

UNIVERSITY OF HARTFORD

Faculty Search Policies and Procedures

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University of Hartford

Office of the Provost

Faculty Search Policies and Procedures

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Policy Statement

The University of Hartford is committed to the ideals of affirmative action and equal opportunity and will continue to emphasize its efforts to increase the representation of qualified women, minorities, and individuals with disabilities among its faculty and staff. A primary purpose of the University is to provide its students with a quality education. That purpose propels us to seek excellence in both the individual instructor and in the faculty as a whole. One important characteristic of a quality faculty is the ability to provide students with a broad range of backgrounds, perspectives, and role models. For the University of Hartford, therefore, affirmative action and equal opportunity are both ethical commitments and sound academic policy.

The policies and procedures described on the following pages are intended as a basic guide for Search Committees. These guidelines supersede all previous policies and procedures and, of course, will be themselves subject to future revisions as experience or legal circumstances warrant. They are administered through the Office of the Provost, and any questions or suggestions should be addressed to the Office of the Provost.

University of Hartford

Office of the Provost

Faculty Search Policies and Procedures

These procedures are required for all searches¹ (tenure track, clinical/applied, non-tenure track) for approval of the advertisement text.

I. Authorization to Search

No search may begin until the Provost approves a written request made by the Dean of the school or college to create a new position or fill a vacated position.

II. Assemble the Search Committee

After receiving written approval from the Provost to recruit, the Dean will appoint a Search Committee or instruct the Department Chair to call members of the department together to act in that capacity. When at all possible the Committee should:

- Reflect a broadly defined diverse membership.
- Consist of individuals with different perspectives and/or expertise, and a demonstrated commitment to diversity.
- Include women and members of underrepresented groups from within the department, school, or college.

Committees that do not meet these criteria will require an explanation on Search Form #1.

In small departments and/or those with few women or minorities, the Dean and Department Chair may want to consider going outside the department for membership. Members from outside the University are allowed but should be chosen with care and advised of the importance of confidentiality

The Office of the Provost conducts training for Search Committee Chairs each fall. All chairs must attend one of the sessions or make independent arrangements with the Provost's office before any search forms can be submitted. Other committee members are welcome as well, as well as Department Chairs and Deans.

III. Developing Search Strategies

Venues for advertising

¹ National searches are required for tenure track positions. Searches are required for clinical/applied contract positions and are optional for one year, non-tenure track appointments. If a search IS done for a non-tenure track contract position, all policies and procedures in this manual must be followed. Any exceptions to these policies must be sought by the Dean and granted by the Provost.

All approved faculty positions will be posted by the Office of the Provost on HigherEdJobs.com and in diversejobs.net and American Association of Hispanics in Higher Education (AAHHE). All positions **must** be advertised in a national professional journal. The advertisement may be in print, electronic, or web format but must be posted for at least 30 calendar days.

The committee should consider other venues including web sites, list serves and newsletters. It is also very important to discuss and employ personal contacts and networks that members of the committee or department may have

Proactive Strategies for Building a Diverse Applicant Pool

Building a department that is diverse in as many ways as possible is an important part of educating our students. Before launching a search, consider the current demographics of your department and identify areas where special efforts may be needed to encourage a diverse applicant pool.

Search Committees must develop specific, proactive strategies for building a diverse applicant pool. **This means efforts separate from and in addition to the advertisements** (advertisements can be successful, but they are a passive strategy). Committees are encouraged to include some of the following efforts in the recruiting plan:

- Review past searches in your department and college.
The Office of the Provost can provide you with statistics on the demographics of candidate pools in previous searches. If women or members of underrepresented groups have been hired in recent searches, consider asking the search committees, the department chair, and the faculty hired how they were successfully recruited. By the same token, if past searches have not yielded a diverse pool of applicants and/or finalists, new strategies MUST be employed in the present search.
- Professional Contacts Professional contacts (academic association meetings, conventions, personal, etc.) are often an effective means of expanding the applicant pool. When making such contacts, faculty should actively seek applicants who are qualified women, minorities, and individuals with disabilities. Letters or emails should be followed by phone calls, as they are generally more effective. More effective professional contacts can be developed with active, systematic research:

Identify peer and aspirant departments in the discipline and use their web sites to identify faculty members who are women or members of underrepresented minorities. Write or call those faculty members for suggestions about promising candidates.

Contact colleagues at other institutions to seek nominations of students nearing graduation, recipients of fellowships and awards or others interested in the open position, encouraging inclusion of qualified women and minorities.

- Networks in Professional Organizations
Many professional organizations have women/minority caucuses with newsletters, electronic bulletin boards, and special meetings where openings can and should be publicized.

Faculty members attending conferences can also be asked to help identify promising candidates, and to make their colleagues aware of our desire to attract a diverse applicant pool.

Faculty members attending conferences can commit to attending presentations or poster sessions given by graduate students, and making proactive contact with candidates who seem well suited to the position.

- Letters Announcing the Position
Letters announcing the position opening can be sent to historically minority institutions with graduate programs in the areas that the search is being conducted. Follow-up phone calls to see whether the letter has been received, and by whom, will help locate a person for a follow-up conversation.
- H-Net.org
This is a resource for posting jobs in history, the humanities, social sciences, and rhetoric and composition, and has a number of postings emphasizing diversity.
(<http://h-net.org/jobs/>)

The Office of the Provost maintains a modest fund to support extraordinary efforts to attract a diverse candidate pool. For details contact the Associate Provost and Dean of Graduate Studies.

Writing Advertisements

The text of advertisements and position announcements is very important to the conduct of the search. Search Committees should be aware that the text of the position announcement helps to determine the legal boundaries of the search. It is important to neither overstate nor understate the *required* characteristics. For example, if the person hired for a position lacks a “required” qualification that an unsuccessful applicant possessed, that discrepancy could be used as supporting evidence in litigation, or could complicate immigration proceedings, where applicable. Committees are encouraged to think carefully about what qualifications should be described as “required” and which may be described as “preferred.” Special attention should be given to degree requirements. If the ad states that a doctoral degree is required, then an ABD candidate cannot be hired. Suggested language might be “an earned doctorate in XX or related field is required; ABDs will be considered providing they document a degree completion date.”

Search Committees, with the approval of the Department Chair (if applicable) and the Dean, may determine their own requirements for materials and references appropriate to the position being filled. At a minimum, however, all applicants must provide a current *curriculum vitae*, a letter of application describing their interest and qualifications for the position, and the names and contact information (including email) of at least three references.

All advertisements must contain the following reference to the academic mission:

Students at the University of Hartford find success in a learning environment that both challenges and mentors them. Our academic mission is to engage students in acquiring the knowledge, skills, and values necessary to thrive in, and contribute to, a pluralistic, complex world. Our new five year strategic plan was approved in May of 2014 and is being implemented by teams of faculty and staff. More information on the plan and the full text of our academic mission can be seen at www.hartford.edu

All advertisements must conform to the guidelines established by the Office of Communication. They must also include a reference to the University's web page, where potential candidates can obtain further information about the University. In addition, departments are encouraged to develop their own web sites for the position, where a great deal of information can be made available. If this strategy is pursued, the URL of the web page must be included in the advertisements and on Search Form 1.

Advertisements are not to be posted until approved by the Office of the Provost. Copies of ALL proposed advertisements and recruiting letters must accompany Search Form # 1.

Building a Diverse Applicant Pool

In order to have the best chance of attracting a diverse applicant pool, all advertisements must have three required components:

1. The following statement **must** be included in all position announcements, exactly as it appears in this document: **The University of Hartford is an open and welcoming community, which values diversity in all its forms. In addition, the University aspires to have its faculty and staff reflect the rich diversity of its student body and the Hartford region. Candidates committed to working with diverse populations and conversant in multicultural issues are encouraged to apply.**
2. Departments are encouraged to make candidates aware of special research and community opportunities pertaining to diverse populations such as the two Magnet Schools and community/civic organizations. In addition, departments should include in the advertisements additional statements that indicate, appropriate to the discipline, a commitment to inclusion and diversity. For example:
 - a. Applicants are expected to describe in their letter of intent how their teaching and/or scholarship, will advance intercultural competence in all students.
 - b. Applicants are expected to describe in their letter of intent how their scholarship contributes to diverse communities.
3. At the end of the announcement, the following sentence and acronyms signifying that we are an equal opportunity employer must also be included: **The University of Hartford is an Equal Employment Opportunity and Affirmative Action employer, Male/Female/Disabled/Veteran. Women and members of under-represented groups are encouraged to apply. EEO/AA/M/F/D/V.**

IV. Filing Search Form #1 (Appendix A)

Purpose: To obtain approval of advertisement text and to publicize the opening. This form is required for all full time faculty searches, including Clinical/Applied and NTT searches.

The Search Committee forwards completed Search Form #1 and copies of the proposed advertisement text and any recruitment letters to the Department Chair (if applicable) and the Dean for approval.

Upon approval, the Dean submits Search Form #1 and the proposed text of all advertisements and letters to the Office of the Provost. If the position is not specified on the Faculty Recruitment Proposal previously approved by the Provost, the Dean must attach Request to Replace Vacated Faculty Position form or other written approval by Provost for position and proposed salary.

The Department Chair (or if not applicable, the Dean) will receive written approval from the Provost to recruit according to the specifications on Search Form #1. If modifications are needed, the packet will be returned to the Search Committee Chair, who will work with the Search Committee to make any required changes before resubmitting the form.

V. Posting the Advertisement

As soon as written approval from the Provost has been obtained, the advertisement will be placed on HigherEdJobs.com, diversejobs.net and American Association of Hispanics in Higher Education by the Office of the Provost. The placing of advertisements in any other publication must be coordinated between the Search Committee Chair and the Office of Communication. Ads may be shortened to save costs; however, proposed changes to shorten ads or make minor revisions or date extensions must be submitted to Office of Provost for approval prior to placement.

VI. Processing Applications

As applications begin to arrive, it is important both to acknowledge the individual's interest in the University and to document the status of every applicant to ensure that each receives equivalent review and consideration. This documentation serves as an official required record to be filed in the Office of the Provost. The Search Committee maintains the master list of applicants on the Applicant Data Log, a section on Search Form #2. All applicants for the position must be listed. If the list is long, it may be attached as a Word or Excel spreadsheet.

As part of our efforts to assess and document our efforts to attract a diverse group of faculty members, the Office of the Provost requests that each applicant complete an online Applicant Data survey. At the conclusion of the search it will allow the committee, the Dean, and the Provost to determine how successful the strategies for attracting a diverse applicant pool have been. However, while the information on specific individuals cannot be shared, the Associate Provost can, at any time during the process, advise the committee of the general demographics of the pool. Committees are strongly encouraged to seek this information early and often, and to adjust search strategies if the pool is not as diverse as they had hoped.

As applications come in, the department or other unit must forward to the Office of the Provost the names and email addresses of all candidates, specifying the position for which they have applied, so that they can be sent the Applicant Data Sheet in electronic form. Please send these email addresses as they come in rather than waiting to send them all at once. ***Failure to send this information forward will delay the signing of Search Form 2, and hence the progress of the search.***

Internal Candidates: If one or more of the applicants for the position is currently employed at the University of Hartford, either part time or full time, special care must be taken to ensure that these candidates are given evenhanded treatment. The guiding principle is that these candidates should receive no more (or less) information about the position or the search than is given to all applicants, and should not be party to any interviews, presentations, discussions with candidates, the search committee or department faculty that would not be open to any applicant.

It is strongly suggested that before any screening begins the search committee establish an explicit list of qualifications, experience(s), and qualities being sought in the new faculty member. That list then can be used to assess all applicants (internal and external) to be sure all are treated similarly and without partisanship.

If an internal applicant(s) should become a finalist and be invited for an on-campus interview, particular attention must be taken to have that person complete the same schedule of interviews, teaching demonstrations, and opportunities to interact with the search committee (lunch/dinner etc.). It is also strongly recommended that any internal candidate who is a finalist be scheduled as the first on-campus interview with the other external candidates subsequently coming to campus. This to safeguard against any internal candidate gaining advantage by possibly learning information about the other finalists and how they performed during their interview(s).

Short List and Video Interviews

Committees are strongly encouraged to develop a short list of candidates from which they will then choose those to be invited for interviews, unless the overall pool is too small to make this a practical step. They are also **REQUIRED** to conduct video interviews with candidates on the short list, using Skype, WebX or another technology. The Office of the Provost will assist the committee with the technological and logistical requirements for conducting such interviews. Search chairs should give the Provost's Office as much lead time as possible in attending to those arrangements. Before the video interview, the committee should develop a list of core questions that will be asked of each candidate.

Legally Permissible Interview Questions

Search committees must only use legally permissible interview questions while conducting video or in-person interviews. Questions that directly or indirectly solicit personal or private information (marital status, children, national origin, gender, religious affiliation, disability, citizenship, club memberships, military service, or criminal record) are not allowed. All members of the search committee should consult **Appendix C** of this document for lists of questions that are not legally permissible. Developing, ahead of time, a list of core questions that will be asked of every candidate is the best way for a search committee to avoid asking inappropriate or illegal interview questions. Asking the wrong question could result in a failed search or expose the University to future litigation. Committee members are free to ask follow-up questions and/or questions that are unique to the situation of a particular candidate.

Similarly, search committees must also take care to not elicit personal or private information during informal conversations with candidates. When speaking to candidates during meals or outside a formal interview care and attention must be made to only ask legally permissible questions. It is not appropriate to seek information beyond that which pertains to professional duties and responsibilities associated with the position being searched.

VII. Search Form #2 (Appendix A)

Purpose: To document the applicant pool and obtain approval to invite candidates to campus for an interview. This form is required for all full time faculty searches, including clinical/applied and NTT searches.

As the applications are reviewed, the Committee determines applicants' credentials for the position and indicates its evaluation in the appropriate column on the Applicant Data Log (Search Form 2), eventually narrowing its consideration to a list of the most suitable candidates for on-campus interviews.

The Committee is reminded that all searches are confidential and that the candidates' rights to privacy should be safeguarded. Candidates' original materials must remain on campus, and copies may be made for those who have a need to review them as part of the selection process. Such copies should be accounted for and shredded at the completion of the search process.

When an applicant is removed from further consideration, the "Reasons for Non-Selection" section of Search Form 2 must be completed. Appendix B contains a set of codes with appropriate reasons for non-selection of a candidate. These codes must be used to complete Search Form 2. Search Committees are reminded that the reasons must be specific and related directly to the advertised requirements for the position. For example, if the announcement mandates prior teaching experience or a Ph.D., then these are proper criteria to apply. It is not appropriate to remove a candidate if the only deficiency mentioned is not listed among the announced requirements. Similarly, it is inappropriate to recommend a candidate who lacks one or more of the credentials listed as "required." Committees are reminded NOT to notify any candidates of their status until Search Form 2 has been signed by the Provost and returned.

Search Form #2 has a column labeled "short list." This column may be used to indicate candidates who remained in the pool after the initial screening, but were not recommended for an on-campus interview. If the committee wishes to retain the option to bring some or all of those candidates in should one or more of their initial choices decline an interview or withdraw before coming to campus, please make a note on the form and DO NOT ENTER A "CODE." If a candidate has been listed as not selected and not put on such a short list, they may not subsequently be invited to campus for an interview without reopening the search.

Reference Checking: If the candidates being recommended for interview have submitted three **signed letters of reference** (unsigned letters, emails, and computer generated signatures are not acceptable), they need to be attached to the Search Form. If not, three of the candidates' references should be checked using one of the forms in Appendix E/F.

Each candidate for interview must also be asked this question: "If hired, are you able to show proof of the ability to work in the United States?"

Each candidate for interview must also be informed that should s/he be the candidate of choice the University will be conducting a background check prior to any offer of employment. Candidates who decline such a background check will not be hired, so please be sure that no one comes to campus who does not understand this step in the process.

The Search Committee will then complete Search Form #2 and submit the form to the Department Chair (if applicable) and the Dean along with the CVs and reference checking forms or signed letters for all candidates to be interviewed on campus. Once approved, Search Form #2 will be submitted to the Office of the Provost.

The Department Chair (or if not applicable, the Dean) will be informed once the Provost has signed Search Form #2. At that time, on-campus interviews may be scheduled.

The Search Committee Chair notifies the Office of the Provost when the candidates have been scheduled for on-campus interviews, providing candidate's name, mailing address and date of interview. Prior to the interview, the Office of the Provost sends a letter to the candidates, which introduces them to the University of Hartford.

If it is determined that the search process has been seriously compromised by a failure to follow University policy or if the Provost judges that a satisfactory applicant and finalist pool have not been developed, the search may be halted. Under these circumstances the Provost will determine when and under what conditions the search is to be reinstated.

VIII. Interviews

It is important that the interview process is as consistent and equitable as possible for all candidates. In addition, be sure the questions asked of candidates are appropriate and non-discriminatory in nature (See Appendix C).

For all faculty positions, a minimum of two and a maximum of four candidates must be invited for on-campus interviews. On-campus interviews must include a public performance (e.g., teaching a class, presenting one's scholarship, performing). Any exceptions must be approved by the Provost. It is NOT necessary to schedule an interview with the Provost or member of the Provost's staff.

Questions used during interviews should be chosen with care in order to avoid any unintentional violations of discrimination laws. Certain information cannot be requested by the committee during an interview, but can be discussed if the candidate offers the information. Other information can be discussed, but only in a certain manner. Please see Appendix C for further clarification on these issues.

When building the schedule for an interview, please schedule time for a visit to Human Resources to fill out forms authorizing the University to conduct a background check before an offer of employment. If these forms are not filled out during the visit, they will have to be sent to the candidate later, which can delay the process.

IX. Hiring

At the conclusion of the interview process, the Search Committee should make a final evaluation of the remaining candidates and submit to the Dean a written statement detailing the strengths and weaknesses of each of the final candidates; the candidates are NOT to be ranked. With the prior approval of the Dean, exploratory conversations may be made by the Search Committee Chair with the preferred candidate regarding the conditions under which the candidate would consider an offer of employment. The Dean, however, may choose to make these overtures to the candidate. ***In any case, the Dean notifies the Office of the Provost and Human Resources of the name of the acceptable finalists so that the background check(s) can be done.*** While the background check is in progress, the Dean may make a verbal and written offer, stating in both conversation and in the letter that the offer is contingent on the successful completion of the background check. See section X for details on the letter of offer.

In any discussion with the candidate at this time, the Dean or Search Committee Chair must make sure that the candidate understands that ***neither the Dean nor the Search Committee is empowered to offer a contract, nor is empowered to make promises such as the granting of tenure.*** A contract will come only from the President via the Provost. A certified copy of the candidate's transcript must be sent to the Office of the Provost before a contract can be issued.

X. Letter of Offer and Faculty Contract

The Dean should prepare a letter of offer, preferably to be mailed with the contract. The letter should include:

- Deadline for responding;
- Additional financial compensation, such as reimbursement for moving or transition expenses, start-up research support, and so on;
- The offer is contingent on the successful completion of the background check
- Special conditions and expectations (e.g., completion of degree);
- Teaching responsibilities;
- Reporting date;
- HRD contact person and telephone number; and
- Salary (HRD can provide benefits information).

See Appendix G for a sample offer letter.

When an offer is being made to an individual who is not a U.S. citizen or who is a non-resident alien, the Dean should follow the appropriate policies and procedures indicated in the "Hiring International Faculty" section of the Deans' Handbook. The Non-U.S. Citizen/Non-Resident Alien Information Form (Appendix A) should accompany the letter of intent or the contract and the completed form should be returned to the Dean's Office. The Dean's Office should forward a copy to the Office of the Provost. For information on the green card application process see Appendix D.

The Dean prepares the contract which is submitted to the Provost and then to the President for approval. The Search Committee Chair must ensure that certified copies of transcripts for the candidate of choice are on file in the Office of the Provost before a contract is forwarded to the Provost and President. Upon approval by the President, the contract is returned to the Office of the Provost and then to the Dean so that it can be mailed to the candidate.

The candidate should sign the contract and return the original to the Office of the Provost within the time indicated on the contract. When the signed contract is received, the Dean will be notified and a copy of the signed contract will be returned to the school/college.

XI. Candidate Declines Offer

If the candidate declines the offer, the Dean may extend an offer to a candidate previously approved for interview on Search Form #2 resuming search policies as applicable. If that candidate is hired, Search Form #2 should be updated to name the person hired and to properly code all applicants not selected.

XII. Completing the Search

Once the candidate returns a signed contract, the search is closed. Search Form #2 is updated by the Search Committee with the name of the person hired and reasons for non selection of the others interviewed. The completed Search Form #2 is re-submitted to the Department Chair (if applicable), the Dean, and the Office of the Provost for their initials under the section Final Version Approval. The advertisement is deleted from HigherEdJobs.com by the Office of the Provost.

The Search Committee notifies remaining unsuccessful applicants.

XIII. Search Fails

If no suitable candidate is able to be hired, the Dean notifies the Office of the Provost. The Provost and the Dean may choose to end the search at this time. The Office of the Provost will note on Search Form #2 that the search is closed.

If a search is to continue after the originally proposed search failed, the Dean should discuss with the Office of the Provost the steps necessary to extend the search, e.g., re-advertise.

If a search is to be altered from the original submission, the Dean submits for approval a revised Search Form #1, resuming search procedures.

Faculty Search Checklist

Task	Responsible Party	Section(s)
Obtain Provost's written approval to create a position or fill a vacated position.	Dean	I
Review request for new position or to fill vacated position and respond to Dean in writing.	Provost	I
Appoint a Search Committee.	Dean	II
Complete Search Form #1, write advertisement text, and submit to the Department Chair (if applicable) and the Dean for approval.	Search Committee	III, IV
Review Search Form #1 and if approved, submit to the Office of the Provost for approval.	Dean	IV
Review Search Form #1 and return to the Department Chair (or if not applicable, the Dean) upon approval.	Office of the Provost	IV
Place advertisement text on HigherEdJobs.com, diversejobs.net and AAHHE.	Office of the Provost	V
Work with Office of Communication to place the advertisement in other outlets, including print, electronic or web-based ads in at least one national professional journal.	Search Committee Chair	IV, V
Review applications. As applications come in, send names and email addresses of ALL applicants to the Office of the Provost, specifying the position for which they have applied.	Search Committee	VI, VII
If appropriate, develop a short list of suitable candidates from which to choose those for campus interviews	Search Committee	VI
Video interviews with candidates on the short list	Search Committee	VI
Collect signed letters of reference (emails and computer generated signatures are not acceptable) or conduct reference checks on all candidates the committee wishes to invite for on-campus interviews.	Search Committee	VII
Notify prospective finalists that they are being considered as finalists and that as part of the continuing process background screening will be conducted.	Search Committee	VII
Complete Search Form #2, including the Applicant Data Log, and submit to the Department Chair (if applicable) and the Dean for approval, along with vitae and three signed letters of reference (emails and computer generated signatures are not acceptable) or Reference Checking Forms on all candidates to be interviewed.	Search Committee	VII
Review Search Form #2 and if approved, submit to the Office of the Provost for approval.	Dean	VII
Review Search Form #2 and return to Department Chair (or if not applicable, the Dean) upon approval.	Office of the Provost	VII
Schedule interviews. Notify the Office of the Provost of names, addresses and dates for interviews for welcome letters.	Search Committee Chair	VII

Schedule time for each visiting candidate to go to Human Resources and fill out permission forms for the background check.	Search Committee Chair	VII
Send welcome letters to candidates to be interviewed on campus.	Office of the Provost	VII
Interview candidates on campus.	Search Committee, Dean and others	VIII
Make recommendations to Dean regarding final evaluation of candidates.	Search Committee	IX
Review Search Committee's recommendation and make determination of viable candidates. Contact Human Resources for the background check(s).	Dean	IX, X
Make verbal offer to candidate, followed by letter of offer. If the background check is still in process, state that the offer is contingent on successful completion of the background check.	Dean	IX, X
Receive word on the results of the background check. Consult with Provost if needed.	Dean	IX
Collect certified copy of transcript from candidate and submit to the Office of the Provost before contract is issued.	Search Committee Chair	IX
Prepare contract and submit to the Office of the Provost.	Dean	X
Provost reviews contract and if approved, signs and forwards it to the President for signature.	Office of the Provost	X
Contract returned to Dean.	Office of the Provost	X
Contract mailed to candidate with deadline for responding.	Dean	X
Once candidate returns signed contract, Search Form #2 is updated and re-submitted to Department Chair (if applicable) and the Dean.	Search Committee	XII
Review updated Search Form #2 and if approved, submit to the Office of the Provost.	Dean	XII
Advertisement deleted from HigherEdJobs.com.	Office of the Provost	XII

Appendix A

Search Forms

Search Form #1

Search Form #2

Non-U.S. Citizen/Non-Resident Alien Information

Instructions: Required **for all faculty positions** in order to obtain approval to advertise. After approval by the Office of the Provost, a copy of this form will be returned to the Department Chair. The Search Committee Chair will coordinate with the Office of Communication to place advertisement.

University of Hartford Search Form #1 Approval for Faculty Recruitment

College: _____

Department: _____

Position (Rank and Title): _____

New: _____ Replacement: _____ Person Replacing: _____

Contract Type: _____

(Tenure Track, Extended Temporary Contract, Non-Tenure Track)

Position Number: _____ Proposed Salary: _____

Vacated Salary: _____

Search Committee Chair: _____

Search Committee Members and affiliations: _____

Position will be advertised in the following venues: *(journal, newsletter, newspaper, etc.):*

Please attach the following documents:

- **Recruitment Efforts Designed to Obtain a Diverse Applicant Pool. Note: This means efforts separate from and in addition to the attached advertisement. *(Include information on advertisements, letters, personal contacts, etc. and attach additional sheet if necessary.)***
- **Text of all proposed advertisements, announcement, recruiting letters, emails, etc.**

Comments: _____

Approvals:

Department Chair: _____ Date: _____

Dean: _____ Date: _____

Associate Provost: _____ Date: _____

Provost: _____ Date: _____

Instructions: Prior to on-campus interviews, submit to Office of the Provost with CVs and reference checking forms or signed letters of candidates (emails and computer generated signatures are not acceptable) requesting approval to interview. Re-submit after faculty contract is signed, complete name of individual hired, codes for non-selected finalists, and initial Final Version Approval.

University of Hartford
Search Form #2
Approval to Interview and Applicant Summary Form

College: _____ **Department:** _____

Position (Rank and Title): _____

Expected Start Date: _____ **Date Search Form # 1 Submitted:** _____

Were there any search strategies outlined in Search Form One that you were unable to implement? If so, please attach explanation. Yes: _____ No: _____

Did you employ any additional search strategies? If so, please attach an explanation. Yes: _____ No: _____

Approval Prior to Interview:

Dept. Chair: _____

Date: _____

Dean: _____

Date: _____

Associate Provost: _____

Date: _____

Provost: _____

Date: _____

Final Version Approval:

Individual Hired: _____

Initial: _____ Date: _____

Initial: _____ Date: _____

Initial: _____ Date: _____

Initial: _____ Date: _____

Non-U.S. Citizen/Non-Resident Alien Information Form

If you are a non-U.S. citizen or non-resident alien, you are required to complete this form if you have been offered a faculty position at the University of Hartford. If you have authorization to work in the U.S., including an Employment Authorization Document (EAD card), Practical Training authorization, or other work authorization from the Citizenship and Immigration (the CIS), please include a copy of the appropriate document that indicates your employment eligibility. This form and any supporting documents must be returned with your employment materials.

1. Faculty Member's Name _____
Last/Family _____ First _____
2. Date of Birth (month/day/year): _____
3. Country of Birth: _____
4. Country of Citizenship: _____
5. Social Security Number: _____
6. I-94 Admission Number (if any): _____
7. Does faculty member have a valid passport (include expiration date)? Yes _____ No _____
If yes, Passport Number _____ Expiration date: _____
8. What country issued faculty member's passport? _____
9. Does the faculty member have authorization to work in the U.S.? Yes _____ No _____
If yes, please circle the type: (Green Card) (H-1B Visa) (Practical Training) (Other)
10. Will faculty member be accompanied by dependents? Yes _____ No _____
If yes, please list names(s) of dependents and relationship to faculty member.

11. Will dependents of faculty member be requesting H-4 visa status? Yes _____ No _____
If yes, how many dependents? _____
12. Has the faculty member had H-1B status during the past seven years? Yes _____ No _____
If yes, give dates and names of employers.

Faculty member's signature: _____ Date: _____

Dean's Office: This information form should accompany the letter of hire and/or the faculty contract. When the form has been completed, the Dean's Office should forward a copy to the Office of the Provost for the faculty member's file.

Appendix B

Applicant Data Log Codes (for Search Form #2) Reasons for Non-Selection

A-1	Would not relocate.
A-2	Accepted another job.
A-3	Offered the position but declined, no reason given.
A-4	Asked not to be considered.
A-5	Accepted another position within the University of Hartford.
A-6	Not available for interview.
A-7	Candidate withdrew because of lack of job opportunity for spouse or significant other.
A-8	Candidate requires higher salary than could be authorized.
A-9	Not available for full-time employment by date needed.
A-10	Failed to submit transcripts, letters of recommendation or other materials required of all applicants.
A-11	Failed to respond to requests for additional information.
A-12	Recommendations or other materials not submitted in time to be processed and considered for the position.
A-13	Advertised position is at junior level, candidate unavailable for job except at senior level. Candidate required tenured appointment which could not be approved. See explanation attached.
A-14	Candidate required tenured appointment, which could not be approved.
A-15	See explanation attached.

Degree:

B-1	Did not possess terminal degree (or other specified degree level) as required in position announcement.
B-2	Not making satisfactory progress toward a terminal degree.
B-3	Degree in a field not compatible with the needs of the department.
B-4	Dissertation not completed, and insufficient evidence that it will be completed by date required in position description.
B-5	Degree-granting institution not as strong in the field as that of the candidate selected. Strengths of degree-granting institutions should be widely disparate if this reason is used. Caution should be exercised where personal obligations may have limited choice of institution. See explanation attached.
B-6	See explanation attached.

Teaching/On-campus Lecture or Presentation:

C-1	Area of specialization overlaps significantly with current members of the department and thus does not fit with needs of department as advertised.
C-2	Area of secondary competence not compatible with the needs of the department as advertised.
C-3	Candidate's teaching (or performing) experience was not suitable for this position as advertised.
C-4	Insufficient teaching experience or candidate selected had teaching experience more in line with departmental needs.
C-5	Interview revealed that the candidate was not interested in the diversity of the teaching assignment required for this position.
C-6	Did not have sufficient technical competence in the primary area.
C-7	Seminar/lecture failed to demonstrate scholarly substance.
C-8	Seminar/lecture demonstrate a communication problem or a language barrier. Use this reason with caution only when there is a clear inability to function in the English language at the level necessary to teach successfully.
C-9	See explanation attached.

Research Scholarship and Publications:

D-1	Applicant acceptable but candidate selected has more and/or better publications.
D-2	Insufficient publication (or composition or exhibition) record for position as advertised.
D-3	Creative artwork (or musical composition or performance) judged inadequate by the Search Committee on the basis of submitted slides (or tape).
D-4	Lack of demonstrated research skills.
D-5	Research/publications not appropriate to the position as advertised.
D-6	Has done insufficient research or has not published adequately considering the length of time active in the field.
D-7	Research does not support teaching assignment. See explanation attached.
D-8	See explanation attached.

Miscellaneous:

E-1	History of difficult interpersonal relationships. (Use only in rare instances when a history truly exists and can be documented. Use cautiously as racism and sexism are sometimes related to this difficulty.)
E-2	Potential conflict of interest with University.
E-3	Lacked qualifications specified in the position announcement not covered by sections B, C, and D (attach explanation).
E-4	Candidate well qualified for the position, but quality of teaching and research was higher in the candidate selected. This reason may be used <i>only</i> for the one or two candidates who would be offered the position if the first choice declines and may require further explanation.

Academic Administrators:

These codes may be appropriate where the position includes administrative duties such as Department Chair, Assistant/Associate Dean, or Director of a Program.

F-1	Candidate lacked the degree(s) specified in the job qualifications.
F-2	Candidate's administrative experience was outside the primary responsibilities of the position as advertised.
F-3	Candidate not interested in the teaching component of the position.
F-4	Candidate not interested in the administrative component of the position.
F-5	Candidate's contributions in the service area were insufficient. Includes lack of participation in state or national professional organizations as well as a lack of participation in department or university committees. Requirement for such contributions must be part of the position announcement.
F-6	Candidate did not have a demonstrated record of obtaining external funding as specified in the position announcement and the candidate selected had such a record.
F-7	Candidate had insufficient administrative experience as required in the position announcement.
F-8	See explanation attached.

Appendix C

Permissible/Non-Permissible Interview Questions

	Appropriate to Ask	Not Appropriate to Ask
Name	Applicant's first, middle and last name	<ul style="list-style-type: none"> If a woman is a Miss, Mrs. or Ms., or for maiden name
Address	Applicant's address and telephone number, or alternate address and telephone number	<ul style="list-style-type: none"> Any specific probes into foreign addresses which would indicate national origin Length of time at present address
Age	None	<ul style="list-style-type: none"> Requiring birth certificate or other proof of age. Age or age group
Marital Status	None	<ul style="list-style-type: none"> Any inquiry into marital status
Dependents	None	<ul style="list-style-type: none"> Any inquiry into spouse's name Any inquiry into number or ages of applicant's children or dependents
Birthplace or national origin	None	<ul style="list-style-type: none"> Birthplace of applicant, applicant's parents, grandparents or spouse Any other inquiry into national origin
Race or color	None. Inquiry for affirmative action plan statistics <i>after hiring</i>	<ul style="list-style-type: none"> Any inquiry that would indicate race or color
Gender	None. Inquiry for affirmative action plan statistics <i>after hiring</i>	<ul style="list-style-type: none"> Any inquiry that would indicate gender
Religion	None	<ul style="list-style-type: none"> Any inquiry into applicant's religious denomination, church or religious observations Recommendations or references from religious affiliations
Disability	Ability to perform the essential functions of the job, with or without reasonable accommodation	Any inquiry into the existence of a disability or, if the disability is apparent or revealed by the applicant, the nature and/or severity of the applicant's disability
Citizenship	<ul style="list-style-type: none"> Required proof of citizenship <i>after hiring</i> "If hired, can you show proof of authorization to work in the United States?" <i>Please note that this question must be asked of ALL candidates, as it is part of Search Form 2.</i> 	<ul style="list-style-type: none"> Proof of citizenship <i>before hiring</i> Whether applicant, applicant's parents or spouse is native-born or naturalized Date of citizenship
Photographs	None. May be required for identification purposes <i>after hiring</i>	<ul style="list-style-type: none"> Any request for photograph before hiring Do not take pictures of applicant during the interview

	Appropriate to Ask	Not Appropriate to Ask
Education	Questions concerning academic, professional or vocational schools attended	<ul style="list-style-type: none"> • Questions specifically regarding nationality, racial or religious affiliation of any school attended
Language	Inquiry into language skills, such as reading, writing and/or speaking of foreign languages if job-related	<ul style="list-style-type: none"> • Inquiry into the applicant's mother tongue or how any foreign language ability was acquired
Relatives	Name and address of a person to be notified in case of an emergency <i>after hiring</i>	<ul style="list-style-type: none"> • Any inquiry into names, addresses, ages, etc. of spouse, children or relatives
Organization Membership	Organizational or professional memberships and offices held (if any) so long as affiliation is not used to discriminate on the basis of race, gender, national origin or ancestry	<ul style="list-style-type: none"> • Listing of all clubs applicant belongs to or has belonged
Military Service	<ul style="list-style-type: none"> • Service in the U.S. Armed Forces, including branch and rank attained as part of work experience history • Any job-related experience • Military discharge certification <i>after hiring</i> 	<ul style="list-style-type: none"> • Military service records • Military service for any country other than U.S. Type of discharge • Membership in Reserves • Intent to join military
Criminal Record	Inquiry into convictions (except for traffic violations) if job-related. <i>Please consult with Provost or General Counsel if you are planning to ask this question.</i>	<ul style="list-style-type: none"> • Any inquiry into arrests, criminal charges or convictions that were erased
Work Schedule	Willingness and/or ability to work the required work schedule	<ul style="list-style-type: none"> • Willingness and/or ability to work on any particular religious holiday
References	Applicant may be asked for professional and/or personal references	<ul style="list-style-type: none"> • References specifically from any person which might reflect race, color, religion, gender, national origin or ancestry
Other qualifications	Any question that has direct reflection on the job	<ul style="list-style-type: none"> • Any non-job related inquiry that may present information permitting unlawful discrimination

Appendix D

University of Hartford Policy Related to the Costs of Foreign National Permanent Residency Applications

The University of Hartford is committed to recruiting, hiring, and retaining highly qualified and motivated faculty to serve its students and implement its unique educational mission. The University seeks prospective faculty members of distinction from all parts of the world. In some cases, faculty members may seek to establish permanent residency in the United States. This process is commonly known as a “green card application.”

Until recently, federal law did not address allocation of green card costs between an employer and employee. It was common for employers to require their foreign national employees to assume most or all of the cost of a green card application. This practice was based in part on the fact that the investment is not minor (several thousand dollars), and a green card enables an employee to work for any employer in any position, whereas the most common visa categories (which are, by their nature, not permanent) tie an employee to a particular employer and job.

Most employment-based applications require interaction with two federal departments. The first step in these applications involves obtaining a “labor certification” from the U.S. Department of Labor (“DOL”), which essentially examines whether there is a need for a foreign national to fill the position in question, or whether U.S. citizens or current green card holders are available. Once that step is successfully completed, application forms are sent to the U.S. Department of Homeland Security – specifically, U.S. Citizenship and Immigration Services (“USCIS”).

Effective in the summer of 2007, the rules changed for a portion of green card costs for most employment-based applications. The DOL put into effect new regulations requiring employers to pay for the costs of filing a labor certification, including legal fees and related expenses. This new regulatory requirement does not affect costs for the remaining portion of the green card application. In addition, the University is not under any legal obligation to pay for the costs of a green card application based on the Outstanding Researcher or Professor category, which does not require a labor certification.

Therefore, the Office of the Provost will support the green card application process of new faculty by providing financial assistance for the legal fees associated with the filing of form I-140, Immigrant Petition for Alien Worker. These legal fees will be paid by the Office of the Provost to the extent they are associated with the labor certification process.

Other costs and fees, including other legal fees, associated with the green card application and process, are to be paid by the hiring department or college and/or the employee. The dean of the college will determine the proportion of costs shared by the college and employee. These fees/costs include but are not limited to;

- Filing fee for form I-140
- Legal fees associated with the filing of form I-485, Application for Permanent Residency
- Filing fee for form I-485

As a note, legal and filing fees associated with the H-1b visa, an employment-based visa for nonpermanent foreign nationals commonly used at the University are typically borne by the University.

Appendix E

University of Hartford Faculty Search Process Academic Reference Checking Summary

Applicant's Name:

Reference Name: _____

Organization/College/University: _____ Phone #: _____

Dates of employment (academic year or semester):

Start: _____

End: _____

How long have you known the candidate?

How you are acquainted with the candidate?

Can you tell me about the quality of the candidate's work?

Can you give me an example of any special accomplishments?

How did the candidate's performance compare to others in similar positions with whom you have worked?

Are there any areas in which the candidate may need development?

Why did the candidate leave (if known)?

Can you comment on the candidate's

- Potential or ability as a teacher?
- Potential or ability as a scholar?
- Willingness and ability to perform department/college level service?

Is there anything else that you would like to add?

Appendix F

University of Hartford Faculty Search Process Reference Checking Summary General References

Applicant's Name:

Reference Name: _____ Company: _____ Phone #: _____

Dates of employment: Start Date: _____ End Date: _____

How long have you known the candidate? How you are acquainted with the candidate?

Can you tell me about the quality of the candidate's work?

Can you give me an example of any special accomplishments?

How did the candidate's performance compare to others who held similar positions?

Are there any areas in which the candidate may need development?

Why did the candidate leave?

Can you comment on the candidate's

- Ability to Work Independently?
- Verbal/written communication skills?
- Accept constructive criticism?
- Organizational skills/Attention to detail?
- Decision Making Skills?
- Interpersonal Skills? (customers and coworkers)

Is there anything else that you would like to add?

Appendix G
Sample Offer Letter

Dear Dr. XXXXXX:

I am delighted to make you a formal offer of the position of Assistant Professor in the Department of Forestry in the College of Food and Agriculture at the University of Hartford, commencing in August XXXX. You should know that the faculty of the department and the selection committee supported you enthusiastically for the post.

We agreed that you would be starting the position as a Tenure Track faculty member with an annual salary of \$XX,000. As we discussed, we will reimburse you for moving expenses up to \$XXX based on receipts from these expenses. Please keep all receipts. Please be aware that this offer is contingent on a successful background check, which you authorized during your campus visit. Other conditions of employment will be in accord with the University of Hartford Faculty Policy Manual (FPM) which is available at the website <http://ned.hartford.edu/forms>. You may also pick up a copy when you arrive on campus, or we can have one sent to you ahead of time if you so request.

On the subject of tenure track contracts, the University has a policy of reviewing tenure-track faculty in the middle of their probationary period. Your mid-term review will therefore be conducted during the XXXX Academic Year. Your teaching should demonstrate that it is clearly on the path of meeting the criterion of excellence in teaching required for tenure. Thus, you will be expected to keep your teaching under critical review (peer review, student evaluations and personal reflections), and to keep abreast of the latest pedagogical methodologies within your discipline. Your scholarship, professional development, and service should show continuing progress as well.

Your contract for the Tenure Track position for the XXXX Academic Year is enclosed. Please read it carefully, sign it, and return it to us. The University schedule is such that a number of orientation meetings and general University functions take place in the weeks before the start of Fall semester classes. You and the University mutually desire for you to begin your employment at the University earlier than the start date of the Fall semester classes which is XXXXXX. This letter serves, therefore, to confirm that your start is XXXXXX so that you may attend the pre-semester meetings and events for new faculty.

Please sign and date below to signify your acceptance of the employment offer with these minimum requirements and these terms of employment.

I am delighted that you will join the ranks of our dedicated faculty.

Sincerely,

Kim Carbone, Dean
College of Food and Agriculture

Accepted:

XXXXXX _____ Date _____