SEARCH COMMITTEE
RESOURCE GUIDE

For
Chairs, Members and Staff
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I. Introduction

The academic preeminence of the School of Medicine is dependent upon the recruitment of a high quality, committed faculty and is the first step toward meeting our goals of research, instructional and clinical excellence. In addition, we are committed to the recruitment and maintenance of a faculty that reflects all aspects of diversity. We will hire persons solely on the basis of merit and we will avoid discrimination because of race, color, religion, sex, age, political affiliation, national origin, handicap or veteran status. Towards that end, the purpose of this document is to provide important, necessary to know information and procedures to guide and assist departments, faculty and staff in conducting successful, nondiscriminatory and equal employment opportunity searches that comply with federal, University and School requirements.

The Dean’s Office, through the Office of Faculty Affairs, reviews all recruitment requests from departments and forwards them to the Vice President of Health Sciences, the approving body for faculty recruitment and selection on the MCV Campus. Overall, the Office of the Provost sets and approves the academic policies for Virginia Commonwealth University.

The purpose of this guide is to assist search committees in their role in the search process. It is designed for Search Committee chairs, members and staff and makes references to those who initially do work behind the scenes, plus the hiring authorities who close the recruitment. It guides you through the steps from initial request to recruit, through review and evaluation of applications, to candidate interviews, verifying credentials and references, making recommendations to the hiring authority, and finally the actual hiring.

VCU pursues excellence through its strategic plan **Quest for Distinction**. One of the themes within the plan contains an initiative directly related to faculty/staff excellence. We are guided by this in our searches.

Thank you for your service in support of this process that is vital to our success as a School and University.

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Jerome F. Strauss, III, MD, PhD  
Vice President for Medical Affairs and Dean

PonJola Coney, MD  
Senior Associate Dean for Faculty Affairs
II. Behind the Scenes

A. **VCU Office of the Provost**
   Policies and procedures regarding Faculty Searches are found on the VCU website under the Office of the Provost, PA and hiring resources, Faculty Searches at [http://www.provost.vcu.edu/faculty-affairs/pa-and-hiring-resources/faculty-searches/](http://www.provost.vcu.edu/faculty-affairs/pa-and-hiring-resources/faculty-searches/). The VCU Faculty Search Process Guidelines outlines the steps in recruitment. As we develop this resource, pertinent contents (shown in quotation) from the Guidelines are included to ensure compliance with University policy and procedures. Instructions for completing faculty recruitment forms can be found in the [eGuide to eJobs for Faculty Positions](http://www.provost.vcu.edu/faculty-affairs/pa-and-hiring-resources/faculty-searches/).

B. **Advertising**
   The hiring unit develops the position description and then the advertising, which must be posted and approved in eJobs. The department must submit the position information electronically for posting in eJobs.

   “Schools/units are required to advertise in national recruitment sources, including at least one targeted to women and minorities, for a minimum of thirty (30) calendar days.”
   In selecting advertising sources, the following should be considered:
   - Professional journals especially targeted to women and minorities
   - Newspapers that are circulated in regions having high minority populations
   - Colleges and universities with high minority and/or female enrollments
   - Comparable departments in other universities”

C. **Search Timeline**
   Search committees should make every effort to complete their work in a timely fashion. Searches that last for a period of one year or more must be closed and a new search initiated. For very specialized disciplines where there is difficulty in identifying qualified applicants, the search may extend beyond one year, and may require new advertisements with a new deadline date. In cases where the job description is revised, a new search must be initiated.

D. **Initiating the Search Within the School of Medicine**
   Initial steps are often set in motion by the personnel staff within the individual departments. The Director of Faculty Personnel Administration serves as a resource for departmental Personnel Administrators or other department designated personnel who complete the step-by-step process of submitting forms and monitoring compliance. Personnel Administrators should refer to the Provost’s website [http://provost.vcu.edu/faculty-affairs/pa-and-hiring-resources/faculty-searches/](http://provost.vcu.edu/faculty-affairs/pa-and-hiring-resources/faculty-searches/) and eGuide to Faculty Recruitment in eJobs for assistance.
Departments designate individuals whose responsibility is to understand and process the above procedures for hiring in their respective areas. It is imperative that the committee execute its duties responsibly in order for the process to proceed successfully overall.

Finally, the Faculty Recruitment and On-boarding Guide (FROG) on-line system must be initiated. This is done through the Faculty Affairs website FROG Recruitment Status by a Department User.

See also FROG FAQs for Department Users.

### III. Overview of Recruitment Process (excerpted from the VCU Faculty Search Process Guidelines)

The steps outlined below summarize the recruitment process in chronological order. As soon as a recruitment opportunity becomes available to the department/unit:

<table>
<thead>
<tr>
<th>Recruitment Process Steps</th>
<th>Who is responsible?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Prepare a position description and qualifications to be incorporated into advertisements and announcements. Include required University and EEO/AA statements.</td>
<td>Hiring Authority in consultation with Personnel Administrator (May be reviewed by Search Committee Chair, Staff, and members.)</td>
</tr>
<tr>
<td>2  Establish a diverse search committee, which must include men, women and minorities. Maintain proper documentation.</td>
<td>Hiring Authority</td>
</tr>
<tr>
<td>3  Complete the Request to Recruit form in eJobs. (For dually employed physicians, the request is moved to MCVP reviewer who then forwards it to the Dean’s Office reviewer.) Enter the recruitment into FROG. Determine if special steps outlined for positions at specific levels need to be taken.</td>
<td>Hiring Authority Personnel Administrator</td>
</tr>
<tr>
<td>4  Upon approval by the Dean’s Office and Vice President’s Office, the department must place advertisements in publications targeted to specific discipline(s) and initiate specific steps to recruit women and minorities. The department must submit the position electronically for posting in eJobs. In addition, all approved internal searches must be placed electronically in eJobs. There is a place to indicate if it is a national, regional or internal search.</td>
<td>Personnel Administrator with input from Hiring Authority and Search Committee (May be handled by search firm if applicable.)</td>
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<tr>
<td></td>
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</tr>
<tr>
<td>5</td>
<td><strong>Complete the Summary of Candidate Evaluations providing detailed information for each candidate in eJobs.</strong></td>
</tr>
<tr>
<td>6</td>
<td><strong>Ensure that the successful candidate completes the Verification of Credentials form and the department verifies the credentials.</strong></td>
</tr>
<tr>
<td>7</td>
<td><strong>When interviews have been completed, prior to a job offer being made, submit the Request to Offer form and required documentation in eJobs to the Dean’s Office (or MCVP for dually employed physicians with appropriate MCVP forms).</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Contents to be scanned and loaded:</strong></td>
</tr>
<tr>
<td></td>
<td>• Copies of all ads, announcements, flyers, etc., from publications and Web sites</td>
</tr>
<tr>
<td></td>
<td>• Copy of Verification of Credentials form for successful candidate</td>
</tr>
<tr>
<td></td>
<td>• VCU Contract (for review by VP’s office)</td>
</tr>
<tr>
<td></td>
<td>• Offer letter (if applicable)</td>
</tr>
<tr>
<td>8</td>
<td><strong>COMPLETE FROG.</strong></td>
</tr>
<tr>
<td>9</td>
<td><strong>Once approval has been obtained and the job offer has been made and accepted, email the VP’s Office and have the position closed.</strong></td>
</tr>
<tr>
<td>10</td>
<td><strong>Notify all candidates that the search process has been completed.</strong></td>
</tr>
<tr>
<td>11</td>
<td><strong>Maintain all search documentation for a minimum of three years from the effective date of appointment</strong></td>
</tr>
</tbody>
</table>

*Reminder: If the hiring department fails to follow established OFRR procedures, the unit will be required to re-administer the search.*

Please see **Appendix A** for a brief description of the Types of Positions and certain procedural requirements for each.

- *Types of Positions – Appendix A*
IV. Hiring Authority

The hiring authority is the individual who has the authority to actually hire a person for a specific position. The hiring authority for the position does not serve on the search committee. He/she selects the chair and members of the committee. In addition, he/she works closely with personnel management to draft the position description, the advertisement, and determine the recruitment plan. The hiring authority also provides a charge to the committee outlining the specific requirements for the search.

A charge usually includes:
- Key qualifications for the position and the kind of candidate to be attracted
- The scope of the search and methods of soliciting nominations
- Suggested timelines and deadlines
- The number of candidates to be recommended
- The overall importance of confidentiality

It is strongly recommended that before initiating a search, the hiring authority develop a “straw man” resource package including targeted compensation, which can serve as a basis for negotiation with candidates moved forward for hiring consideration.

*It is also the responsibility of the hiring unit to ensure that each member of the search committee completes the online training for search committees.*

V. The Search Committee

A. Chair

The hiring authority shall appoint the Search Committee Chair or Co-Chairs. Depending upon the position to be filled, the hiring authority is usually a Department Chair, Division Chair, Director or Supervisor. *It should also be noted that Department Chairs or hiring authority should not chair nor serve on search committees within their own department.*

The chair is the search committee’s official spokesperson. The chair manages communication with the candidates, within the search committee, with the hiring authority and with the university community. Specifically the chair:
- Provides Leadership to ensure a timely, effective, legal, proactive and accountable search
- Establishes processes and ground rules for the Committee
- Monitors the applicant list and ensures opportunity for all qualified candidates to receive committee consideration
• Instructs the committee on confidentiality of candidates and the search
  o Do not disclose names of applicants
  o All discussions among committee members are confidential
  o All files concerning the search are confidential
  o Disclose breaches of confidentiality to the chair
• Ensures that each applicant receives an acknowledgement that their application has been received
• Ensures that the search complies with institutional polices and applicable laws
• Develops agenda for committee meetings
• Finalizes “candidate evaluation tools” with agreed upon criteria
• Finalizes “core interview questions” for interviews
• Approves visit itineraries of candidates
• Sends prompt letters of rejection to candidates who do not meet the minimum qualifications for the position
• Assists in development and final approval of “information package” for candidates
• Ensures that clear evaluation and selection criteria consistent with position description are applied
• Maintains fairness and evaluative consistency throughout the process
• Ensures that all members participate in the process
• Coordinates obtaining references on candidates
• Presents final summary report and finalists to the hiring authority
• Completes the Search Documentation procedures

B. Members

As noted in the VCU FACULTY SEARCH PROCESS GUIDELINES, search committee members may be drawn from “VCU faculty, staff, alumni, students and community partners, as appropriate for the position.” In addition, a “search committee should be comprised of men, women and minorities*.” Hiring officials are encouraged to appoint committee members of different backgrounds, perspectives and expertise with a definite commitment to diversity and excellence. Committee members must confirm their willingness to serve and commitment to fully participate.

The role of the search committee is to identify and affirm qualifications of qualified candidates. The search committee does not have a HIRING role. It is the hiring authority alone that decides suitability for hiring. Members:
  • Review and evaluate applicant files and credentials using the criteria formulated by the committee
• Proactively seek names of potential candidates, including women and underrepresented minorities, (potential methods: email, contacting peer colleagues, letter, telephone, associations, member listings) and provide input on recruitment strategy
• Participate in interviews of candidates
• Maintain confidentiality by treating all search committee deliberations as well as information related to the work of the committee, verbal and written, confidential during and after the search
• Transfer all related files of the search to the appropriate staff for retention as required by university policy

Membership on the committee requires full and consistent participation with a commitment to diversity and excellence. Members must treat all applicants in a thoughtful and respectful manner and serve as welcoming hosts to the university community. The hiring authority appoints the members of the committee.

• Search Committee Invitation letter – Appendix B
• Informational References for Committee Members – Appendix C

C. Support Staff
As previously mentioned, the department Personnel Administrators work to comply with the initial and final information required by the Dean’s Office and the Office of the Vice President for Health Sciences. The Director of Faculty Personnel Administration in the Office of Faculty Affairs serves as a resource to answer questions. In addition to that, a support person may be appointed by the hiring official to assist the committee in its work. This person may assist with correspondence and record keeping as well as meeting arrangements and candidate arrangements. However, the hiring unit is responsible for providing administrative support to its search process.

Support staff activities include the following, which are performed under the direction of the hiring authority and chair of the committee:
• Schedule search committee meetings and maintain minutes
• Information package developed and sent to candidates
• Select dates for interviews
• Schedule travel and lodging to campus using University policies and guidelines
• Arrange for escort of candidate from the airport and other locations to the campus and appointed meetings
• Arrange tour of local community, if appropriate
• Arrange campus tour and hospital tour, if applicable, and meetings with “special” groups of interest to the candidate
Schedule meeting with key leaders
Arrange meetings with staff, other faculty members and any appropriate standing Committees or groups
Arrange interviews with Search Committee members
Schedule candidate’s presentation if appropriate
Schedule meeting with unit diversity specialist or Equal Opportunity Officer, if available

D. Professional Search Firms
In some searches a search firm is employed. Their functions may vary depending upon the contract. Per contract they may assume many staff support duties listed above. In all cases their job is to assist the department with the recruitment process. Please note that all university and federal policies must be followed when search firms are utilized.

VI. Search Committee Procedures and Process

A. Widening the Search
In addition to traditional advertisements, to widen the search, letters requesting assistance in identifying candidates may be sent to recognized experts in the particular field. Committee members should actively recruit and contact colleagues to specifically ask for recommendations of candidates from faculty (including minorities and women) at the university. In addition, the committee members should:

- Contact minority and women caucuses within professional and academic organizations
- Contact alumni faculty members at other institutions and encourage them to recommend candidates
- Make personal contact with visiting scholars

Beyond this, personal networking/publicizing the position at professional meetings and conferences is a responsibility of the search committee as well as the hiring authority.

B. Applications Arrive
An Applicant is anyone who expresses interest in the position by submitting a letter or curriculum vita. Any applicant who is interviewed becomes a Candidate.

The search committee support staff, or search firm, if contracted, should begin maintaining records. All applications are received in eJobs. This provides an immediate location to record names.
C. **First Meeting**
   Prior to the first meeting, support staff should compile a list of all search committee members with primary contact and administrative assistant contact information.

   Use Doodle Poll or a similar planning tool to poll members for meeting availability prior to scheduling the first meeting to orient members.
   - *How to Create a Doodle poll* – Appendix D

   The search committee is convened within the first one to two months following the position approval and advertisement. The initial meeting is to orient members, give the charge and confirm expectations for attendance and confidentiality. The search committee may be convened earlier if their assistance is required to create and review the position description and advertisement. Attendance is recorded as part of the agenda minutes.
   - *Sample First Meeting Agenda* – Appendix E

D. **Establish Committee Timeline**
   While allowing sufficient time to do a thorough job, the search committee must be mindful that strong candidates may also be applying for other positions. Undue delays may allow candidates to be hired first by another institution or adversely affect their impression of our ability to make decisions.
   - *Sample Committee Work Timeline* – Appendix F

E. **Recruitment Reminders and Tips**
   Observe VCU Recruitment policies and procedures.
   - Committees must understand the requirements of the position to be filled and the mission and priorities of the department and the University
   - The Committee’s role is one of identifying candidates with qualifications and credentials suited to the job-related criteria and charge given
   - It is not the Committee’s role to ultimately determine a qualified candidate’s suitability for hiring, but to identify a candidate’s strengths and weaknesses in relation to the position and/or agreed upon criteria
   - The committee should submit to the hiring authority a candidate-sensitive summary offering strengths, weaknesses and likely contributions of each recommended finalist
   - All committee discussions and findings are strictly confidential
VII. Evaluating Applications

Committee members spend time individually reading all materials for each applicant. Members will prepare an evaluation of credentials and qualifications based on the advertisement/position description for each applicant. A search committee meeting will follow to discuss applicants and determine which will be invited to an Interview with the Search Committee. The elements of the evaluation will vary depending upon the job description/requirements, and completed copies of the screening evaluation should be kept with the records of the search.

- Candidate Rating Form 1 – Appendix G
- Candidate Rating Form 2 – Appendix H
- Candidate Rating Form 3 – Appendix I
- Candidate Rating Form 4 – Appendix J

Selecting Candidates:
- Basic qualifications must first be met and unqualified applicants should be removed from consideration
- Apply developed criteria for evaluation consistently to all applicants
- Evaluate each application in its entirety; do not focus only on one element
- Summarize the strengths, weaknesses and potential contributions to the department, program and campus for each candidate
- Do not rank candidates
- Be able to defend reasons for rejecting or retaining a candidate by backing up statements with evidence in lieu of opinions
- Evaluate whether qualified women and underrepresented minorities are included and if not, why not
- Please be aware of assumptions and biases in the search process, particularly as it relates to gender and race/ethnicity (See appendix for informational references)

Considerations as you review applications:
- The basic/minimum qualifications that an applicant must demonstrate in order to be considered
- What are the specific attributes that will distinguish your candidate?
- What will you look for to determine if the applicant has met the criteria?
- A checklist is helpful in ensuring a thorough review of applications

VIII. Interviews

Applicants whom the search committee would like to invite for interviews must be contacted to make calendar/travel arrangements. These applicants have now become candidates.
Initial interviews may be conducted in several formats:

- Telephone screening interview
- Tele- or video-conference interview
- In person interview

A. **Telephone screening interviews**
   Telephone screening interviews can be useful for screening candidates to evaluate essential qualifications or skill sets. All candidates interviewed by telephone should be asked the same set of questions (see "core interview questions" guidelines on the following page). The search committee chair with search committee staff may conduct telephone interviews, or members may be present as well. Notes should be taken of all responses for the search records.

B. **Tele- or video-conference interviews**
   Tele-or video-conference interviews may be conducted when there are a large number of qualified applicants or when obstacles to in-person interviews exist. All candidates interviewed by tele- or video-conference should be asked the same set of questions and the interview should be conducted with the full search committee. Notes should be taken of all responses for the search records. Video-conference interviews may include a short presentation by the candidate on a selected topic. If presentations are included, all candidates should be asked to present on the same topic. After tele- or video-conference interviews, the most qualified candidates may be invited for in person interviews.

C. **In Person Interviews**
   An invitation for a tele- or video-conference interview or an in person interview will be extended to those who have been deemed to meet the overall position requirements. Conversely, those who have been deemed to not meet the job description requirements may be sent “no further consideration letters”.

   - *Sample Invitation for 1-2 Hour Interview* – Appendix K
   - *Sample Invitation for On Campus Interviews* – Appendix L
   - *Sample No Further Consideration Letter* – Appendix M

Prior to the actual interviews, the committee must determine the **core interview questions**. It is important to keep in mind that the committee must:

- **Ask** the same questions of each candidate
- **Allow** time at the end of each interview for the candidate’s questions
- **Explain** the next step in the selection process and general timeline for the search process
- **Thank** the candidate for his or her time
Following interviews with the Search Committee, the Committee will meet and evaluate how the candidates’ skills and competencies meet the job description. Candidates will be rated. The top rated candidates within the target number will comprise the on campus interview pool.

A small pool of qualified candidates may be extended campus interviews in lieu of interviews with the search committee.

D. Campus Visits
The committee should determine a list of interviewers of the candidates. The staff person assisting the committee can then proceed to set up the itinerary and make reservations. The committee should also develop an evaluation form to record interviewer reactions following interviews. Completed evaluation forms are kept with the search records.

IX. References

Candidates will be informed in all letters of invitation for campus interviews that The University requires verification of academic credentials, relevant licenses or certifications, work history and job performance and may involve conversations with current and former colleagues. The candidates should provide reference names to the search committee. Phone references should be used to supplement letters of references. A minimum of three reference checks will be made on all finalists for each position. In the event that the candidate’s last place of employment was an international site we will always make sure to contact the most recent domestic employer, if one exists.

If the search committee has unresolved questions or concerns about the veracity of a candidate’s stated qualifications or credentials, these concerns should be brought to the hiring authority immediately. This action may result in initiating immediate transcript requests, background checks or expanding reference checks.

“References are required for the top candidate for the position; however, reference checks may be conducted on all top candidates, and preferably before campus interviews. Reference checks should be conducted by the hiring authority or designee. Reference check questions should be developed to verify information on the resume and/or application materials, assess the candidate’s knowledge, skills, abilities, performance, and verify previous work history. The same questions should be used for
each reference checked for that position. As a “best practice” recommendation, it is suggested that references on the candidate’s previous and current employer(s) be contacted, however, this can only be done with permission from the candidate. References may be obtained by letter, e-mail, telephone or fax. All reference information obtained should be kept confidential at all times. Reference information must be maintained with the search file.”

X. Verification of Credentials

“The dean or administrative head of each unit is responsible for verification of the successful candidate’s credentials, institution accreditation, and other evidence of appropriate academic preparation. Search committee chairs must obtain permission from the top candidate to verify receipt of degree(s). A copy of the (completed and signed) VCU Verification of Credentials form, must be included in the documentation submitted in eJobs for approval of the search process prior to a job offer being made.”

This responsibility is designated to the Department Administrator and Chair of the Search Committee. The chair can assign reference and verification of credentials tasks to members of the committee.

In addition to references, the hiring authority, search firm, or committee chair/ staff may verify a candidate’s academic publications through a library database search

- Verification of Credentials – Appendix Q

XI. Committee Recommendations

Following the on campus interviews, the search committee will collect evaluations from the interview panel and the results of references. They will then discuss the results and select finalists. Using the evaluation information together with the reference information, the committee will make a recommendation to the hiring authority as to which are the qualified candidates.

One or two individuals may be identified as alternative choice candidates; however, this is not a requirement. The department is obligated to offer the position to one of these choices if the first choice candidate declines the university’s offer.
XII. Completing the Search

A. Determine candidates for no further consideration
   The hiring authority will consider the committee recommendations and make the final determination on the selection. Candidates deemed to be no longer under further consideration must be sent a letter of regrets.

B. Dual Careers
   When the candidate’s partner or spouse conveys interest/qualification and desires consideration for a faculty position at VCU, the hiring authority must be notified when the information becomes available. Contact with prospective employers is not within the purview of the search committee. The University cannot guarantee employment, but hiring authority is encouraged to address this issue as soon as the possibility of relocation emerges for the candidate.

C. Review of Search Package
   Individual departments prepare the Hiring Proposal in eJobs for approval by the Dean’s Office and Vice President for Health Sciences prior to the job offer being extended. Note especially that verification of credentials must be included in the documentation submitted.
   1. Departments must add the VCU contract and offer letter in eJobs for review.
   2. Departments forward the original VCU contract and offer letter for signature.
   3. If a physician is being hired, MCVP documents must be included.

D. Actual Hiring
   An offer is extended to the candidate by the hiring authority. A written contract must be signed and returned by the new hire. Individual departments must prepare the hiring paperwork as soon as the contract is signed and submit to the Dean’s Office. The Dean’s Office reviews and signs the PAF Hiring packet and obtains the Vice President’s Office signature. It is returned to the Department who then forwards it to VCU Human Resources.

   Background Checks are obtained on all new and rehired employees. Once the contract/offer is signed, the background check will commence using Hire Right. Academic Transcripts must be received within 30 days of hire and reviewed by the hiring authority. Departments maintain a color copy and then forward the original to the Office of Faculty Affairs.
“Retention of Records: To comply with federal requirements, all records pertaining to the recruitment process (i.e., application materials, search committee notes, summaries of telephone interviews, interview questions and responses, candidate itineraries, evaluation forms, reference checks, etc.) must be collected by the Search Committee Chair from the Search Committee members and returned to the hiring department. All recruitment documents must be maintained by the hiring department for a minimum of three (3) years from the effective date of appointment or when the search was closed, if not filled. During this period, such documentation is subject to review and audit by university, federal and state officials.”

Department Administrators must encourage new faculty members to complete final on-boarding/hiring forms using FROG’s checklists.

The hiring authority should identify a mentor for the new faculty member and set up an initial introductory meeting within the first thirty days. They should determine the frequency of meetings and periodic follow-up.

E. Professional Development

VCU Human Resources conducts new employee orientation as well as on-going training classes and workshops. The Office of Faculty Affairs in the School of Medicine also conducts annual new employee orientation workshops and conducts required faculty workshops. Refer to the School of Medicine, Office of Faculty Affairs website for current listings. [http://www.medschool.vcu.edu/facultyaffairs/](http://www.medschool.vcu.edu/facultyaffairs/)

NOTE: Resources referred to from the Office of Faculty Recruitment and Retention are required forms that must be used in the documentation of the search process. All other resource samples may be modified as appropriate for your particular use. They are meant as aids to use to assist you in your work.
XIII. Appendices

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Appendix A - Types of Positions

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<tr>
<th>Position</th>
<th>Search options</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim/Acting</td>
<td>Internal Search</td>
<td>Posted with the Office of EE)/AA Services Faculty must be notified in writing and given opportunity to express interest. 1 year appointment with Waiver* Request.</td>
</tr>
<tr>
<td>Vice Provost/Vice Presidents</td>
<td>President/Provost appoints search committee. Internal Search option</td>
<td></td>
</tr>
<tr>
<td>Assistant/Associate Vice Provosts and Vice Presidents</td>
<td>Internal or External</td>
<td></td>
</tr>
<tr>
<td>Deans</td>
<td>External Search is required</td>
<td>Provost or Vice President for Health Sciences can serve as co-chair of the search committee</td>
</tr>
<tr>
<td>Assistant/Associate Deans</td>
<td>Internal or External search</td>
<td></td>
</tr>
<tr>
<td>Department Heads/Chairs Directors/Division Heads</td>
<td>Internal or External search</td>
<td>Dean/administrator appoint the chair of the search committee</td>
</tr>
<tr>
<td>Full-Time Instructional, Administrative and Professional Faculty</td>
<td>External search required for all full-time positions</td>
<td></td>
</tr>
<tr>
<td>Faculty Assigned Additional Responsibilities</td>
<td>No Search</td>
<td>Waiver required to make assignment</td>
</tr>
<tr>
<td>Research Assistants/Associates</td>
<td>External Search</td>
<td>Can be modified with Waiver Request</td>
</tr>
<tr>
<td>Postdoctoral Employees with J-1 Visas in Research Positions</td>
<td>Appointed for 2 years</td>
<td>A third year can be offered with approved Waiver</td>
</tr>
</tbody>
</table>

*A waiver is an exception to the recruitment procedure, which allows appointment without an immediate search. A waiver is granted for no longer than a one-year period.*
Appendix B – Search Committee Invitation Letter

(VIRGINIA COMMONWEALTH UNIVERSITY)

School of Medicine

Medical College of Virginia Health Sciences Division

(Month, Day, Year)

(Title First Last)
(Position)
(Address)
(City, State  Zip)

Dear (Name):

The search for the (position, title), in the (department/hiring unit), will be underway shortly. Dr. _______has agreed to serve as Chair of the search committee. I am requesting your service as a member of this important committee. I need your expertise to attract and evaluate an outstanding candidate pool.

If you accept this appointment, please sign and return this letter to (__________). Please note that as a precondition to service on search committees in the School of Medicine, you must complete the online training for search committee members on Blackboard. This training is required only once during your employment at VCU.

Thank you for all consideration given to this request.

Best regards,

(First Name) (Last Name)

I agree to serve on the Search Committee for the (Position).

__________________________

Name

Cc: (Search committee Chair)
Appendix C - Informational References for Committee Members

(Research on recruitment of women and underrepresented faculty members)


Turner CSV. Diversifying the Faculty: A Guidebook for Search Committees (Washington, DC: AACU, 2002; 16.)
Appendix D– How to Create a Doodle Poll

How to create a Doodle poll

Open website (www.doodle.com) and click on 'Schedule an event'. Fill in a title, your name etc. and click on 'Next'. The next step is to set your desired dates and options. Either use the calendar view. Or if you want to specify more than just the date and time use the basic calendar. Here you can specify not only the time but also additional information (e.g. 13:00 Conference Room 1).

If you don't want to set up specific dates, but options such as '1st Monday of the month / 2nd Friday of the month' click 'Free Text'.

With 'Free text' you can also create a poll without dates. For example, to vote which movie should be watched at the weekend or where to go on vacation next time etc.

At wizard step 3 you can, if desired, make additional settings. Just click on "Settings" and check as desired.

The fourth and last step is to decide whether to send the invitations yourself (click on 'Finish') or whether to send the invitations via Doodle (fill in the required fields and click 'Send and finish'). Sending via Doodle requires a Doodle account. It is free and can be created here.

Inviting via Doodle also lets you track who is still missing. Check 'I would like to track whom I have invited and who is still missing'. Be aware that using this function you will have to invite more participants again via Doodle (each participants gets his unique participation link). Those links can only be used once and can therefore not be forwarded.

The invitation system can't be changed afterwards. If you want to receive a 'general' participation link, either invite yourself or without the tracking function!

Your poll is now created.

With invitation via Doodle you get all the info by email.

If you have decided to 'invite yourself', you will receive two links.
Copy and note down both. The admin link is needed to edit and close the poll. The participation link needs to be sent to all required participants who shall take part.

Keep your admin link save, as the poll can only be edited with this link!

If you entered your email address at wizard step one, you will receive both links automatically via email.
Appendix E – Sample First Meeting Agenda

MEETING AGENDA

Position
Date & Time
Location

1. Welcome and Introductions
2. Committee Charge
   Goals and expectations (Position Description)

3. Search Committee Procedures
   a. Communication with the Committee
   b. Communication with the faculty and Campus
   c. Search File
      i. Copy of position description and advertisements
      ii. List of nominees and applicants
      iii. Candidate files and correspondence
      iv. Recruitment Tips
      v. Meeting minutes

4. Action Items
   a. Timeline
   b. Selection Criteria and Screening Procedures
   c. Public Record Reminder

Search Committee

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

[ ]

Staff (Name, email)
### Committee Work Timeline

<table>
<thead>
<tr>
<th>Search Activity</th>
<th>Date</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search Committee Meeting</td>
<td></td>
<td>Initial charge and orientation</td>
</tr>
<tr>
<td>Nomination deadline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application deadline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Search Committee Meeting</td>
<td></td>
<td>Review, discuss and select candidates for screening interviews</td>
</tr>
<tr>
<td>Screening Interviews</td>
<td></td>
<td>Process</td>
</tr>
<tr>
<td>Search Committee Meeting</td>
<td></td>
<td>Select Candidates for On Campus Interviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop Sample Itinerary</td>
</tr>
<tr>
<td>On Campus Interviews</td>
<td></td>
<td>Collect evaluations following interviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>? References</td>
</tr>
<tr>
<td>Search Committee Meeting</td>
<td></td>
<td>Select Finalists and recommend to Hiring Authority</td>
</tr>
</tbody>
</table>
Appendix G– Candidate Rating Form 1

VCU School of Medicine
Committee Candidate Pool Rating for Interview

<table>
<thead>
<tr>
<th>POSITION:</th>
<th>FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>DATE:</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CANDIDATE NAME</th>
<th>EDUCATION</th>
<th>EXPERIENCE</th>
<th>KNOWLEDGE &amp; TECHNICAL SKILLS</th>
<th>PROBLEM SOLVING</th>
<th>COMMUNICATION PERSONAL EFFECTIVENESS</th>
<th>LEADERSHIP POTENTIAL</th>
<th>TEAMWORK</th>
<th>RANK L/M/H</th>
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</tbody>
</table>

L – low, no further interest
M – Hold; H – Interview
## Appendix H – Candidate Rating Form 2

Candidate ______________________________ Position ______________________________ Date ___/___/____

### Vision and Purpose (Research, Education, CE, Clinical Practice)

<table>
<thead>
<tr>
<th>Notable Strength</th>
<th>Notable Weakness</th>
<th>Satisfactory</th>
<th>Insufficient evidence in interview</th>
<th>Notes</th>
</tr>
</thead>
</table>

### Qualifications and accomplishments

<table>
<thead>
<tr>
<th>Notable Strength</th>
<th>Notable Weakness</th>
<th>Satisfactory</th>
<th>Insufficient evidence in interview</th>
<th>Notes</th>
</tr>
</thead>
</table>

### Communication Skills

<table>
<thead>
<tr>
<th>Notable Strength</th>
<th>Notable Weakness</th>
<th>Satisfactory</th>
<th>Insufficient evidence in interview</th>
<th>Notes</th>
</tr>
</thead>
</table>

### Developing Faculty/Building Teams

<table>
<thead>
<tr>
<th>Notable Strength</th>
<th>Notable Weakness</th>
<th>Satisfactory</th>
<th>Insufficient evidence in interview</th>
<th>Notes</th>
</tr>
</thead>
</table>

### Professionalism/Temperament

<table>
<thead>
<tr>
<th>Notable Strength</th>
<th>Notable Weakness</th>
<th>Satisfactory</th>
<th>Insufficient evidence in interview</th>
<th>Notes</th>
</tr>
</thead>
</table>

### Valuing Diversity

<table>
<thead>
<tr>
<th>Notable Strength</th>
<th>Notable Weakness</th>
<th>Satisfactory</th>
<th>Insufficient evidence in interview</th>
<th>Notes</th>
</tr>
</thead>
</table>

### Management Skills (Training, Fiscal skills, Style, Experience including Development and Fundraising)

<table>
<thead>
<tr>
<th>Notable Strength</th>
<th>Notable Weakness</th>
<th>Satisfactory</th>
<th>Insufficient evidence in interview</th>
<th>Notes</th>
</tr>
</thead>
</table>

### Overall Rating

____ Exceptional  ____ Exceeds Qualifications  ____ Meets Qualifications  ____ Does not meet Qualifications

Comments/Observations/Conclusions

________________________________________________________________________________

________________________________________________________________________________

Evaluator __________________________________________
Appendix I – Candidate Rating Form 3

After reviewing the applicant’s materials, please answer the following questions.

1) Your name: This is not a required field, and only used to identify who has not completed the initial review.

Part 1

Answer these questions about the applicants qualifications in the following areas:

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2) Degree/Certification: Does the applicant have the required degree/certification (MD or MD, PhD)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) Degree/Certification: Is the applicant Board certified in a relevant discipline?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4) Academic Rank/Experience: Is the applicant eligible for tenured professor?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5) Research: Does the applicant have funded research?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Part 2

Rate the applicants qualifications in the following areas:

Management

<table>
<thead>
<tr>
<th>1 (poor)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 (excellent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6) Experience in managing operations</td>
<td></td>
<td></td>
<td></td>
<td>reset</td>
</tr>
<tr>
<td>7) Experience in managing staff</td>
<td></td>
<td></td>
<td></td>
<td>reset</td>
</tr>
<tr>
<td>8) Experience in managing budget</td>
<td></td>
<td></td>
<td></td>
<td>reset</td>
</tr>
</tbody>
</table>

Leadership Track Experience

<table>
<thead>
<tr>
<th>1 (poor)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 (excellent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9) Experience in administration / management</td>
<td></td>
<td></td>
<td></td>
<td>reset</td>
</tr>
</tbody>
</table>
10) Experience in mentoring and training

11) Experience in faculty development

12) Experience in working in a medical practice

13) Does the applicant have other experience that you would like to comment on? 
   - Yes
   - No
   - Maybe

14) Do you recommend inviting this applicant for an interview? 
   * must provide value
   - Yes
   - No
   - Maybe
Candidate Evaluation

The following is meant to be a template that can be modified as necessary for use in interviewing research faculty.

Candidate’s Name: _______________________________ Reviewer ______________________

Date: ___/___/_____  Current Position _______________________________________

Please indicate which of the following provide the basis for this evaluation (Check all that apply):

- Search Committee Interview
- Interview with candidate
- Attended lunch/dinner with candidate
- Personal Reference
- Candidate Reference
- Other _________________________________________________________

| Check the box that reflects your assessment of how well the candidate meets the criteria: |
|--------------------------------------------------|---|---|---|---|---|
| Significance of research interests to department/center/university | Poor | Fair | Good | Very Good | Excellent |
| Knowledge and Clarity of research agenda for discipline | | | | | |
| Has Grasp of a diversity of funding sources/agencies for research appropriate to discipline | | | | | |
| Academic Qualifications and Experience | | | | | |
| Ability to work with faculty | | | | | |
| Ability to work with teams | | | | | |
| Ability to work with Chair/Dean/Colleagues | | | | | |
| Overall Assessment of Candidate’s potential to succeed at position | | | | | |

Comments:

**Recommendation:** (Select one)

[ ] **Recommend Campus Interview** (e.g., candidate has strong or moderate qualifications and is a good fit with the program)

[ ] **Do not recommend considering further** (e.g., candidate has weak qualifications and/or is not a good fit with the program)
Appendix K – Sample Invitation for 1-2 Hour Interview

PERSONAL AND CONFIDENTIAL

Date
Recipient

Dear Dr.,

After careful consideration and review of your application by the Search Committee for Chair, Department of __________ at Virginia Commonwealth University, the Committee would like to invite you to Richmond to further explore this opportunity. This visit will consist of approximately a 1-2 hour interview with the members of the Search Committee. The date chosen for this visit is ________.

Please indicate your desire and availability on this date with a return e-mail of acceptance. Should you accept this invitation, you will be contacted in the near future to make arrangements for the visit. You will also receive information regarding the position to assist you in preparation for your interview.

In anticipation that you will choose to pursue this opportunity, we look forward to meeting you here in Richmond.

Yours sincerely,
Appendix L – Sample Invitation for On Campus Interviews

PERSONAL AND CONFIDENTIAL

Month Day, Year

Name

Department

The University of

Address

City State, Zip

Dear Dr. ______________:

The candidates for the position of _____________ here at VCU have all completed their visits. You have been selected for an on campus interview.

On behalf of the Search Committee, I would like to invite you back to Richmond to further explore this opportunity. This visit will consist of 2 days and include additional interviews with key stakeholders and relevant individuals of interest to you. You are invited to bring your spouse or significant other, however state policy does not permit us to reimburse travel expenses for your spouse to visit.

Please indicate your desire and availability during the month of _______ with a return e-mail of acceptance. Should you accept this invitation, my assistant will be in contact to make arrangements for the visit. You may also request information regarding the City and department to assist you in preparation for your visit.

The University requires verification of academic credentials, relevant licenses or certifications, work history and job performance and may involve conversations with current and former colleagues.

In anticipation that you will choose to pursue this opportunity, we look forward to seeing you in the near future.

Yours sincerely,
Date

Name

Address

City

Dear XXX,

We thank you for your application for the position of _________________ at Virginia Commonwealth University’s School of Medicine. The Search Committee has finished its initial evaluation of applicants. I regret to inform you that, based on its review, the Search Committee has decided not to give further consideration to your application.

The Search Committee appreciates your interest in the position and the time and effort you put into exploring it.

Sincerely,
Appendix N – Sample Interview Script

Interview Script Guide

The Chair will introduce the members of the committee participating in the interview and describe how the interview will be conducted. Inform the candidate that search committee members may take personal notes during the interview that will remain confidential to the committee.

General

What do you know about VCU and the department that encourages your interest in this position?

What do you see as a disadvantage or a challenge?

How could your expertise and background strengthen this Department?

Describe a project or program that you have administered about which you feel proud.

Describe a typical day in your current position.

What areas of our position do you enjoy the most?

Why have you stayed so long in your current institution?

Teaching/Education/Training

How do you evaluate the strengths and weaknesses of a residency/fellowship training program?

What new programs and services might this department offer?

What is your style in working with students/residents? If I were to visit your current school, how would the students/residents describe you?

How would you go about recruiting highly qualified residents for this program?

How has your teaching style changed or evolved over the past 5 years? Can you tell us about an innovation, new approach, or strategy that required you to substantially change your classroom practice in an effort to improve students’ performance?

How do you define excellence in a residency-training program?

What do you think is the indispensable role of IT in the classroom and in education and training generally, today?

Research/Scholarship
Describe your current/past research.

What do you think are your greatest strengths as a researcher and scholar?

What innovations have you brought to patient care, research or your discipline?

What roles have your students/residents played in your research program to date?

How critical is sponsored research and funding in an academic department?

How can faculty best be developed to be a successful researcher?

**Faculty Development**

How would you rank teaching, research or service areas of faculty workload in terms of value in your discipline?

How would you describe the best division of these areas in terms of dedicated time and effort?

Share your ideas about professional development for chairs, faculty and staff.

How do you make decisions that may impact the faculty significantly?

How much of a role does the delivery of care in a private setting play in your overall vision and mission?

**Executive Leadership**

What kind of changes do you feel will happen in discipline departments in the coming years?

What do you think is the most important skill required in this position; who do you define as customers; what habits your current supervisor practice that you admire and /or thought are in poor form or ill advised?

What are the most important values you demonstrate as a leader in the context of what makes one an effective leader in this position?

Tell me how you would proceed with the reorganization of a department or academic unit.

As a leader within an organization, you must often build support for goals and projects from people who do not report to you and over whom you have no authority. Tell me about a situation in which you demonstrated that you can build the needed support.

When you have entered a new workplace in the past, describe how have you gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff?

What do you consider the most important job of this position?

What kind of culture would you like to create in your unit/department?
What experience do you have in seeking the typical non-appropriated revenues for your programs e.g. grants, fundraising, etc.?

In what professional development activities have you been involved over the past few years?

If I were to ask your reporting staff or your peers to comment about your leadership style, your leadership strengths, and your leadership weaknesses, how would they respond?

What is your philosophy and your life experience in regards to the importance of diversity in learning, research and society? or How do you foster multicultural skills among your students and colleagues?

What kind of leadership efforts would you make to ensure a commitment to the diversity initiative or value?

What strategies have you used to address diversity challenges? What were the positives and negatives?

Have you managed/evaluated classified staff/faculty, others?

What decisions do you delegate?

How would students describe your job as Chair as it pertains to them? Why would they come to you for assistance as Chair?

How do you handle confrontation?

What are the key reasons for your success?

Describe your management style.

What types of internal controls do you think are critical in academic departments?

What do you look for when you hire faculty?

The Chair will end the Interview with follow-up questions as appropriate and with time for the candidate’s questions. Ask if you can check references and pursue references not listed or provided by candidate. Explain what the next step in the selection process is, and thank the candidate for his or her time.

Collect all documents and notes generated in the interview.
Please note sensitive areas that warrant caution during an interview:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Appropriate</th>
<th>Inappropriate</th>
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</thead>
<tbody>
<tr>
<td>Disability</td>
<td>Applicant's ability to perform job-related functions with or without accommodations.</td>
<td>Whether applicant has a disability.</td>
</tr>
<tr>
<td>Age</td>
<td>None</td>
<td>Any questions about age</td>
</tr>
<tr>
<td>Citizenship</td>
<td>Questions about legal authorization to work in the specific position if all applicants are asked</td>
<td>If person is a US citizen</td>
</tr>
<tr>
<td>Marital/Family Status</td>
<td>Whether an applicant can meet work schedule or job requirements. Should be asked of both sexes.</td>
<td>Any inquiry about marital status, children, pregnancy or child-care plans.</td>
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<tr>
<td>Race or Color</td>
<td>None</td>
<td>All</td>
</tr>
<tr>
<td>National Origin</td>
<td>Only if you ask every candidate</td>
<td>Legally eligible to work in this specific position or US</td>
</tr>
<tr>
<td>Convictions</td>
<td>If all applicants are asked. However, this is part of the background check.</td>
<td>Record of convictions or felony or misdemeanor offenses</td>
</tr>
</tbody>
</table>
Candidate Evaluation

The following is meant to be a template that can be modified as necessary for initial screening of applications.

Candidate’s Name: _______________________________ Reviewer_______________________
Date: ___/___/_____  Current Position _______________________________________

Please indicate which of the following provide the basis for this evaluation  (Check all that apply):

☐ Curriculum Vitae  ☐ Letters of recommendation
☐ Other _________________________________________________________

Choose applicable area to evaluate

<table>
<thead>
<tr>
<th>Screening Evaluation</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
<th>Cannot Evaluate</th>
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</thead>
<tbody>
<tr>
<td>Please rate the candidate on each of the following:</td>
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<td>Scholarship in a specific area (Teaching, etc.)</td>
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<tr>
<td>Research productivity/funding</td>
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<td>Securing Grant awards</td>
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<tr>
<td>Evidence of collaboration</td>
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<tr>
<td>Evidence of working with diverse student/groups</td>
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<tr>
<td>Fit with institutional priorities</td>
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<td>Potential to make positive contribution to climate of department</td>
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<tr>
<td>Ability to attract and supervise graduate students</td>
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<tr>
<td>Ability to teach and supervise undergraduate students/residents, etc.</td>
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<tr>
<td>Recognition of work (e.g., awards)</td>
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<td>Ability to teach specific content</td>
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<tr>
<td>Participation in the research community (e.g., presentations of work at conferences, leadership roles in discipline)</td>
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<td>National/international prominence/network</td>
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</tbody>
</table>
## Virginia Commonwealth University

### Interview Evaluation

Position: ______________________________________________________________

Candidate: ___________________________  Date: ____/____/________

Rating Scale   1 (weak) / 3 (very strong)

<table>
<thead>
<tr>
<th>Competency</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevant Work Experience and Qualifications</td>
<td></td>
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</tr>
<tr>
<td>Familiar with University environment, mission, vision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Style matches institutional Philosophy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Management effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exhibits excellent interpersonal skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to interact with diverse individuals</td>
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<td></td>
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<tr>
<td>Communication Skills</td>
<td></td>
<td></td>
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<tr>
<td>Relevant previous academic leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Articulates values, goals consistent with institutional mission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major accomplishments during career that demonstrate strengths</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will contribute to success of School/unit/department</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:     Interviewer: ____________________________
Appendix P – Reference Check Questions

Reference Check Questions

<table>
<thead>
<tr>
<th>Applicant:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person contacted:</td>
<td>Contact No.</td>
</tr>
</tbody>
</table>

QUESTIONS:

Begin by sharing a brief synopsis of the position duties, title and appointment before asking questions

How long have you known this candidate and in what capacity?

How well does this candidate work with supervisors and co-workers?

How would you describe the quality and quantity of his/her work?

What do you consider the candidate’s strengths?

Is the candidate well read and current in the _______ area?

How does (did) the candidate rank among other faculty who perform similar functions in your department?

Briefly, describe the candidate’s teaching style and technique.

During his/her employment did you have any reason to doubt the applicant’s honesty?
Give your assessment of applicant’s relationship with colleagues.

Give your assessment of applicant’s attendance at department functions.

Would you hire this candidate again? _____Yes _____No

Is there any additional information that you feel would be relevant or that we should have in considering this candidate for this appointment?

Reference checked by:
Appendix Q – Verification of Credentials

Verification of Credentials

Instructions: In order to ensure the selected candidate has the academic credentials required for the faculty position, Virginia Commonwealth University (VCU) requires a verification of academic credentials. This Verification of Credentials (VOC) form is to be given to the successful candidate so they authorize permission for the verification. The Dean/Unit Head (or designee) is required to check the academic credentials as provided by the candidate (using a credentialing company such as Degree Verify is suggested) and certify they have been verified. The completed VOC form must be submitted with the “Request to Offer a Faculty Position” in Faculty eJobs.

Part I  To be completed by successful candidate

<table>
<thead>
<tr>
<th>Degree received</th>
<th>Year</th>
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<tbody>
<tr>
<td>Institution</td>
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<table>
<thead>
<tr>
<th>Degree received</th>
<th>Year</th>
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<tbody>
<tr>
<td>Institution</td>
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<table>
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<tr>
<th>Degree received</th>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>Institution</td>
<td></td>
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</tbody>
</table>

Name at the time degree awarded (printed) ____________________________Birth date __________

Signature (Not required if applicant applied through eJobs) ____________________________Date ________

Part II  To be completed by hiring authority (or designee)

By signing below I certify that the information provided by the candidate was verified and found to be correct.

Signature ____________________________Date ________
Additional information concerning the Faculty Search Process may be obtained from the Office of Faculty Recruitment and Retention at (804) 828-3824 or at http://provost.vcu.edu/faculty-affairs/pa-and-hiring-resources/faculty-searches/

Virginia Commonwealth University is an equal opportunity, affirmative action university providing access to education and employment without regard to race, color, religion, national origin, age, sex, political affiliation, veteran status, genetic information, sexual orientation, gender identity, gender expression, or disability.