



Faculty Search Procedures

Office of Academic Affairs

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Introduction

One of the most critical and costly decisions which faculty and academic administrators must make is related to the recruitment and selection of new colleagues. Selecting qualified persons with the knowledge, skills and outlook for the identified position, as well as the potential to grow with Jacksonville University is crucial to the university's overall success.

Critical to the success of this process is the Search Committee's commitment to conduct interviews and relate to all candidates, including those not selected, in a manner that promotes good public relations for the department and the university. This set of procedures is designed to support optimal effectiveness in the search process. Additionally, procedures and processes may be adjusted or modified at the discretion of the Provost / Senior Vice-President for University and Academic Affairs (SVPAA).

When a Search is Necessary

When the chair of a division or unit administrator, in consultation with the dean and the SVPAA determine a vacancy in a department exists, the chair shall, with the approval of the dean and SVPAA appoint a search committee.

The Chair of the Department, the Unit Administrator and the Dean will not serve on the search committee.

The first set of activities by the Search Committee should be to determine the criteria for the available position. It is critical to a successful search that all search committee members are present at all meetings, and that the decision to select candidates at each stage of a search involves all members of the search committee once a pool of candidates who meet the advertised criteria has been established.

The job definition process has three stages: analysis of the job, drafting the job description and identification of the job specifications. If this is not a new position, the existing job description should be reviewed to determine if it is current. Changes should be noted for updating. The minimum requirements and the preferred requirements should be outlined at this point. After this review, the committee is to prepare a set of criteria that reflect the expectations held by the department for success in the position. These criteria would include both qualifications expected and characteristics desired. Establishing broad criteria in terms of research and/or teaching areas have been shown to be helpful in attracting a diverse pool. The requirements and criteria are then reviewed by the division chair and dean.

Prior to the start of the search, the rank and salary range of the position shall be recommended to the SVPAA by the appropriate dean. The SVPAA shall inform the division chair or unit administrator and the search committee of the range. The division chair submits a completed HR Action Form (HRAF), through DocuSign, with a current job description, to the Dean, and include the SVPAA, Budget, and Office of People & Culture & Culture Generalist for signatures. A search cannot begin until the HRAF has been approved by the Office of Academic Affairs, Office of Financial Affairs and the Office of People & Culture. The Office of Academic Affairs will send a copy of the fully approved HRAF to the departmental for use when a hire is made.

Advertising the Position

Once the search has been approved the position description will be posted on the HR web portal under “Employment Opportunities” and HigherEdJobs.com. If requested, Academic Affairs will advertise with The Chronicle of Higher Education (on line only). If a department has a specific journal or website in which they would like to advertise and that is directly related to that department (ACM, CCNE, ADEA etc.) it is the responsibility of that department to pay for the advertisement. Faculty members on the committee should use their respective professional networks to seek out strong candidates.

All ads must contain the following language:

Jacksonville University supports the principle of diversity. We encourage applications from individuals with diverse backgrounds and experiences. Jacksonville University is an equal opportunity employer and does not discriminate on the basis of race, color, religion, gender, national origin, age, marital status, sexual orientation, gender identity, veteran status or the presence of a disability.

Candidates will be asked to submit a letter of interest, current curriculum vitae, and contact information from three current references. Candidates and search committees are encouraged to communicate electronically with each other.

Discrimination in Recruitment and Hiring

Jacksonville University is an equal employment opportunity employer. (See Appendix C “Interview Inquiries”) for further information on questions which are permissible to ask and those which are not permissible.

Reviewing and Responding to Applications

The search committee chair is responsible for maintaining application files and organizing their review by committee members. Each applicant should be sent an email acknowledging receipt of their application (See Appendix F “Sample Letters”).

Recruiting at Conferences

If a department sends a faculty member to a conference for recruiting purposes, the Office of Academic Affairs will fund the travel expenses of one faculty member (up to \$1,500 for airfare, registration and hotel. If the department wishes to send more faculty members, the department will pick up the costs.

If the department receives funding from AA to attend a recruiting conference, the Office of Academic Affairs will fund the travel expenses to bring two candidates, not three to campus.

If a department representative does not go to a conference, the Office of Academic Affairs will fund the travel expenses to bring up to three candidates to campus.

Choosing Candidates to Interview

Attention will be given to selecting individuals on the “A” list. Scrutiny and discussion of the CVs or resumes and informal feedback about the prospect list may also be solicited from colleagues outside the committee. This list should be forwarded to the Dean for final approval. The search committee is encouraged to contact candidates via Skype, Google Voice or other means of video conferencing especially if the candidate is long-distance or overseas.

It is imperative that a signed copy of the Faculty Employment Application from each candidate to be interviewed is on file with each department. This signed application contains the required releases for background checks and must be in our hands before any inquiries can be made. Direct the candidates to the HR website for the most up to date application.

If at any point in the search process, the committee finds that a candidate does not hold the appropriate visa, or is not eligible to work in the United States, contact the Office of People and Culture. <https://www.ju.edu/humanresources/forms/>

Candidate's Travel

The interview arrangements for each candidate should be well planned. Arrangements for travel (airport pickup and return, map of campus, hotels, meals, etc.) are JU's responsibility and will be made at the request of the Search Committee by the specific departmental administrative/office associate in consultation with the Office of Academic Affairs. Travel arrangements should be made as far in advance as possible in order to get the best fares and is for economy airfare or unreserved coach rail fare.

Flights

- Contact candidates to make travel arrangements with them.
- Contact Steve at Discount Travel (641-4444 x201) and make arrangements. Round trip flights should be under \$700.00.
- Once the arrangements have been confirmed, have Discount Travel hold the reservation for 24 hours
- Contact candidates with flight information and email the itinerary and traveler profile form (See Appendix B "Traveler Profile") to them. Ask the candidate to complete the traveler profile and send it back to JU ASAP. This information is required by TSA in order to book the flights.
- Contact the Office of Academic Affairs to obtain the budget number to be charged. (cpippin@ju.edu or sgornos@ju.edu)
- Send an email to Purchasing (mbobbin@ju.edu) requesting a purchase order number (include in the email who, when, where, and cost), Purchasing will respond with a P.O. number (DTXXXX)
- Contact Steve Crandall at Discount Travel with this DT#.

Rental Cars

If a candidate lives within 200 miles of campus and flight costs are very high the candidate should be receptive to the use of a rental car which JU will reserve for them. Candidates will be reimbursed for fuel purchased for the rental car upon presentation of original receipts (up to 400 miles round-trip).

Hotels

When making hotel reservations, please be sure to ask for the JU Rate. In all cases the Academic Affairs recruiting budget will cover the cost of the room up to \$130/night, excluding taxes, for a maximum of two (2) nights. All other expenses incurred, except for meals or parking if the candidate drives to Jacksonville, will be borne by the department.

Hotels that require an approved JU Purchase Order

(See Appendix B “Sample Hotel Purchase Order”)

Courtyard Marriott
9815 Lantern St. (9A and Monument)
Jacksonville, FL 32225
904-247-6782

Hampton Inn East Regency Square
1021 Hospitality Lane (9A & Monument)
Jacksonville, FL 32225
904-722-8881

Doubletree Hotel by Hilton
1201 Riverplace Blvd.
Jacksonville, FL 32207

Casa Marina Hotel & Restaurant
691 North 1st Street
Jacksonville Beach, FL 32250
904-270-0025

The Interview - Overview

There are legal restrictions that must be followed in the interview-questioning phase (See Appendix C “Interviewing”).

The list of questions prepared should include a range of information, including:

- vision of the mission of the university / academic department
- view of self in the role proposed
- view of self as an academic
- view of students (attention to experience with diversity is recommended)

Generally, simply stated questions that are open-ended or ask the candidate to describe how they practice the role elements are helpful. Sometimes asking the candidate to give an

example or “case history” of how the person handles certain roles and responsibilities will give illuminating answers.

Search Committee members should develop the content of the questions in sessions though they may be “polished” by one or more members for final committee adoption. These questions may then be presented as interview notes for the convenience of the members during the interview.

An interview is a 2-way opportunity: JU is evaluating whether the candidate is the right fit for our campus; the candidate is evaluating whether he/she might want to come to JU to work. The quality of the interview plans and how the candidate is treated are important. During the interview, provide time for the candidate to ask the Search Committee questions. The candidate should feel he or she was treated well by everyone at JU.

Day of Campus Visit

A member of the search committee will bring the candidate from the hotel to campus.

All members of the Search Committee should be present at the selected time to meet the candidate. Ensure that the room for the interview is unlocked and prepared. The Search Committee chair should be present early to welcome and seat the candidate. Committee members should have agreed in advance to the questions to be covered and the questioning process (random, round robin, etc.) which will be used. (See Appendix C “Sample Questions” and “Tips for Interviewing”)

Interviews for a campus visit should include, at a minimum, the following:

- the Departmental Chair
- the Dean of the College
- the entire Faculty of the department
- Human Resources professional (only if the candidate has benefit questions, etc.).
- the Provost / SVPAA (if schedule permits)

A copy of the candidate’s schedule and CV should be given to all Search Committee members, administrators meeting the candidate and to the candidate prior to the meeting.

Demonstration of Teaching Skills

The campus visit should include an opportunity for the candidate to demonstrate teaching skills. If possible, arrange for the candidate to give a class, seminar or lecture, with students and other faculty present. One or more of the Search Committee members should attend this event to observe the teaching style and competence of the candidate. Following the event, solicit feedback from attendees.

Reaching a Ranked List

At the conclusion of the formal interviews and campus visit, the Search Committee should produce a ranked list of preferred candidates (at least two) to present to the Dean or Provost, when applicable.

To reach this outcome, the Search Committee should thoroughly discuss the findings during the interviews and experiences of the campus visit. Input from all who interviewed the candidate should be sought. Students should be asked their opinions of the teaching performance and other interactions. Sometimes, the conclusions are obvious during the discussions. If not, it is recommended that a secret ballot process be considered to produce the ranking so that each voting member of the Search Committee has a voice in the decision.

Extending an Offer

Following the discussions, the Search Committee should make a formal candidate recommendation to the Dean. The Dean's assistant/coordinator will submit the hiring packet to the Office of Academic Affairs. The packet must include all of the following forms:

- New Faculty and Adjunct Hire Checklist (completed by department)
- Approved HR Action Form with **the middle section completed**
- Memo to Hire Full Time Faculty (signed by Division Chair and Dean). Indicate any additional information (# of year brought in for tenure, moving expenses, computer, any other special equipment)
- Faculty Application (signed by candidate)
- Curriculum Vitae
- Background Check Authorization (signed by candidate and birthdate)
- Letters of Recommendation
- Information Sheet-New Hire (all sections completed)
- All original, official transcripts
- Transcript Notice Letter(Do not use if transcripts are in hand)
- Learning Outcome Letter (If adjunct has less than a Master's degree in discipline being taught)
- Employee Benefit Documentation Access Acknowledgment Form
- Confidentiality Agreement
- Direct Deposit Form (Attach voided check or request form from bank)
- W4
- I-9 (visual inspection of documents to be certified by department associate and attached to I-9)

All the forms can be found on the Office of Academic Affairs web portal:

<http://www.ju.edu/academicaffairs/Pages/Faculty-Information.aspx>

Once the hiring packet is approved and signed by the SVPAA, it is forwarded it to the Office of People & Culture to prepare the contract. HR will then send the contract to the Office of Academic Affairs to be forwarded to the Dean for accuracy and approval. Once the approved contract is received from the Dean, the Office of Academic Affairs will prepare the contract in final and mail and scan it to the candidate. A copy of the fully executed contract will be sent to the Dean's office to be filed.

Some negotiations may ensue after the preferred candidate is extended an offer. To preserve flexibility, no formal announcement of the decision should be made to the campus or to the other candidates until the preferred candidate has returned the signed contract.

Once the signed contract is returned to the Office of Academic Affairs, the other serious candidates should be issued a letter thanking them for their participation in the process. (See Appendix F “Sample Letters”).

Campus Visit Costs

Faculty

The following policy guideline regarding University-funded search committee meals with candidates will be in force. Additional employees can attend these meals, but those costs will not be funded by the University. When submitting original, itemized receipts for reimbursement, names of those attending the meal must be listed. *Please determine if the candidate has any dietary preferences/restrictions and plan meal locations accordingly.* The Office of Academic Affairs will not reimburse any alcohol purchases.

- Meals
 - Breakfast: The candidate plus no more than one Jacksonville University employee up to \$25 total.
 - Lunch: The candidate plus no more than three Jacksonville University employees up to \$60 total.
 - Dinner: The candidate plus no more than four Jacksonville University employees up to \$200.00 total.
- Mileage for round trips from Jacksonville University to Jacksonville International Airport (17 miles each way) and Jacksonville University to hotel will be reimbursed at the current rate of .54.5¢ per mile (as set by JU and subject to change)
- Up to 1 hour parking at Jacksonville International Airport (self-park only)

Candidate

- Roundtrip mileage from their home to airport (MapQuest of route must be supplied) at the current rate of .54.5¢ per mile (as set by JU and subject to change)
- Incidental meals/snacks during travel
- Economy parking at home airport
- Fuel for rental car (economy car reserved and paid for by JU)

In order to be reimbursed, the candidate must provide a W-9 along with original receipts and the address to which the reimbursement check is to be mailed.

Appendix A: Faculty Search Checklist

Establish Search Committee and Position Criteria and Authorize Position

- ___ Search Committee members (no more than 5, no less than 3) are recommended by the Chair of the department or the Unit Administrator, in conjunction with the Dean. The Chair of the Department, the Unit Administrator and the Dean will not serve on the search committee.
- ___ The Dean or Unit Administrator, in conjunction with the SVPAA will approve the search committee.
- ___ The search committee establishes position criteria and requirements and forwards to the appropriate Chair of the Department, Unit Administrator and to the Dean for approval who then sends it to the SVPAA. Each position description must contain the following EOE statement:

Jacksonville University supports the principle of diversity. We encourage applications from individuals with diverse backgrounds and experiences. Jacksonville University is an equal opportunity employer and does not discriminate on the basis of race, color, religion, gender, national origin, age, marital status, sexual orientation, gender identity, veteran status or the presence of a disability.
- ___ HR Action Form and job description is completed at department level, forwarded to the Dean, then SVPAA for approval. A fully executed copy is returned to the Dean.
- ___ The Director of the Office of People & Culture, or his/her designee, is available to meet with the Search Committee to discuss Equal Employment opportunities, diversity or any part of the interview process.

Advertising

- ___ The Office of People & Culture will post the ad on the JU Website. The Office of People & Culture will post the ad on HigherEdJobs.Com and, if requested, The Chronicle of Higher Education (on-line posting only). If a department has a specific journal or website in which they would like to advertise and is directly related to that department, it is the responsibility of that department to pay for the advertisement.

Screen Applicants

- ___ The Search Committee will acknowledge receipt of each applicant's materials with a cordial email indicating the estimated timeframe of the search.
- ___ The Search Committee screens applicants and maintains an Applicant Log.

- The Search Committee selects a list of potential candidates after the advertised closing date of the search, or the beginning of the review (approximately 5-8 candidates).
- The Search Committee meets to discuss the potential 5-8 candidates to ensure consensus and to air any concerns about the candidates.
- The Search Committee ensures that a fully executed Faculty Employment Application for each of the candidates is on file so that reference checks can begin.
- The Search Committee ensures that the candidates meet SACS Faculty Qualifications criteria:
 1. Each full-time and part-time faculty member teaching credit courses leading toward the baccalaureate degree (other than PE activities courses) **MUST** have completed at least 18 graduate semester hours in the teaching discipline and hold at least a master's degree, or hold the master's degree with the equivalent of a major in the teaching discipline. In every case, the terminal degree in the discipline is preferred. Exceptions to this must be justified individually according to the learning outcomes of the courses being taught.
 2. For interdisciplinary courses, the academic and professional preparation of faculty members teaching in the courses or programs must be documented and justified.
 3. These requirements also apply to courses and programs offered through distance learning.
 4. Faculty teaching at the master's or doctoral level **MUST** hold the terminal degree in the teaching discipline or a related discipline.
- The Search Committee will conduct reference checks (See Appendix D "Reference Checking") on the selected 2-3 candidates prior to discussing travel arrangements with the candidates.
- The Search Committee will submit a list of up to 3 candidates to be brought to campus to the Dean for approval.

Interview Applicants

- The Search Committee interviews the potential final candidates on campus. (See Appendix E "Sample Schedule").
- Other members of the University community will interview the candidates and provide written feedback to the Chair of the Search Committee

Extending an Offer

- The Chair of the Search Committee will inform the Departmental or Division Chair of the Committee's recommendations

- The Division Chair will inform the Dean of the Search Committee's recommendation for hire or if the Committee was unable to reach a consensus
- If the administration and the Search Committee cannot reach an agreement on a candidate, all parties shall meet to seek consensus
- The Dean's assistant/coordinator will send the necessary hiring documents to the SVPAA.
- In consultation with the SVPAA, the Dean will offer the chosen candidate a contract that stipulates rank, salary and complete information concerning tenure status and any other conditions to be in effect.
- The candidate will be given 8-10 days to sign and accept the contract, counting from the date the contract was mailed. If the contract is not accepted, the Search Committee will be consulted before another candidate is determined. The candidate must return one signed original contract letter to the SVPAA.

Close Search

- Upon receipt of the signed contract from the incumbent, the Search Committee will generate cordial letters thanking each applicant and informing them that the position is filled
- The Search Committee will keep all applicant information electronically and keep hard copies in secure storage in the department's area for no less than three years. The box is to be labeled with name and date of the search. After three years, the hard copies may be destroyed.

Appendix B – Traveler Profile and Hotel Sample Purchase Order

Traveler Profile

Traveler Profile

Traveler Full Name (Same as on your identification):

Date of Birth:

Male

Female

Address:

City

State

Zip

Daytime Phone:

Cell Phone:

Home Phone:

Email:

Airline Frequent Flyer Information:

Air Tran#:

American #:

Continental#:

Delta#:

JetBlue #:

Northwest#:

Southwest #:

United #:

USAir#:

Other # and Airline:

Airline Seating Preference

Window

Aisle

Hotel Sample Purchase Order



JACKSONVILLE UNIVERSITY

PURCHASE REQUISITION

PO#	
PR#	

ONE VENDOR PER REQUISITION

TODAY'S DATE	DATE	VENDOR	Hotel Name
FUNDING SOURCE	N/A	ADDRESS	Not necessary unless it's a new hotel not listed in the search manual
ACCOUNT NUMBER(S)	Call Academic Affairs x7031	CITY, STATE, ZIP	
REQUISITIONER & EXT. NUMBER	Your name and extension	TELEPHONE/FAX	
DEPARTMENT	Your dept	CONTACT NAME/EMAIL	Who you spoke with on the phone/number
DATE REQUIRED	Date of visit		

QTY	UNIT <small>(CALC. OR EST. FOR EXT. QUANT.)</small>	DESCRIPTION INCLUDE MODEL/PART NUMBER	UNIT \$	TOTAL \$
#of nights	Each	Hotel name	Rate per night	
		Date of visit	(don't add taxes)	
		Candidate name and position applying for "Room and tax only" (all must use this)		

TOTAL AMOUNT OF THIS REQUISITION \$total of all nights

APPROVAL SIGNATURES	
DEPARTMENT CHAIR or DIVISION HEAD	Date
DEAN	Date
CHIEF OFFICER	Date
CFO	Date

Appendix C - Interviewing

Tips for the Interviewer

- Be sure you know what skills, traits, attitudes, etc. you want in the people you hire.
- Define the areas most important to the position. For example – technical skills, motivation, initiative, work habits, people skills, analytical ability, etc.
- Rank the areas in their order of importance top to bottom
- Develop a repertoire of questions to spotlight each area you define as being important.
- Consider “behavioral interviewing.” Ask the candidate how they reacted in a real situation versus a theoretical one. Rather than “how do you react to stressed students?” use “describe for me your most recent interaction with a stressed-out student.”
- Prepare an interview “plan sheet” that lists all the information you want to tell candidates. Also, prepare a checklist of important areas that you want to discuss with them.
- Learn how to listen to what the person is really telling you. Don’t try to formulate your next question while not really listening to the candidate’s answer. If you are speaking 80% of the time, you will not learn all that is required to know about the candidate.
- Do not put words into the candidate’s mouth – let her/him do the talking.
- Take proper notes during or directly following the interview.
- Each member of the Search Committee should have a copy of the plan sheet, ensuring that each knows why they are interviewing the candidate. Meet with members and review their notes as soon after the interview as you can.
- Develop a personal interviewing style or system. By following the same path through each interview, you will be better able to compare candidates using consistent data.
- Commit to yourself and the candidate that you will make a decision within a specified time. However, be sure to allow for enough time in the event that the first choice does not accept the position and the committee decides to move on to the next candidate. That commitment will force everyone involved to prepare for the

interview and to make a decision – not waffle. Indecision is a severe detriment to the hiring process.

- Question nearly every achievement on the candidate’s resume. The burden is on the writer to be factual and the reader not to misinterpret.
- Remember to sell Jacksonville University and the faculty position to the candidate – they are making a career decision.
- End the interview on a positive note, expressing thanks to the candidate for their time and interest in JU, and that you appreciated meeting them.

Interviewing Sample Questions

What do you think it takes to be successful in a faculty or Dean’s position?

Have you had experience in outcomes-based assessment of student learning?

Have you had experience in using course management software or instructional technology?

Give an example of a specific occasion in which you conformed to a policy with which you did not agree.

Tell me of the most difficult student experience that you have ever had to handle. What was the outcome?

What would you describe as your greatest strengths? Areas for more development?

What is the biggest mistake you have made in a faculty/administrative capacity?

How would you describe yourself in terms of your ability to work as a member of a department in a faculty capacity?

Describe the most difficult person you have ever worked with and how you handled that person.

Describe a situation in which you were able to effectively “read” another person and guide you actions by your understanding of their individual needs or values.

Have you ever recognized a problem before your superior or others in the organization? Describe.

What skills or qualities are important for effectively dealing with students? Give me some examples of when you have displayed these skills or qualities.

What is your proudest accomplishment?

What were/are your major responsibilities/duties in your current or last position?

Why did you (or why are you planning to) leave your last or current position?

How would you describe the advantages of a Liberal Arts education?

Interview Inquiries

INQUIRY AREA	DON'Ts	DO's
National Origin	<ul style="list-style-type: none"> • Are you a U.S. Citizen? • Where were your parents born? • What is your native tongue? • Where were you born? 	<ul style="list-style-type: none"> • Are you lawfully employable full-time in the United States, either by virtue of being a U.S. citizen or by having authorization to be employed from the Immigration and Naturalization Service and the Department of Labor?
Age	<ul style="list-style-type: none"> • How old are you? • What is your date of birth? • Are you often carded when you go to bars? 	<ul style="list-style-type: none"> • Are you at least 18 years of age? (This is requested on the employment application.)
Marital & Family Status	<ul style="list-style-type: none"> • What is your marital status? • How many children do you have? • What childcare arrangements have you made? • If you have to work overtime, do you have children requiring childcare? 	<p style="text-align: center;"><u>ONLY IF THE JOB REQUIRES TRAVEL:</u></p> <ul style="list-style-type: none"> • Travel is an important part of the job for which you are interviewing. Would you be able and willing to travel as needed by the job? • Would you be willing to relocate if necessary?
Organization	<ul style="list-style-type: none"> • List any clubs or social organizations to which you belong. 	<ul style="list-style-type: none"> • List any professional or trade organizations that you consider relevant to your ability to do this job.
Handicaps	<ul style="list-style-type: none"> • Do you have any handicaps or disabilities? • Please complete the following medical history. • Have you had any recent or past illnesses or operations? If yes, list and give dates. • What was the date of your last physical exam? • How often will you require time off for treatment? • How often have you been injured or filed claims for workers compensation claims? • How is your family's health? 	<ul style="list-style-type: none"> • Based on the job description, are you able to perform the functions of the job with or without reasonable accommodations?

	<ul style="list-style-type: none"> • How often have you been injured or filed claims for workers compensation? • How is your family's health? • General inquiries that would elicit information about handicaps or health conditions that do not relate to job performance. 	
Arrest Record	<ul style="list-style-type: none"> • Have you ever been arrested? 	<ul style="list-style-type: none"> • Have you ever been convicted of a crime? (This would be a crime that is reasonably related to the performance of the job in question. See employment application.)
Personal	<ul style="list-style-type: none"> • What is your sex? • What is your height and weight? • What is your religion or faith? 	<ul style="list-style-type: none"> • Are you able to perform the functions of the job for which you have applied?
Military	<ul style="list-style-type: none"> • If you have been in the military, were you honorably discharged? 	<ul style="list-style-type: none"> • In which branch of the Armed Forces did you serve? • What type of training or education did you receive in the military?

Appendix D – Reference Checking

Reference Checking

Reference checking is one of the most important steps in any hiring process. The objective is to hire the most qualified person for the position. These guidelines are intended to assist the search committee in this process.

References must be completed for both external and **internal candidates**. The process does not differ for either hiring consideration.

It is imperative that all finalists' references are checked **before** coming to campus. This step must be completed before the actual interviews, in the event that information is revealed from references that may change the recommendation to interview an applicant. This will also avoid unnecessary expense of travel and time for both the candidate and JU.

The references must be included with the recommendation to hire packet from the Search Committee.

The University's faculty employment application includes the candidate's signed consent to obtain references and to perform background checks.

Note: If a reference insists upon a copy of release, the Search Committee chair shall fax a copy of the signed release to the reference – please do not offer to do this unless asked for by the reference person.

Important Steps in the References/Hiring process

- Review the candidate's resume and application
- Based on the review, prepare a list of the facts given and qualifications you want
- Verify – including the relationship of the reference contact to the candidate and the length of time they worked together, responsibilities and relationships, if applicable.
- Confirm prior job titles and dates; try to confirm salary in the most recent position.
- Confirm the relationship between the person giving the reference and the applicant.
- Don't delay in obtaining the references – again, these must be obtained prior to bringing a candidate to campus. The longer the wait, the greater the risk of losing the candidate to another college.
- Document the scope and depth of the references and note requests even if they produced little or no information. This information helps protect the university against any negligent hiring claims.
- Go back at least two prior employers for each reference check.
- The most reliable and realistic references are typically NOT given by the candidate. It is strongly suggested that when calling the former employer, who is listed, ask for other names of people who have knowledge of the candidate's work, then call them.

Note: you must have, at a minimum, verbal approval by the candidate to check references not on the Candidate's reference list.

- The laws protecting candidates against discrimination also apply when conducting reference checks. DO NOT ask questions concerning age, race, gender, sexual orientation, religion or national origin. These are not job-related questions.
- If the reference has no actual knowledge of the candidate's work performance, ask the reference for name(s) of persons and phone numbers of other persons with knowledge of the candidate's performance, achievements and strengths related to the job.
- It's important to look for gaps in information supplied by applicants before calling for references and/or making a final hiring decision.
- Inform the referenced person that the university has a signed release (on the faculty application) to obtain information from the candidate
- Describe the faculty position, then make sure all questions are all job related.
- Ask open-ended questions, following the same format and basic questions for all references for the sake of equity.
- Use follow-up questions for clarity and thoroughness, depending on information you get from the reference.
- Strive to obtain job-related facts and relevant information based on past behavior and experiences, rather than opinions. If possible, ask for examples of specific incidents.
- Stay alert for any signs of evasiveness or unusual pauses.

Tips for Effective Reference Checking

Q -- How many references should be checked?

- A minimum of three. Conduct as many reference checks as necessary to account for the number of years of experience required to qualify the applicant for the position title. Obtaining information from multiple references will help determine whether the information provided is consistent and positive. It is always advisable to check with employees of the institution where the candidate was employed prior to her/his last position. Note patterns that emerge in terms of the comments made about the finalist.

Q -- If a candidate is known personally, must references be checked?

- Yes. References must be conducted on every person considered for employment regardless of whether he or she is known on a personal basis, regardless of whether a co-worker knows the finalist, and regardless of the level of the faculty position.

Q -- Is written consent required in order to check references?

- Yes. JU's application process covers this issue as the applicant gives written consent on the application. **Do not check references on any person that has not completed the application.**

- Q -- What if the applicant indicates NOT to call his or her present, or a former, employer?
- If a finalist, the applicant must be informed that he or she is a finalist and for further consideration to hire, the person they had marked NOT to contact must be contacted. To prevent the applicant from assuming that he or she will be hired, the applicant must be informed at this time that no final decision has been made.
- Q -- If a negative evaluation is received, should the candidate be immediately disqualified?
- No. While it is important to consider any negative comments carefully, the candidate should not be immediately disqualified from further consideration. The best course of action is to ask for specific examples to support the negative comments and then check additional references – more than three if necessary. Formulate a question that asks about the deficiency. For example, if one employer states the employee had a performance issue, ask probing questions in that area of concern.
- Q -- If a finalist is a current Jacksonville University faculty member, should his or her references be contacted?
- Yes, absolutely. Simply because an applicant is currently working for JU does not mean that reference checks may be waived. Dates of employment can be obtained through HR, but reference checks must still be conducted with prior departments/employers to verify job duties and performance.
- Q -- With whom should reference information be shared?
- Information obtained through reference checks should be held to the highest level of confidentiality. This information should only be accessible to the Search Committee, the Dean, and the SVP of Academic Affairs.

Direct any questions regarding reference checks to the Office of Human Resources.

Appendix E – Sample Schedule

Memorandum

To: Faculty and Administration
From: Dean, College of _____
Subject: Candidate’s Name, Candidate for _____, School of _____
Date: _____

Education

Ph.D. _____
M.A. _____
B.A. _____

Experience

Date _____

Date _____

Publications

Schedule

Time: Meet w/Education Search Committee
Time: Tour Campus
Time: Dean, College of _____
Time: Lunch w/Search Committee
Time: Presentation/Lecture with _____ faculty (&/or Students)
Time: Dean, School of _____
Time: Senior Vice President for Academic Affairs

PLEASE RETURN

If you are able to interview Dr. _____, please indicate your reaction to his/her candidacy on the

Back of this sheet, SIGN YOUR NAME, and return immediately to Dean _____.

Appendix F – Sample Letters

ACKNOWLEDGEMENT LETTERS MAY ALSO BE SENT ELECTRONICALLY

Receipt of Resume

Current Date

Dr. Faculty Candidate
2800 University Blvd. North
Jacksonville, FL 32211

Dear Dr.. Candidate:

Thank you for applying for the position of _____ at Jacksonville University.
We appreciate the opportunity to consider your candidacy.

We anticipate that the search process will continue for approximately ___ weeks. We are currently reviewing applications, and will contact those candidates whose skills and experience most closely match the requirements for the position.

We appreciate the time and effort that you put into the application process and thank you for your interest in Jacksonville University.

Sincerely,

Search Chair

After Phone Screen or Interview – Not Selected

Current Date

Dr. Faculty Candidate
2800 University Blvd. North
Jacksonville, FL 32211

Dear Dr. Candidate:

Thank you for the opportunity to get to know you and consider your candidacy for the position of _____ at Jacksonville University.

Although your credentials are impressive, we are currently pursuing those candidates whose skills and experience more closely match our needs and desires.

We appreciate the time and effort that you put into the application process and thank you for your interest in Jacksonville University. Best wishes for success in your future career endeavors.

Sincerely,

Search Chair

Not Selected – No Interview

Current Date

Dr. Faculty Candidate
2800 University Blvd. North
Jacksonville, FL 32211

Dear Dr. Candidate:

Thank you for submitting your application for the position of _____
_____ at Jacksonville University. We appreciated the opportunity to consider
your candidacy.

Although your credentials are impressive, we are currently pursuing those candidates
whose skills and experience more closely match our needs and desires.

We appreciate the time and effort that you put into the application process and thank you
for your interest in Jacksonville University. Best wishes for success in your future career
endeavors.

Sincerely,

Search Chair

No Viable Candidates/Failed Search

Current Date

Dr. Faculty Candidate
2800 University Blvd. North
Jacksonville, FL 32211

Dear Dr. Candidate:

Thank you for submitting your application for the position of _____ at Jacksonville University. We appreciated the opportunity to consider your candidacy. Unfortunately, we did not find a candidate with the mix of skills desired and have decided not to fill the position at this time.

We appreciate the time and effort that you put into the application process and thank you for your interest in Jacksonville University. Best wishes for success in your future career endeavors.

Sincerely,

Search Chair

Another Candidate Selected

Current Date

Dr. Faculty Candidate
2800 University Blvd. North
Jacksonville, FL 32211

Dear Dr. Candidate:

Thank you for the opportunity to speak with you regarding the position of _____
_____ at Jacksonville University. We appreciated the opportunity to consider
your candidacy.

Although your credentials are impressive, we have selected another candidate whose skills
and experience more closely match our needs and desires.

We appreciate the time and effort that you put into the application process and thank you
for your interest in Jacksonville University. Best wishes for success in your future career
endeavors.

Sincerely,

Search Chair