

ISU Extension and Outreach Administrative Search Guidelines

The Iowa State University Extension and Outreach Administrative Search Guidelines were adapted from the Office of the Senior Vice President and Provost's Guidelines for Administrative Searches. The intent is to create a living document that provides information and suggestions for persons responsible for hiring new employees within Iowa State University Extension and Outreach, as well as for members of search committees charged with making hiring recommendations. This reflects successful practices and procedures drawn from experience with searches conducted within ISU and ISU Extension and Outreach. This document serves to guide ISU Extension and Outreach in actions that promote and use recruiting and hiring practices designed to increase under-represented populations, and to ensure diversity efforts in ISU Extension and Outreach.

The ISU Extension and Outreach Administrative Search Guidelines will serve as the guidelines for all Faculty and Professional and Scientific level P37 and higher positions within ISU Extension and Outreach. The Administrative Search Guidelines will need to be used in conjunction with the ISU Extension and Outreach Hiring and Search Committee Process.

Table of Contents

Role of the Search Committee	3
Forming the Search Committee	3
Composition	3
Size	3
Selection Process	4
Committee Chair	4
Staff for Search	4
Organizing the Search	4
Charge to the Committee	4
Affirmative Search	5
Confidentiality	5
Document the Process	5
Conducting the Search	6
Advertising the Position	6
Responding to Nominations and Applications	7
Screening the Candidates	7
Screening Form	7
Retention of Notes	7
Review of Files	8
Initial Screening	8
Semi-Finalist Selected	9
Obtaining Information from References	10
Reference Check Procedures	10
Selecting the Finalists	11
Reference Reports	11
Selection Procedure	12
Recommendation to Hiring Officer/Supervisor	12
Notification of Status	12
Interview Procedures	13
Planning the Itinerary	13
Arranging and Publicizing the Visits	15
Preparing for the Visit	16
Bringing the Search to Closure	16
Evaluating the Finalists	16
Follow-up Visit	17
Public Announcement	17
Resources and Tools	18
References and For More Information	22

Role of the Search Committee

While the final selection is the responsibility of the administrator to whom that position reports, the search committee's involvement in all stages of the process is important in assuring the University community that every effort was made to produce a strong and diverse pool of candidates, and that the person ultimately selected for the position was the best person available. The committee must understand, however, that it is a **search** committee, not a **selection** committee; the final selection will be made by the hiring officer/supervisor, not by the committee.

A search committee ordinarily performs the following tasks:

- It makes sure that a broad range of qualified applicants apply for the position and are considered for it.
- It screens the applicants to assess their ability to carry out the duties and responsibilities of the position.
- It recommends to the hiring officer/supervisor those candidates to be invited for campus interviews.
- It organizes and participates in the interviews of the finalists.
- It conveys to the hiring officer/supervisor an assessment of the strengths and weaknesses of the finalists.

Forming the Search Committee

Composition

In forming the search committee, the hiring officer/supervisor should try to make it as representative as possible of the groups that have a significant interest in the position to be filled. For some searches, it also will be important to include representatives from outside the University. In addition, representation should reflect, to the greatest extent possible, diversity of ethnic group, race, gender, and thought throughout the organization and any representatives who will sit on the committee from outside the University.

Size

The importance of having a committee that is fully representative must, however, be balanced against the need to limit the committee to a size that allows the members to work together effectively as a group. A committee of ten to twelve members is probably ideal, and more than fifteen can make it

difficult for everyone to participate. Moreover, as the size of the committee grows, so does the difficulty in finding times when everyone can meet.

Selection Process

The various constituencies should be given the opportunity to nominate persons to represent them on the committee, but the administrator in charge of the search should make the final selection. This allows the administrator the latitude to form a committee that is diverse with respect to gender, race, ethnic group, and any other characteristics important to that particular search. The hiring officer/supervisor also should consider the potential ability of individual search committee members to identify likely candidates and persuade them to apply for the position.

Committee Chair

The committee's chair should be appointed by the hiring officer/supervisor, not chosen by the committee itself. The chair should not be selected from among the persons who will be representing specific constituencies on the committee. In fact, it may be desirable for the chair to come from outside the area for which the new administrator will be the leader, thus allowing him or her to play a more neutral role. The chair should, however, be someone who is familiar enough with the unit's programs to be able to discuss the unit knowledgeably with potential candidates. It's generally a good idea to select the chair before the committee membership has been settled, to give the chair an opportunity to contribute to its composition.

Staff for Search

The hiring officer/supervisor should provide the committee with staff support to facilitate its work. At a minimum, this should be an administrative assistant who will schedule meetings, maintain the files, and carry out other tasks as needed. It also may be helpful to have someone from the hiring officer/supervisor's staff serve as an ex-officio member of the committee, to advise the committee with respect to procedures and issues that may arise and to serve as a liaison to the hiring officer/supervisor. This person may also record the committee's minutes, which are needed primarily to keep a record of agreements and decisions reached by the committee.

Organizing the Search

Charge to the Committee

Once the committee is formed, the hiring officer/supervisor should arrange to meet with it to give the committee its charge and to respond to any questions the members may have. The charge should address the following points:

- The nature of the position and the qualities that the hiring officer/supervisor believes are critical to perform successfully in it
- The date by which the hiring officer/supervisor hopes to make the final selection
- The role the committee is expected to play at each step of the process
- The minimum and maximum number of “finalists” to be recommended by the committee for campus visits
- The role that the hiring officer/supervisor expects to play during the search process

Affirmative Search

Special attention should be paid to impressing on the committee members the importance of conducting an **affirmative** search with respect to insuring that the pool of candidates is as diverse as possible. A representative of the university’s Office of Equal Opportunity may be invited to attend the first meeting to suggest procedures that the committee can follow to achieve this objective, as well as outlets for the position announcement that will call it to the attention of members of protected classes. Although the hiring officer/supervisor has presumably included members of protected classes on the committee, it should not be assumed that affirmative action is solely the responsibility of those individuals; indeed, **all committee members are responsible for ensuring that the search process is as affirmative as possible.**

Confidentiality

The importance of maintaining **confidentiality** also should be stressed, especially in regard to the names of candidates and the status of their candidacy. Administrative searches are often of interest to a wider public, both within and outside the institution, and efforts may be made to “pump” individual committee members for information as the search proceeds. The committee chair should be sure that the committee complies with state open meetings and open records laws, and should consult with the university’s legal office if in doubt. Beyond that, however, the committee should agree at the onset to which person within the committee be the spokesperson to all outside requests. Generally this would be within the realm of the chair duties, but the committee can deem another person to this role if desired. The chair, or other designated representative, should be the only one to speak for the committee, and any inquiries concerning the committee’s work should be referred to that person.

Document the Process

A file should be prepared for each search containing all documentation about the search, from advertisement to selection rationale. A separate file folder should be created for each candidate, containing the candidate's application materials plus copies of all correspondence with the candidate.

To insure confidentiality, multiple copies of the files should ordinarily not be made. The files should be maintained in a central location, where they can be made available to the search committee members for their review. (It may be necessary to consider providing copies to off-campus search committee members who are unable to review the files on campus, but this should only be done as a last resort because of the risk to confidentiality.)

Conducting the Search

Advertising the Position

The committee is expected to identify outlets for advertising the announcement, including outlets specific and appropriate to the discipline as well as those that show promise of reaching women and minorities and other national audiences likely to be interested in such a position. ISU Extension and Outreach Human Resources and the University's Office of Equal Opportunity can provide information on strategies and approaches for reaching potential applicants. An administrative position must be advertised a minimum of 30 days at a national level. Most higher education positions are announced, at a minimum, in the Chronicle of Higher Education, a weekly newspaper read by most higher education professionals and one that has a rapid turn-around time. Positions unique to Extension and Outreach also should be advertised with the Association of Public and Land Grant Universities (APLU) and the Journal of Extension (JOE). ISU Extension and Outreach Organizational Advancement can be helpful in designing the announcement for publication to ensure that it is consistent with the University's "image."

Letters announcing the position should be sent to persons who may be able to nominate potential candidates. The search committee members should understand that they are responsible for doing more than simply screening applications that are received; they are responsible for conducting an active search for strong candidates. Some of the potentially best candidates aren't looking to change jobs, and they therefore may not respond to a printed announcement or a form letter. It's the responsibility of the search committee members to make contacts with their colleagues at other universities to locate potential candidates, as well as to encourage persons whom they know personally to apply. Search committee members should keep a record of all contacts they make. The committee should develop appropriate materials about the unit, the university, and the campus community to be sent to persons whom they are hoping to interest in the position.

Responding to Nominations and Applications

All nominations and applications should be acknowledged immediately by a letter from the chair of the search committee. In the case of nominations, a letter should be sent to the nominator thanking him or her for the suggestion, and another letter sent to the person nominated inviting an application. In the case of applications, the candidates should be told how the process of reviewing applications will proceed, and when they may next expect to hear from the committee.

In all interactions with candidates, beginning with the first letter acknowledging receipt of the application, every effort should be made to ensure that **everyone who becomes part of the search process ends the process with positive feelings about Iowa State University and ISU Extension and Outreach**. This means that all applications and inquiries should be acknowledged promptly, all candidates should be kept informed of the progress of the search, and correspondence should be carefully worded to emphasize the positive aspects of each person's candidacy.

Screening the Candidates

Screening Form

To prepare for its initial screening of the candidates, the committee must first agree on the criteria it will use for the evaluation. These must, of course, be consistent with the qualifications stated in the position announcement. In order to ensure that all committee members are adhering to the same set of criteria as they review the applications, the committee should create a form to be used in the review process. This form should provide space to write in basic information about the candidate, such as name, current position and location, academic discipline, and highest earned degree.

The criteria should be listed individually on the form, with a place next to each for the reviewer to indicate a rating for the candidate on that criterion followed by a space for comments. To simplify the subsequent reporting of the committee's evaluations of each candidate, the committee should agree on a rating scale to be used in this review. It's also helpful for the reviewer to indicate at the bottom of the rating form his or her initial impression of the candidate in terms of degree of interest in considering that person further; categories such as "high interest," "mild interest," and "no interest" may be useful in this regard.

Retention of Notes

Each committee member should retain his or her notes on the individual candidates until the search process is completed and the appointment is made. When making notes, committee members should concentrate on qualifications and experience. Notes pertaining to personal aspects of the candidate's

dress, manner, or other personal items are inappropriate in the context of notes related to the screening committee and hiring.

Review of Files

Individual candidate files should be numbered, either alphabetically or in order of receipt of the applications. The latter has the advantage of making it easier for the members to know which files they have read at a given point, although it will be easier to discuss the candidates individually at committee meetings if they are organized alphabetically. The person managing the files should have a method of keeping track of which members have read which files, perhaps by simply having each member initial the file as he or she finishes reading it.

Ideally, all committee members should review all files, since the members presumably were chosen for the diverse perspectives they bring to the search. If, however, the number of applications is quite large, the committee may decide to divide them among subgroups for the initial review. Those candidates in which all members of the subgroup have no interest can be eliminated, and all committee members can then read the files of those that remain.

Midway through the application period, it may be helpful to hold a committee meeting to evaluate whether the search process is generating an adequate number of applications as well as a sufficiently diverse applicant pool. Based on this analysis, the committee members may decide to take additional steps to expand and otherwise improve the pool, such as by making phone calls to colleagues at other institutions, enlisting the help of local colleagues, etc. The committee also may decide to extend the deadline to re-evaluate the position announcement or to consider additional outlets in which it could be placed.

Initial Screening

The purpose of the initial screening is to consider all candidates who meet the minimum advertised requirements and select those that the committee is interested in pursuing further. Advertised requirements that have been designated as “desirable” or “preferred” should only be applied to applicants who first meet the minimum requirements. The screening of applicants against job-related desirable or preferred characteristics should be documented thoroughly for each candidate. The candidates who survive the initial screening should be those that the committee believes have the potential to be selected for the position. Those eliminated at this point should not include anyone who might be brought back into the pool later.

The committee's first task is to eliminate those candidates in whom there is little, if any, interest. Rather than discussing each candidate initially, the committee may find it more efficient to simply conduct a "show of hands" on the candidates sequentially, with each member indicating whether he or she has any interest in considering that person as a candidate. (Committee members may be more comfortable if they are initially allowed to indicate mild vs. strong interest, although eventually those categories will have to be merged to determine which candidates are to be advanced to the next round.)

The committee members should agree in advance of the poll as to the number of "yes" votes that will be needed to warrant discussion of a candidate. Presumably those candidates in whom no member has an interest can be eliminated without discussion, but perhaps those with a minimum of two positive votes, or perhaps even one vote, are worthy of some discussion. Typically the committee member who is alone in his or her support of a given candidate will decide to withdraw that support and the candidate can be quickly eliminated, but it should be understood that any candidate that a committee member wants to have discussed should be discussed.

It also will become evident, as a result of the initial straw poll, that certain candidates have very strong -- perhaps even unanimous -- support at that point, and will require little discussion with respect to continuation into the next round. Therefore, the discussion at this meeting can center on those candidates about whom there is mixed opinion or about whom the members are uncertain. Sometimes this uncertainty is due to a lack of certain critical information, which can be obtained from a call to the candidate or through the reference checks that will be made next.

Semi-Finalists Selected

The committee's second task is to determine which of the candidates generate enough interest on the part of the committee members to warrant further exploration. Although there is no firm number to be targeted, it should be such as to be manageable during the next phase of the review -- the reference checks. This suggests that the committee should aim for somewhere between ten and fifteen "semi-finalists," which usually turns out to be an attainable goal. In some searches, the hiring officer/supervisor will ask for the opportunity to review the "semi-finalists" before the committee proceeds further. Usually, however, the committee is expected to continue the review process until it arrives at its recommendation of the persons to be invited to the campus for visits.

As a courtesy, those candidates who are eliminated in the first screening should be notified immediately of their status. Ordinarily this is done by a letter from the person to whom the application was originally submitted. It's usually best to state simply that the person's candidacy will

not be considered further because other candidates fit the unit's current needs better, and to avoid any references to specific reasons for rejection that might lead to some dispute by the rejected candidate.

Obtaining Information from References

The committee's third task in the process is to obtain information about the remaining candidates from their references. A reference's comments usually will be more complete and candid, as well as more directly related to the position in question, if they are obtained by personal interview rather than through a letter. Written references are likely to be generic letters, prepared by the reference for a range of possible positions, with relatively little information about how the candidate fits the specific position under consideration. Furthermore, verbal reference checks are more likely to evoke comments and nuances that may suggest reservations on the part of the reference.

References Check Procedures

In order to ensure that all reference interviews are conducted as uniformly as possible, the committee should develop an interview "protocol" for the callers to follow. This can be drafted initially by a subcommittee, based on suggestions from individual committee members, and then brought to the full committee for discussion and final approval. An effort should be made to limit the total reference checks to about twenty minutes. Questions should be fairly specific, and examples of behaviors should be sought. For example, instead of asking, "Is this candidate committed to diversity in hiring and promoting staff?" the protocol might ask, "Can you give me an example of an instance in which the candidate has taken an action to promote diversity?"

Generally it is useful to begin the interview by asking the reference how long he or she has known the candidate, and in what capacity. The interviewer then reads a description of the position and the qualifications desired, and ask how well the candidate fits that description. Specific questions can then follow. A couple of questions that are worth asking near the end of the interview are: "Would you hire this person for this position?" and "Is there anyone else whom you believe we should talk with about this person?" A useful final question is, "Is there anything I haven't asked that you would like to comment on?"

All of the candidates about whom reference checks are to be made should first be called by the committee chair, or other designated committee member, to inform them that they are still under consideration for the position. The chair can thereby confirm that they continue to be interested, as

well as inform them that their references will now be called. They also should be told when they can next expect to hear about the status of their candidacy.

As indicated earlier, the initial announcement of the position should have requested the names and telephone numbers of five references. Four of those references should be assigned at random to four different committee members -- not all four to a single person. The fifth is kept "on hold" as a back-up if one of the first four turns out to be unreachable.

As soon as the candidates have agreed to have the reference checks conducted, the chair should inform the committee members that the calls can be made. A caller should make arrangements with each reference for a time at which to conduct a twenty-minute interview. Depending on who answers the phone when the call is placed, this arrangement may be made directly with the reference or with a secretary or a family member. If the reference takes the call, it may be convenient to conduct the interview immediately, but the caller shouldn't assume that to be the case. The interview should be conducted from a printed form, with enough space so that the interviewer can write in the responses quickly and easily.

At this stage, calls should be made only to persons whom the candidates have identified as references; to go beyond that group risks making a person's candidacy public prematurely. If the committee believes it's necessary to make inquiries of persons beyond those named by the candidate as references, the candidates should be warned of this in advance and given the opportunity to terminate their candidacy or to request limitations on this inquiry. It may come as a surprise, for example, for a search committee composed largely of faculty members to learn that candidates from the private sector may feel that they are putting their careers at some risk if their employers learn prematurely of their interest in another job.

Selecting the Finalists

The committee's fourth task is to review the information obtained from the reference calls and, if possible, to agree on those candidates to be recommended to the hiring officer/supervisor for campus visits. This will almost certainly be the longest of the committee's meetings, and sufficient time should be allowed for a full discussion of each candidate.

Reference Reports

Each candidate for whom reference calls were made is brought forward for discussion, with each caller reporting in turn on the substance of his or her call. The committee may decide to discuss each candidate immediately following the reports of the reference calls for that person, or the members

may prefer to wait until all reports have been received for all candidates. If a discussion takes place for each candidate individually, the committee may find it helpful to take a tentative vote to determine the amount of support for that candidate before moving on to consider the next candidate.

Selection Procedure

Once all of the reference calls have been reviewed, the committee must decide whom to recommend as finalists. In most cases the committee members will agree that they now have sufficient information on which to base a recommendation, but sometimes additional information will be needed. In the case of a major administrative appointment, the committee may decide to interview some of the candidates personally, perhaps by conference call or at an off-campus location such as a near-by airport. Since the latter procedure can be expensive and time-consuming, it's usually employed only in exceptional circumstances. An informal poll of the committee members may show the number of candidates who now have strong support as finalists to be within the range requested by the hiring officer/supervisor. If not, the committee members will have to agree on a procedure to narrow the number, perhaps by asking each member to vote for only his or her top three or four choices.

Recommendation to Hiring Officer/Supervisor

Once the committee has agreed on its recommendation to the hiring officer/supervisor, the recommendation is forwarded by the committee chair. The chair's communication should include an explanation of the reasons for the recommendation, as well as an evaluation of other candidates who had some support within the committee but who are not being recommended as finalists. The committee should bear in mind that it is recommending with respect to finalists, not selecting them. The hiring officer/supervisor makes the final decision as to whom to invite for campus visits. In doing so, he or she may not include all of the persons recommended by the committee, and may decide to add to the group someone whose support in the committee was less strong.

Notification of Status

Those persons who will not be invited for campus interviews should be notified immediately of their status, so that they will know of it before the names of the finalists are publicly announced. Depending on the situation, these persons may be told that they are no longer under consideration, or that they are still being considered but they are not in the initial group being invited to visit the campus.

Interview Procedures

In addition to recommending which persons should be brought to campus for interviews, the committee should be responsible for advising the hiring officer/supervisor as to the individuals and groups with whom the candidates should meet during their visits. The committee should also be responsible for obtaining feedback from everyone who meets with the candidates or attends a presentation, and for synthesizing this information and making a final set of recommendations to the hiring officer/supervisor after all visits are completed.

Planning the Itinerary

The itinerary should incorporate these principles:

- **All finalists should follow the same schedule, so that all will be reviewed under the same conditions.** This means that any internal candidates should follow the same schedule as the external candidates, except, of course, for trips to and from the airport and tours of the campus and the community.
- The purpose of the campus interview is two-fold: to give the campus community a chance to meet and evaluate the candidate, and to give the candidate a chance to decide whether this would be a good place for him or her to work. This means that, while the candidate should be exposed to many different persons and groups, it should be done in such a way as to make a positive impression on the candidate. It does little good to have conducted a thorough set of interviews and select what the institution considers to be the best person, only to have that person reject the offer because his or her campus visit was too stressful.
- Time spent on campus should not extend beyond two full days, beyond which the candidate's energies are likely to flag and his or her interest in the position diminish. On the other hand, a candidate who doesn't have the energy to keep up with a relatively strenuous two days of interviews may not have the energy to perform the job itself.
- The two days should begin, if possible, with a late-afternoon arrival on campus in time for an orientation dinner with a few committee members, with departure scheduled for late afternoon of the second full day.
- All meals, including breakfasts, should be part of the interview process. A candidate should never have a meal alone.
- In addition to meetings with various individuals and groups, the candidates should present an "open forum" at which they can discuss their views on significant issues related to the position and respond to questions from the audience. The committee should select a general

- topic that all finalists are asked to address. It also may be useful to videotape the presentation, for the benefit of persons who were unable to attend.
- Two committee members should be appointed to share responsibility for hosting a given candidate. This includes arranging for the candidate's transportation to and from the airport, making sure that the schedule moves smoothly and the candidate gets from one place to another on time, and being responsible for moderating the open forum.
 - Although the specific groups and individuals with whom meetings should be arranged will vary depending on the position under consideration, the following almost always will be included in the schedule:
 - a) A meeting with the search committee should be scheduled early on the first day.
 - b) An entrance interview with the hiring officer/supervisor should be scheduled early on the first day, and an exit interview near the end of the second day. This gives the hiring officer/supervisor the opportunity to orient the candidate to the position, and subsequently to answer questions that the candidate may have and assess the candidate's degree of interest before he or she leaves campus.
 - c) A relatively brief meeting with the Vice President and/or the Senior Vice President and Provost should be arranged.
 - d) The open forum should be scheduled late in the afternoon of the first day, with no meetings other than dinner to follow it.
 - e) The candidate should have thirty minutes of free time prior to the open forum, to do any last-minute preparation and collect his or her thoughts.
 - f) Someone should be designated to organize any other open meetings with specific groups, such as students, to make sure that they are adequately attended. A candidate should never be allowed to sit in an empty room for an hour in the hope that someone will show up for a discussion.
 - g) The candidate should meet with the person who is currently performing the job for which the search is being conducted, since that person is presumably the best informed about its details. If, however, that person is also a candidate for the position, both that individual and the candidate should be asked if they are

comfortable having such a meeting. If either would prefer not to do so, someone else should be identified who can provide the information about the position that the candidate will need.

h) The ISU Diversity Steering Committee has asked that meetings be scheduled in which the candidates can discuss, informally, their views and experiences regarding diversity with interested staff and students.

i) If the position will include a tenured faculty appointment – (e.g., in the case of a dean) the candidates should meet with representatives of the department that would be their academic “home.” Dinner at the end of the first day can provide the opportunity in a relatively informal setting.

- If possible, time should be set aside for off-campus candidates to be given a guided tour of the university and of the local community.

Arranging and Publicizing the Visits

The hiring officer/supervisor should be responsible for arranging visitation dates with each finalist. No more than two candidates should be brought to campus in a given week, and they should be scheduled so as to avoid any possible overlap. For this reason, visitation periods of Sunday through Tuesday, and Wednesday through Friday, generally work best.

The finalists should be informed at the time the visit is arranged that their names and the dates of their visits will be publicized, which means that their candidacy will now become public knowledge. They also should be informed about the general nature of the schedule and specifically about the open forum, as well as about any other meetings for which they may need to prepare in advance. Detailed information pertaining to the university and the community, including specific unit information, should be sent to the candidates well in advance of their visits.

The University’s News Service should be provided with information about the finalists, as well as the times and locations of their open forums, for release to the local news media. **(It should be noted, however, that the Board of Regents, State of Iowa requires that the Regents be informed of the finalists for major administrative positions a week before any public announcement is issued.)**

A strong effort should be made to ensure that all members of the University community who may be

interested in meeting and hearing the candidates know about the visits and about the open forums. Each person who is scheduled to meet with the candidates, either individually or in small groups, should be provided with copies of the candidates' curricula vitae in advance of the meetings.

Preparing for the Visit

The committee should prepare a simple form with which to obtain feedback from those who meet the candidates or who attend the open forums. It's usually sufficient to learn whether the evaluator considers the candidate to be acceptable or unacceptable for the position and, if acceptable, whether the evaluator is strongly impressed or only mildly so. A place for comments on perceived strengths, as well as concerns or drawbacks, also should be provided. Although the forms can be submitted anonymously, it's helpful to know the general category into which the evaluator falls, such as faculty member, staff, student, etc.

As indicated above, the search committee should meet with the candidate early in the interview schedule. It may be helpful for the members to agree in advance on some key questions to be asked, and perhaps also on which members will ask which questions, to ensure that all candidates are asked the same questions. A useful introductory question for the candidate is, "Why are you interested in this position, and what would you bring to it?" It's also desirable to allow the candidate a few minutes near the end of the meeting to ask questions of the committee.

Bringing the Search to Closure

Evaluating the Finalists

The search committee's final responsibility is to advise the hiring officer/supervisor regarding the finalists. To do this, the committee members should review the feedback forms received for each finalist, as well as discuss the finalists with their constituents. Within a few days of the departure of the last finalist the committee should meet to conduct a final review, based on the information the members have obtained as well as their own impressions.

The committee's objective should be to advise the hiring officer/supervisor as to which of the finalists are acceptable for the position, and their strengths and possible weaknesses. Otherwise, the committee should avoid ranking the finalists, so as to allow the hiring officer/supervisor a reasonable degree of latitude in making the final decision. If, however, it's evident that one candidate is the overwhelming favorite, the hiring officer/supervisor should be informed of this.

The committee's views and recommendations can be conveyed in writing or in person to the hiring officer/supervisor. In the latter case, the hiring officer/supervisor may prefer to meet with the committee chair alone, or with the entire committee. In any case, the hiring officer/supervisor should at this point discharge the committee and commend the members for a job well done. The final outcome is now in his or her hands.

Follow-up Visit

Once the hiring officer/supervisor has identified the person to whom an offer is to be made, that person will ordinarily be invited back to campus for further discussion of the position and to become better acquainted with the university and the community. A social hour with the search committee may be helpful as part of the effort to persuade the person to accept the position.

Public Announcement

In the case of major administrative appointments, an announcement of the appointment is made to the public. The Board of Regents, State of Iowa requires that its members be informed a week prior to such an announcement. The hiring officer/supervisor should inform the other finalists of the selection before the public announcement is made.

Resources and Tools

Search Committee General Information

- Search Committee Timetable (example) - <http://www.provost.iastate.edu/help/recruitment/admin-search-guidelines/timetable>
- Best Practices Checklist for Running a Faculty Search - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R01BestPracticesEarlySteps-2011.pdf>
- Administrator's Checklist of Best Practices for a Diverse Search - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R02AdministratorsChecklist.pdf>
- Resources for Faculty Searches – Sample PowerPoint Presentations for Discussion and Professional Development among the Search Committee - <https://www-provost.sws.iastate.edu/isu-advance/faculty-searches/fac-powerpoint>

Affirmative Search and Advertising Resources

- Sample Memo to Inform Unit/Department/College of Position - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/Inform.pdf>
- Diversity Recruitment Advertising Sources - http://www.eoc.iastate.edu/sites/default/files/uploads/New/Diversity%20Recruitment_1.pdf
- Advertising Sources for Recruiting Diverse Faculty - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R13WhereToAdvertise2011-updated.pdf>
- Historically Black Public Colleges and Universities - <http://www.univsource.com/hbcu.htm>
- Native American Colleges and Universities - <http://www.eoc.iastate.edu/sites/default/files/uploads/New/NativeAmericanColleges.pdf>
- Hispanic Colleges and Universities - <http://www.eoc.iastate.edu/sites/default/files/uploads/New/HispanicColleges.pdf>
- Tips and Suggestions for Broadening the Candidate Pool - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R03BroadeningThePool.pdf>
- Strategies for Recruiting Women Faculty - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R04RecruitingStrategies-NatAcad.pdf>

- Reducing Stereotypic Biases in Hiring - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R06ReducingBias-Cornell.pdf>
- AA/EO Statements – Samples of Wording - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R10ExamplesDiversityStatements-2011.pdf>

Promotional Materials

- Information about Iowa State University - <http://www.provost.iastate.edu/help/searches/isuinfo>
- Information about the local community - <http://www.provost.iastate.edu/help/searches/localinfo>
- Ames Convention and Visitors Bureau - <http://www.visitames.com/>
- City of Ames - <http://www.cityofames.org/>

Acknowledgement and Status Information

- Applicant acknowledgement sample letter - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/AknowApp.pdf>
- Nomination to potential applicant sample letter - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/Nomination.pdf>
- Nomination acknowledgement sample letter - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/AknowNom.pdf>
- First notification of status sample letter - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/Status1.pdf>
- Second notification of status sample letter - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/Status2.pdf>

Screening Forms

- ISUEO HR Applicant Matrix (Example) - <http://www.extension.iastate.edu/NR/rdonlyres/382990FF-67FB-4626-A94C-94A894491E45/173853/MatrixExample.xlsx>
- Applicant Screening – Sample Suggestions - <http://www.extension.iastate.edu/NR/rdonlyres/382990FF-67FB-4626-A94C-94A894491E45/173847/ApplicantScreeningSample.docx>
- Initial Screening Sample Forms –
 - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/ScreenForm.pdf>

- <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R14initialScreeningForm.doc>
- <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R14initialScreeningForm.pdf>
- <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R11Mich%20cand%20eval%20tool.doc>
- <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R12CandidateEvalRubric.doc>

Reference Checks

- Questions for reference checks (samples)
 - <http://www.extension.iastate.edu/NR/rdonlyres/382990FF-67FB-4626-A94C-94A894491E45/173850/ReferenceCheck.docx>
 - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/InterviewForm.pdf>
 - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R17QuestionsForPhoneReferences.pdf>
- Evaluating letters of recommendation
 - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R16ReferenceLetters.pdf>

Interviews

- Tips for the Interview Process - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R18TipsForInterviewProcess.pdf>
- Guidelines for Effective Interviews - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R19GuidelinesForEffectiveInterviews%20.pdf>
- Interview Questions: What to Ask? What Not to Ask? - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R20What%20to-not%20to-Ask.pdf>
- Interview Question Guidelines - <http://www.eoc.iastate.edu/sites/default/files/uploads/New/InterviewGuidlines.pdf>
- Sample Interview Questions:
 - Telephone Interview: <http://www.extension.iastate.edu/NR/rdonlyres/382990FF-67FB-4626-A94C-94A894491E45/173848/InterviewsPhone.docx>

- On-Site Interview: <http://www.extension.iastate.edu/NR/rdonlyres/382990FF-67FB-4626-A94C-94A894491E45/173849/InterviewOnSite.docx>
- Additional Examples - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R21HrinterviewQuestions.pdf>
- Additional Examples - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R22SampleInterviewQuestions.pdf>

Interview Feedback Forms

- Sample forms for obtaining feedback on finalists –
 - <http://www.provost.iastate.edu/sites/default/files/uploads/recruitment/Feedback.pdf>
 - <http://www.extension.iastate.edu/NR/rdonlyres/382990FF-67FB-4626-A94C-94A894491E45/117828/assess.doc>
 - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R15FinalistFeedbackForm.doc>

Evaluate the Search

- Evaluation of the Search Process - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R07SearchProcessEval.pdf>
- Evaluating a Search: What went wrong or right? - <https://www-provost.sws.iastate.edu/sites/default/files/uploads/advance/faculty-searches/R08EvaluatingASearch.pdf>

References

1. *Affirmative Action Office, Iowa State University. Affirmative Action Handbook. No date.*
2. *Kaplowitz, Richard A. Selecting Academic Administrators: The Search Committee. Washington, D.C.: American Council on Education. 1973.*
3. *Marchese, Theodore J. and Jane Fiori Lawrence. The Search Committee Handbook: A Guide to Recruiting Administrators. Washington, D.C.: American Association for Higher Education, 1987.*
4. *University Committee on Women, Iowa State University. Procedures for Search Committees: Recommendations to Improve the Search Process at Iowa State University. 1989.*
5. *University of Wisconsin-Madison. Search Handbook for Faculty, Limited, and Academic Staff Appointments. 1988.*

For More Information

For more information, contact the Office of the Assistant Vice President, Organizational Development for Extension and Outreach, 1118 Extension 4-H Building, Ames, IA 50011-3630, (515) 294-1517.

IOWA STATE UNIVERSITY Extension and Outreach

... and justice for all

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD). To file a complaint of discrimination, write to USDA, Director, Office of Civil Rights, 1400 Independence Avenue SW, Washington, DC 20250-9410, or call 800-795-3272 (voice) or 202-720-6382 (TDD). USDA is an equal opportunity provider and employer.

Issued in furtherance of Cooperative Extension work, Acts of May 8 and June 30, 1914, in cooperation with the U.S. Department of Agriculture. Cathann A. Kress, director, Cooperative Extension Service, Iowa State University of Science and Technology, Ames, Iowa.