPACT – Doctoral Scholar Directory (For ID and Password see WCU Office of Social Equity)	Robert L. (Bob) Belle S.R.E.B. 592 10 th Street N.W. Atlanta, GA Tel: 404.875.9211, Ext. 268 Fax: 404-872-1477 E-mail: bob.belle@sreb.org	http://www.sreb.org/programs/dsp/directory/directoryindex.asp
The American Indian Science & Engineering Society	PO Box 9828 Albuquerque, New Mexico 87119 505.765.1052 Fax: 505-765-5608 info@aises.org	www.aises.org
The Black Collegian Online and The Black Collegian Magazine	140 Carondelet Street New Orleans, LA 70130 Tel: 504.523.0154	http://www.black-collegian.com
The Chronicle of Higher Education	1255 23rd Street, N.W. 7th Floor, Washington, D.C. 20037 Tel: 202.466.1000 Fax: 202.452.1033	http://chronicle.com
West Chester University of PA (Internal Resources)	1) Alumni Association – Black Caucus (X2813) 2) Frederick Douglass Society – Katherine Norris 610.738.0456 3) Frederick Douglass Institute – C. James Trotman (X2126) 4) Multicultural Faculty Commission – LaTonya Thames Taylor (X2970) 5) Undergraduate Studies – Idna Corbett (X3417) 6) Women Studies – Jen Bacon (X2853) 7) LBGTQA Services – Jacki Hodes (X3147) 8) Sponsored Research – Mike Ayewoh (X3592) 9) ACE Fellow – Gopal Sankaran (X2300)	http://www.wcupa.edu/admin/social.equity/resources.asp
Women In Higher Education	5376 Farmco Drive Madison, WI 53704 Tel: 608.251.3232 Fax: 608-284-0601	www.wihe.com

Appendix E. **FACULTY AND STAFF RECRUITMENT** **INITIATIVES**

A variety of strategies to attract and hire highly desirable candidates, such as those in specialty areas, high demand areas, and from underrepresented groups have been employed at West Chester University. In keeping with the mandate from the State System of Higher Education, and with the Office of Federal Contract Compliance Programs, WCU has developed an Affirmative Action Plan. This program is designed to foster outreach efforts to underrepresented groups, consisted with the University's Mission Statement, and Transformation for Diversity within the student body, faculty and staff. The following incentive initiatives are available to departments for implementation of effective recruitment strategies for faculty from underrepresented groups.

FACULTY AND STAFF RECRUITMENT INCENTIVE INITIATIVES:

Eligibility: Tenure Track Searches and Searches for Administrative, Managerial, and Professional positions approved for the Academic year. Proposals will be reviewed and approved by the Dean of the appropriate School-College and the Provost or the Director of the Department and Divisional Vice President and the Social Equity Director. Proposals or requests will be approved and funded on a first come first serve basis.

1. Fund member(s) of search committees or departments who have identified and established contact with a minority caucus to attend professional conferences to visit with caucuses and network for viable minority applicants.

Maximum Allowance: Costs Negotiable

2. Reimbursement of departments from institutional dollars for all or a portion of travel costs for interviews of prospective faculty or staff from underrepresented populations for tenure track, administrative, managerial, or professional positions.

Maximum Allowance: Costs Negotiable

3. Funding a Visiting Minority Scholar or other expert as a presenter and consultant to the Division-School-Department. As part of the visit, the Dean or Director and the selected members of the Division-School-Department will meet with the visiting scholar or other expert to discuss the University commitment and efforts to enhance diversity among faculty, students and within the curriculum.

Maximum Allowance: Costs Negotiable

4. Funds will be available to send a three or four persons recruitment team to travel to Historically Black Colleges for the purpose of networking and recruiting for upcoming University wide tenure track, administrative, managerial, or professional positions. Interested Departments should contact the Dean of School-College or the Director of the Department and submit name(s) of department representative(s).

5. Funds will be available to support advertising in minority newspapers-magazines for upcoming tenure track positions. Departments-Colleges-Schools should submit tenure track position information for inclusion in a block advertisement to the Office of the Provost and information on administrative, managerial, or professional positions to the Office of Social Equity.

Faculty and Staff Recruitment Incentive Initiative Proposal

In order to recognize University efforts to reach out to underrepresented populations and to promote diversity among faculty, the Office of Social Equity offers Incentive Initiatives to be utilized during the academic year. These initiatives are consistent with the University's Mission Statement which expresses a value for the richness of diversity within the student body, faculty, and staff. These initiatives are intended to promote best practices for effectively recruiting candidates from underrepresented populations.

Eligibility:

Departments who have been approved for Tenure Track, Administrative, Managerial and Professional Searches for the Academic Year.

Application Procedures:

Requests for funding should be submitted through the Office of the Dean or Director of the department for his-her recommendation. Copies of the recommended proposals will be forwarded to the appropriate Vice President and to the Office of Social Equity for review and approval.

Special consideration will be given to search committees-departments who work collaboratively on initiatives designed to diversify applicant and-or interview pools. Proposals or requests will be approved and funded on a first come, first serve basis.

Proposed Incentive:

_____ Conference Attendance	_____ Travel Costs	_____ Visiting Scholar
_____ Recruitment Team	_____ Advertising	_____ Visitation to other schools
_____ Other (please describe)		

Narrative Description:

Describe how the search committee or department will implement the initiative to effectively outreach to diversify the applicant pool. Please include arrangements to be made with minority caucuses, professional organizations, HBCUs, schools with Ph.D. or professional programs in discipline, etc., as part of the diversity initiatives. List search committee members or department members participating in diversity initiatives.

Total Request for Funding: _____ (If funding is being requested for more than one recruitment initiative, please give breakdown of expenditures).

Signature of Hiring Manager-Search Chair:

FOR FACULTY POSITIONS:

Dean's Signature: _____ **Date:** _____

Provost's Signature: _____ **Date:** _____

Social Equity's Signature: _____ **Date:** _____

PLEASE NOTE: If your request for funds is approved, you will be asked to submit a PDR or Travel Expense Voucher accompanied by any receipts for your expenditures to the Office of Social Equity at the end of your search. These documents must be accompanied by an End of Project Report, as described below.

End of Project Report: To be completed at the end of the search process. Please complete and submit to the Office of Social Equity upon completion of your search.

Describe the results of the initiative, how it was implemented, the approximate number of contacts that you were able to network with, the approximate number of distributions provided, the number of contacts made which will be of continued usefulness. Indicate whether the initiative is worthwhile pursuing again and what if anything should be modified.

ILLEGAL QUESTIONS

Questions seeking the following information are ILLEGAL and CANNOT be asked of an applicant during the interview process or before he or she is hired:

- Date of birth
- Maiden name
- Previous married name
- Marital status
- Name of spouse
- Spouse's occupation and length of time on the job
- Spouse's place of employment
- Number of children and their ages
- Arrest record (Convictions may be asked about, but you cannot refuse employment because they were convicted, unless it is a bonafide job qualification)
- If they have children, or if child care has been arranged the children
- Reasons that would prevent an applicant from maintaining employment
- Ancestry
- National origin (color)
- Age
- Sex or sexual orientation
- Religion
- Affiliations with Communist party, or a union
- Credit history or garnishment of wages
- Disabilities

Ask Open-ended Questions

An open-ended question is structured to encourage the candidate to respond with lengthy, as opposed to brief, answers. In contrast, a closed-ended question allows the candidate to give a simple yes/no answer.

Tolerating Interview Silence

After asking a question, remain silent to give the candidate a chance to think. It takes time for the candidate to recall examples from the past. While the candidate searches through memory for a suitable situation, an awkward silence may occur. If you jump in, disrupting the candidate's memory search, the behavioral example may be lost. This time could be used by you to add to your notes or create new questions.

Taking notes

Some interviewers don't like note-taking. They fear the candidate will think them rude, or that the candidate will feel threatened. The reason that you are taking notes is to be sure that you're accurate. Effective note-taking requires that you develop some sort of shorthand. Listen selectively for answers that are directly related to the skills you are looking for. Try to use direct quotes as much as possible. Put the exact words of the candidate in direct quotes, using (...) to indicate any omitted words. Use parentheses when you paraphrase. Be sure that you have enough in your notes to rate each skill. Never rely on your memory. As soon as possible rate the candidate's skills by comparing your notes.

Controlling the interview

The interviewer's task is to gain as much job-related information as possible in a short period of time to make a decision. Thus, it is in everyone's best interest to have a tightly controlled interview to gain the maximum, usable information. You must cue the candidate as to when to keep talking, when to stop, when to change topic, etc. It may be necessary to interrupt a candidate if they are rambling on. If you feel uncomfortable doing this, remind yourself that it is your job to learn as much as possible about the candidate. If you allow the candidate to talk about non-essential things, then you will be less able to rate the candidate's skills.

Probing for information

Even though you ask open-ended questions, candidates often give answers that are off target or incomplete. It is essential that you are able to probe to help the candidate give the information you need in order to rate skills. To probe you may have to restate the question to the candidate to make what you're asking more clearly or ask for examples of the skill that you are questioning.

As the interviewer you need to make sure that you gain specifics, clarify understanding, target on the skill, focus on an idea and expedite the answer.

Things To Remember When Conducting An Interview

Preparation

Review applications/resumes

- Write out questions and have them ready
- Avoid interruptions
- Don't be late
- Plan for enough time

Starting the Interview

- Introduce candidate/committee
- Be friendly, open, NATURAL
- Provide for candidate's physical comfort
- Set stage with small talk
- Take notes - explain why
- Ask open-ended questions
- Allow for silence
- Use probing questions
- Focus talkative applicants

Closing the Interview

- Ask candidates if they have any questions
- Ask yourself if you have enough information
- Advise candidates about the next step

Appendix G.
SAMPLE INTERVIEW QUESTIONS

Instructor A

1. How has your previous teaching experience prepared you for this position?
2. What are your career objectives and how will this position help you to achieve them?
3. How do you stay informed on current issues in your field?
4. Tell us about your previous teaching experience as it relates to teaching of _____?
5. How do you adjust your teaching style to your student's ability and learning style?
6. How do you evaluate student performance?
7. What do you view as your greatest strength in the classroom?
8. What has been the extent of your exposure to diversity in the classroom?
9. What personal attributes, talents, or skills would you bring with this position?
10. Tell us about a problem student in one of your classes and how you handled it?
11. Is there anything that you would like to add to the discussion at this point?

To be modified according to department needs.

Appendix H.
SAMPLE APPLICANT SCREENING INSTRUMENT

**Applicant Screening Instrument: Composition and Literature Faculty
Fall 2008**

Candidate's Name _____

Required

MA/MFA in English/Literature/Writing/Composition and Rhetoric: yes____ no____

Additional Qualifications (only if YES is checked above)

Education beyond the MA/MFA
(a completed PhD would merit the full 4 pts.) (1-4) _____

Experience teaching composition and introductory
literature courses:

Basic Writing _____

Composition _____

Other Writing _____

Introductory Literature_____ (1-4) _____

Research (1-4) _____

Application Packet
(application letter, vita, 3 references, transcripts-official required at interview)
(1-4) _____

Teaching effectiveness at undergraduate level (1-3) _____

ADDITIONAL NOTES:

TOTAL SCORE_____

**** To be modified according to department needs. ****

Appendix I.
SAMPLE INTERVIEW INSTRUMENT

INSTRUCTIONS: Please rank the candidate's competencies using the following scale:
0 = no demonstrated competency; 1 = fair; 2 = good; 3 = excellent

REQUIRED COMPETENCIES

RANK

- | | |
|--|-------|
| 1. Ph.D. in specified field, or a related field by 8/2008. | _____ |
| 2. Ability to communicate effectively. | _____ |
| 3. Expertise in composition and literature. | _____ |
| 4. Competency to teach specified courses. | _____ |
| 5. Commitment and ability to attract women and minorities to department. | _____ |

PREFERRED COMPETENCIES

- | | |
|---|-------|
| 6. Potential for achieving excellence in teaching at WCU. | _____ |
| 7. Ability to teach other courses in english. | _____ |
| 8. Potential to establish an active program of research involving undergraduates. | _____ |
| 9. Potential for attracting external funding of his/her research. | _____ |
| 10. Potential for publishing peer-reviewed scholarly work. | _____ |
| 11. Potential to advise a diverse student population. | _____ |
| 12. Potential to complement department expertise/mission/goals. | _____ |
| 13. Potential to interact productively with students and faculty in our department. | _____ |
| 14. Potential to interact productively with students and faculty in other WCU/SSHE programs/committees. | _____ |

TOTAL (42 points possible):

*** To be modified according to department needs. ***

Appendix J.

SAMPLE APPLICATION QUALIFICATION MATRIX									
Department: English				Position: Assistant Professor				Date: December 2008	
Applicant		Minimum Criteria -- Yes or No	Additional Qualifications with Numeric Rating						
Last Name	First Name	Education	Education Beyond the MA/MFA	Experience Teaching Comp & Lit Courses	Research	Application Packet	Evidence of Teaching Effectiveness	TOTAL SCORE ??/19	Recommended for Interview / Rationale for Non-Selection
Aguilera	Bill	yes	4	3	4	4	3	18	Recommended for Interview
Brown	Cathy	yes	3	4	2	4	3	16	Recommended for Interview
Clarke	Dante	yes	3	3	3	3	3	15	Recommended for Interview
Ortiz	Rick	yes	3	3	3	4	3	16	Recommended for Interview
Shah	Melanie	yes	4	4	3	3	3	17	Recommended for Interview
Washington	Martha	yes	2	2	2	4	1	11	NOT Recommended for Interview Insufficient specialization or breadth in content area
Woods	John	yes	3	2	2	2	1	10	NOT Recommended for Interview Insufficient specialization or breadth in content area
Harvey	Tom	no	n/a	n/a	n/a	n/a	n/a	n/a	NOT Recommended for Interview does not meet minimum requirement

Dean or Designee Approval: _____

PREPARING YOUR RATIONALE FOR NON-SELECTION

When preparing the rationale for non-selection of candidates, you should be referring to the objective criteria that you have identified as central to the position and which will result in the selection of the strongest candidate for the position. Typically candidates are not selected because they do not meet one or more of the areas of knowledge, skills or abilities. Therefore, the easiest way to prepare the rationale for non-selection of candidates is to list the candidates' names under a heading of the job criteria which they are lacking.

Reasons for Rejection:

- Applicant Accepted another position
- Offer was extended, but applicant declined
- Applicant could not be contacted for interview
- Applicant withdrew name from consideration
- Insufficient specialization or breadth in content area
- Did not meet educational requirements
- Did not meet teaching requirements
- Applicant did not have the needed skills to do the job
- Applicant did not have experience to do the job
- Lack demonstrated supervisory experience
- Qualified, but applicant selected for interview appeared stronger in needed skills and abilities
- Qualified and interviewed, but applicant selected seemed strongest in needed skills and abilities
- Other (specify)

WEST CHESTER UNIVERSITY – SOCIAL EQUITY COMPLIANCE REPORT

(To be completed for each Faculty, Appointment)

Department:	School – College:
Position:	
Name of Recommended Candidate:	
Finalist Pool:	
(All candidates who successfully completed interview, and or teaching performance demonstration).	

Full- time: Part-time: Probationary- Permanent:

Temporary: Regular-part-time: Emergency Hire: Re-Hire:

Reason for Emergency Hire:

Date Position Begins:

Date Position Ends:

For Recommended Candidate:

<u>Racial</u>	<u>Sex</u>	<u>Age</u>	<u>Disability</u>
<u>Designation</u>		<u>Range</u>	<u>Status</u>
	___Female	___Under 30	___Yes ___No
___White			
___African-American	___Male	___30-39	___Hearing Impaired
___Latino		___40-49	___Visually Impaired
___Asian or Pacific Islander		___50-59	___Mobility Impaired
___American Indian or Alaskan Native		___Over 60	___ Other, please indicate
___Other			

Probationary-Permanent or Temporary Hire proceed to Page 2.

1. How was the applicant pool generated? (Describe specific recruitment initiatives)
2. Total number of applicants for this position? _____
3. Race and sex data for the Interview pool only.

INTERVIEW POOL	TOTAL	WHITE	AFRICAN AMERICAN	LATINO	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
MEN						
WOMEN						
GRAND TOTAL						

Number of Interview in Each Age Range:

____ Under 30 ____ 30 – 39 ____ 40 – 49 ____ 50 – 59 ____ Over 60

	Please check if you are aware of anyone with veterans' status in the Interview Pool. Please identify the veteran(s):
--	--

If you have not already submitted your rationale for non-selection for all applicants, please attached on a separate sheet.

Department or Search Committee Chairperson

Date

Director of Social Equity

Date

Revised 2/07

Appendix L.

Faculty Appointment Authorization Form

*Please see Social Equity webpage -

<http://www.wcupa.edu/admin/social.equity/hiring.asp>

Provost webpage - <http://www.wcupa.edu/admin/provost/>

Appendix M.

Faculty Appointment Form

*Please see Social Equity's Webpage

<http://www.wcupa.edu/admin/social.equity/hiring.asp>

Provost webpage - <http://www.wcupa.edu/admin/provost/>

Appendix N



West Chester University

- I. **AUTHORITY:** This policy is promulgated in accordance with The Veteran's Preference Act of 1975, a statute of the Commonwealth of Pennsylvania found at 51 Pa. C.S. 7104(a).
- II. **PURPOSE:** The purpose of this policy is to reaffirm the University's intention to embrace the statutory hiring preference established by law for veterans.
- III. **POLICY:** It is a policy of the University to provide a hiring preference to veterans who possess the requisite qualifications for a vacant position in recruitment and are eligible for appointment. The University shall grant hiring preference at the time when a veteran is in the finalist pool of any search. If more than one veteran is in a finalist pool, the best qualified veteran shall receive the hiring preference. As a general rule, Veteran's Preference is not applied in cases of promotion. University employees may only exercise those rights for a promotion opportunity if the employee is in a less than fulltime regular status, such as temporary, part-time, seasonal or emergency.
- IV. **DEFINITIONS:**
 - A. **Soldier (Veteran):** Any person discharged under honorable conditions who have served in the Armed Forces of the United States, or any women's organization connected with those forces, during any war or armed conflict; or any honorably discharged person who has served since July 27, 1953. DD-214 forms are required for verification of honorable discharge status. Honorable, good, satisfactory, indifferent and special discharges are considered under honorable terms by the Pennsylvania Civil Service Commission. Further Commission guidance advises that persons who have not completed their initial military service commitment, including National Guard and Reserve members currently in their first term of service, are not eligible for the preference.
 - B. **Finalist Pool:** The group of candidates who have successfully traverse all phases of the search and are determined eligible for employment by the hiring authority utilizing the criteria established and announced prior to the start of the search. These criteria may include successful completion of an

interview or series of interviews, satisfactory or exceptional work history and references, satisfactory recommendations from a search committee, as well as other demonstrations from which constituent feedback is solicited and considered.

V. PROCEDURE:

- A. **Job Qualifications:** Qualifications used as the selection criteria must be established prior to the search commencing. Qualifications must be job related and non-discriminatory.
- B. **Notice of Qualifications to Applicants:** These requisite qualifications will be incorporated into public solicitations and the position description for the purpose of making them known to applicants. If an ad is abbreviated due to cost and does not contain the requisite qualifications, the ad must include a website address which can be accessed by applicants to obtain this information.
- C. **Notice of Veteran's Status to University:** Declaration of veteran's status is invited through voluntary protected class self-disclosure forms which are returned by applicants for Social Equity Office use, or during the course of the interview process. Verification is accomplished by presentation of a copy of the veteran's *DD-214 form*.
- D. **Search Finalist Pool:** The finalist pool must be determined by the hiring authority based on the requisite qualifications criteria established prior to the search. Per Section VI.B. of this policy, the criteria may include successful completion of an interview or series of interviews, satisfactory or exceptional work history and references, satisfactory recommendations from a search committee, as well as other demonstrations from which constituent feedback is solicited and considered. The final pool should include at least three candidates if possible, but if a veteran has been interviewed and less than three candidates are contemplated for the Finalist Pool, the Office of Social Equity should consult Legal Counsel and advise the Human Resource Services Office and the Hiring Authority of such guidance.
 - 1. No Veteran in Finalist Pool: If no veteran is in the finalist pool, the hiring authority may select the best qualified candidate.
 - 2. Veteran in the Finalist Pool: If a veteran is in the finalist pool, the veteran must be selected and offered the position.
 - 3. Multiple Veteran's in Finalist Pool: If more than one veteran is in the finalist pool, the best qualified veteran must be selected and offered the position.

VI. INTERPRETATION: This policy shall be interpreted by the Social Equity Office.

Appendix: PA CASE LAW GUIDANCE: While the statute itself gives insufficient guidance toward how the preference should be applied to searches relating to non-civil positions, Pennsylvania case law does provide meaningful direction to public employers. General Legal Opinions issued by the University Legal Office of the State System of Higher Education add to our understanding as well.

- A. Brickhouse v. Spring Ford Area School District, 540 Pa. 176, 656 A.2d 483 (1986): The employer is free to establish requisite qualifications (selection criteria) that are reasonably related to the duties to be performed so long as such requisites are not undertaken in bad faith.
- B. Dickey, Jr. v. Board of Commissioners of the City of Washington, PA and the County of Washington, 658 A.2d 876 (Pa. Cmwlth. 1995): These requisites may include skills, knowledge, abilities and other job-related requirements which go beyond those originally advertised.
- C. Dautremont v. West Chester University, 495 M.D. 1995: Citing Judge Zapalla's concurring opinion in Brickhouse, requisite qualifications under the Veteran's Preference Act, 51 Pa. C.S. 7104(a), to be applied as a meaningful criteria, must be spelled out in advance of the selection process, and not merely be subjective conclusions, formed ad hoc during or after the selection process, based on relative credentials of the actual applicants. The finalist pool consists of all candidates eligible for appointment.
- D. SSHE Legal Opinion #11-96: Veterans are not to be preferred merely because they are veterans. They must meet the requisite qualifications, and must demonstrate the ability to perform. Simply having the licensure or credentials does not serve to qualify an applicant for a job. Unless an applicant successfully reaches the finalist pool of a search process, he has not met the employer's requisite qualifications. To make the finalist pool approach work, more than one name needs to be submitted into the finalist pool. At least 3 are recommended.
- E. SSHE Legal Opinion #1-99: Being a veteran does not in and of itself qualify a veteran applicant for being placed in the finalist pool. If the university has included the requirement of successful performance in an interview or demonstration in the position advertisement (or the job description per #11-96), the finalist pool should consist of only those individuals who have satisfactorily completed those requirements.

Note: The Veteran's Preference Act of 1975 affords similar rights to spouses of disabled or deceased veterans. As a point of clarification, the preference is intended to relate to spouses of veterans with service-connected disabilities. If a disabled veteran wishes to transfer the preference to his or her spouse, the waiver and transfer must be done in writing and signed by the veteran. Spouses of deceased veterans must present the spouse's DD-214, marriage and death certificate to be eligible for the preference. The death need not be service-connected, however. Divorced spouses have no eligibility.

Rev. Sep 22, 2004

Appendix O

Travel Expense Options for Coordinating Transportation and Accommodations for Visiting/Guest Faculty

One of the most important functions of a university Faculty Search Committee is to invite eligible candidates on campus for a visit, tour, and interview. This task requires the committee members to be sensitive to extending hospitality to our guests as they make arrangements to visit our campus, to ensure our guests have the best experience possible as they complete the interview process.

For faculty candidates traveling from out of state, the visit to campus and participate in the interview process may require considerable expenses related to arranging airfare, transfers/taxis, hotel accommodations, and meals. It is important for Faculty Search Committees to be aware that not all faculty candidates can pay these expenses up front as a common reimbursement process entails (using the Travel Expense Voucher).

A couple of alternatives include the following:

Transportation Order: Can be used to purchase Airline tickets or any kind of transportation but must be coordinated through Whirlaway Travel, West Chester. Cab fare can also be paid with a Transportation Order but must be coordinated through Rainbow Cab in West Chester.

Process:

- (1) Contact Whirlaway Travel Agency and tell them what travel arrangements are required. They will quote a price and hold the reservation for 24 hours;
- (2) Complete online Transportation Order;
- (3) Accounts Payable will process the order within 24 hours and notify you via email when the order is available for pick up;
- (4) Fax or hand deliver original Transportation Order to Whirlaway Travel, keep copy;
- (5) Tickets are available immediately.

Hotel Order: Can be used to pay a hotel accommodation in advance. A separate Hotel Order is required for each traveler/guest. The Hotel Order can only be used for lodging. It cannot be used for food or other expenses.

Process:

- (1) Verify with select hotel that they will accept the Hotel Order. Most hotels in West Chester area are familiar with this process;
- (2) Make the preliminary reservation with the select hotel, provide dates. Request hotel room charges and taxes, request phone restriction to local calls only;
- (3) Go to Accounts Payable website and select the Hotel Order and complete form;
- (4) Once submitted, Accounts Payable will process HO in 24 hours;
- (5) Accounts Payable will notify you by email when HO is ready for pickup;
- (6) HO must be faxed or delivered to the select hotel prior to the guest registration.

Travel Expense Voucher: This form is used for any travel related expense, for which the guest pays and is then reimbursed. This includes, mileage, parking, food, or any

miscellaneous expense authorized by the department. Alcoholic beverages are excluded. If a hotel or transportation order was used to pay for some of the expenses, do not list the charges on the face of the Travel Expense Voucher, simply attach a copy of the (HO/TO) order with the completed voucher being submitted.

Process:

- (1) Download form from Accounts Payable website. Form must be completed by hand. A link to all fiscal forms is listed below;
<http://www.wcupa.edu/information/afa/FrmlIdx.htm>
- (2) Make sure to complete the following: Travel Expense Number (internal number assigned by the department for tracking, available through the department secretary); complete demographic information at the top; complete chart field information which is very important, available through the department secretary; complete descriptions of travel in relevant columns/rows; make sure to complete Purpose of Travel, and dates and times of arrivals and departures;
- (3) All relevant original receipts must be retained and submitted to the department;
- (4) Obtain authorized signatures for the Departments approving expenditure (s);
- (5) Forward to Accounts Payable (via inter-office mail), allow 14 days for processing time;
- (6) Reimbursement should be sent within 14 days after receipt by Accounts Payable.

University Purchasing Cards cannot be used for any travel related expenses, including holding hotel or transportation reservations. This is a serious audit issue and could result in the loss of the use of the Purchasing Card.

Both forms can be accessed online through the Accounts Payable Website, <http://www.wcupa.edu/INFORMATION/AFA/Fiscal/Acctg/Payables/Default.htm> Simply fill in the data requested on the form and press the SUBMIT button. The form is automatically routed to the Accounts Payable department and processed within 24 hours.

We hope this overview helps support the important work of our Faculty Search Committees.

Sincerely yours,

Richard W. Voss
Department of Undergraduate Social Work, Co-chair Faculty Search Committee

Theresa Firkaly
Accounts Payable

June 15, 2006

Appendix P



EMPLOYMENT OF CITIZENS OF FOREIGN COUNTRIES

West Chester University

I. PURPOSE:

The intent of this policy is to establish consistent, practical guidance for both hiring managers and citizens of foreign countries seeking temporary or permanent instructional and professional employment with West Chester University.

II. DEFINITIONS:

A. H1-B/E-3 Visas: The H1-B visa is a temporary, non-immigrant visa classification assigned to a foreign national which authorizes him or her to work lawfully in the United States for a period of time not to exceed six (6) years. The E-3 is a new temporary, non-immigrant visa classification assigned to Australian citizens, authorizing sponsored, professional employment in the United States for an initial period of two (2) years. Extensions of stay can be granted in increments indefinitely. These types of working visas are typically appropriate for tenure-track and professional non-instructional positions.

B. Permanent Residency: A status granted by application and under specific circumstances to permit certain foreign citizens to live permanently and work indefinitely within the United States without restriction.

C. Green Card: The card is an identity card showing evidence of the card holder's permanent residency status. It has not been a green card since the 1960's but continues to be referred to by this misnomer. The color has changed from green to blue to pink to its present complexion of white back with a green stripe. The card incorporates the latest technology, containing microscopic portraits of all 42 Presidents, an embedded hologram of the Statue of Liberty and a laser-etched digital color photograph of the card holder to allow authorities to quickly establish whether or not it is authentic.

Moreover, the decision to live and work in the United States permanently is an individual's free choice, and not an employer's. Associated costs should be borne accordingly. The University is not responsible for guiding, instructing or administering follow-up procedures required for eligible foreign employees to adjust their status to that of permanent resident.

V. PROCEDURES:

- A. Search Committees: A copy of this policy should be provided by the Human Resources Office to each professional or faculty search committee at the beginning of the search. It is imperative that search committees, who are considering the hire of foreign nationals, broach the subject of ability to work lawfully in the United States with them as part of the screening or interview process. Consultation with the Human Resources Office is also advised in terms of understanding the length of processes like the H1-B visa process. No offer of financial support beyond what is outlined in this policy should be made. Offers of employment to foreign nationals should also include the specific understanding that employment is conditional on the ability to work lawfully in the United States beginning the date for which the employment is intended to begin.
- B. Legal Representation: PASSHE's Office of General Counsel is the University's official legal representative for all employee immigration matters. If a foreign national chooses to retain legal counsel to facilitate the filing of a working visa or permanent residency application, it must be made clear that this private legal counsel cannot represent the University to government agencies. Private counsel may be engaged by foreign nationals to obtain legal advice and counsel on their own behalf or to pursue self-sponsored immigration applications, provided that the University is not named as the petitioner. Costs associated with self-sponsored immigration applications or private immigration advice are the responsibility of the individual and not the University. The Human Resources Office will inform the employee and the employee's legal representative of this in writing upon notice that the employee has obtained private legal counsel.
- C. H1-B/E-3 Visas (the University as Petitioner): When an offer of employment is accepted by a foreign national to work for the University, the foreign national will be referred for visa processing to the University's comprehensive immigration processing service (Immigration Support Services, Inc.). Since the foreign national is merely the beneficiary of this visa and the employer is the statutory petitioner, the University will pay all fees associated with the petition. The cost of the process will be borne by the department into which the foreign national has been hired. The foreign national may not elect to retain private counsel for the purpose of filing an H1-B petition on the University's behalf.
- D. Visa Classes and Permanent Residency Applications (the Foreign National as Petitioner/Applicant): In instances where the University is not the petitioner or applicant for the filing, as in the case of some classes of visas and permanent residency applications, the foreign national is free to use the University's comprehensive immigration processing services or private legal counsel, but all costs associated with the processing except employer advertising fees will be required to be paid by the foreign national.

- E. Sponsorship of Permanent Residency Exceptions: In instances where the University views the retention of a foreign national as critical to the success of the University, the University may choose, at its sole discretion to sponsor a foreign national for permanent residency. Such sponsorship requires the approval of the Dean and Provost for faculty and the Division Vice President for professional staff sponsorship. A sponsorship exception must be processed through the University's comprehensive immigration processing service and the University will bear all associated fees.
- F. Role of the Human Resources Office: The Human Resources Office will coordinate all referrals by departments/department heads for immigration work processed through the University's comprehensive immigration processing service. The Human Resources Office will also manage all communications between PASSHE's Office of General Counsel and the University on employee immigration matters.
- G. Termination of Employment Prior to Expiration of H1-B Visa: By virtue of an employer representative signing an H1-B visa petition to sponsor employment for a foreign national, the petition is creating a contingent legal obligation to pay for the foreign national's transportation to their last foreign residence if employment is terminated for any reason prior to the visa expiration date. This cost will be borne by the department from which the individual's employment status is being terminated.
- H. No-Shows: In instances when the University has sponsored a foreign national for professional or faculty employment and that individual does not report for work or expresses the intention not to accept employment, the USCIS must be notified immediately and a request to revoke the working visa must also be made. The Human Resources Office handles these communications with USCIS. Chairs or department heads who become aware of these kinds of circumstances must give immediate notice to the Human Resources Office.
- I. Disclaimers: The University disclaims any warranty of success in terms of approval of working visa petitions and permanent residency applications.

APPENDIX Q: Background Check Release and Authorization Form

PASSHE's Board of Directors now requires pre-employment background checks to be conducted for all university recruitments started on or after April 15, 2009, and/or for individuals who are not re-employed by the university within 12 months of their last day of employment (i.e. temporary hires who only work in the summer or during specific weeks of the year).

This policy applies to all faculty, staff, camp counselors, and non-work-study student employees.

Below are the details regarding funding for and processing of background checks for the various groups impacted by this new policy. Please note that offers of employment are contingent upon the successful completion of the Pre-Employment Background Check. Background screening results typically take 2-3 working days.

STAFF: All hiring managers and supervisors will be required to have successful candidates for staff positions complete the **Background Check Release Form** [http://www.wcupa.edu/HR/Forms/FORMS/Background Check Release Form.pdf](http://www.wcupa.edu/HR/Forms/FORMS/Background%20Check%20Release%20Form.pdf) and forward to the Office of Human Resources for processing. Candidates can also come to the HR office to complete this form.

FACULTY:

- Tenure-track faculty: During the on-campus interview, the Dean's office will obtain from each finalist candidate a completed **Background Check Release Form** [http://www.wcupa.edu/HR/Forms/FORMS/Background Check Release Form.pdf](http://www.wcupa.edu/HR/Forms/FORMS/Background%20Check%20Release%20Form.pdf) in a signed and sealed envelope. Ideally, the form is completed, signed, and sealed as a component of the candidate's meeting with the Dean. The dean's office delivers the envelope to HR. Ideally, the envelope is delivered to HR while the candidate is on-campus so that HR can verify that the form is complete. When an individual is chosen for an offer, the dean's office immediately notifies HR to activate the **Release Form** for the selected candidate.
- Temporary faculty: *An individual to be hired as a temporary instructor must be asked to complete the **Release Form** at the same time s/he completes the Faculty Position Verification form.* Upon receipt of the hiring packet at the dean's office, the **Release Form** will be separated from the packet and immediately sent to HR.

STUDENTS (excluding Federal Work-Study): The **Background Check Release Form**

[http://www.wcupa.edu/HR/Forms/FORMS/Background Check Release Form.pdf](http://www.wcupa.edu/HR/Forms/FORMS/Background%20Check%20Release%20Form.pdf) must now be included in the new hire paperwork for student workers and submitted to the Payroll Office as part of the new hire packet. Every effort should be made to notify Payroll as soon as possible if it is determined that a student originally scheduled to begin work will in fact not be working.

CAMP EMPLOYEES: Camp coordinators have two options: 1) HR can assist in the completion of the necessary background checks for counselors, however the cost of the background check will be charged to the camp's fund center; 2) they may use the process currently in place for their camp(s), provided the existing systems follow all of the criteria set forth in the new policy, including but not limited to:

- Background checks are completed for ALL brand new hires and individuals who have not worked in the last 12 months
- Background checks completed outside of the HR office must be forwarded to Payroll with the new hire paperwork. Copies are not to be kept outside of the HR office
- Decision-making authority regarding employment eligibility rests solely with the President, and for camp employees he has delegated this authority to the Associate VP of Human Resources
 - Individuals with negative results cannot be disqualified for employment by anyone other than the Associate VP of Human Resources
- All camp employees who work with children under the age of 18 must still meet the requirements of Acts 33 and 34

FUNDING: A new central cost center fund has been created to fund the E&G cost of Pre-Employment Background Checks. Funding for cost centers starting with "7511" through "7515" will be expensed through this account only. All other background checks will be funded directly from the fund center where the employee will be assigned and funded.

PLEASE NOTE: For Self-support programs, Auxiliaries, Grants, and Restricted Funds it is the *Fund Center Manager's responsibility* to ensure that sufficient funds are available to cover the cost of the background checks performed for employees and students in their areas.

MORE DETAILED INFORMATION (see HR):

- Background Check & Other Consumer Reports Policy
- Background Check Packaging & Pricing