

SEPTEMBER 2024

# Faculty Recruitment Procedures

DIVISION OF ACADEMIC AND  
STUDENT AFFAIRS

Northern Kentucky University

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# Faculty Recruitment Procedures – September 2024

## Contents

- 2 Introduction
- 3 Checklist: Recruitment Procedures
- 5 Guidelines for Faculty Searches
- 11 Checklist for International Hires
- 13 Search Committee Chair Duties
- 15 Search Committee Member Duties
- 16 Guidelines for Interview Questions
- 18 Sample Candidate Evaluation Form
- 19 Example of Final Faculty Search Report







## **Introduction**

Northern Kentucky University seeks to identify, recruit, and retain highly qualified, talented, and diverse faculty for positions in all academic fields. The intent of these guidelines is to ensure uniformity of procedure and equitable treatment of the faculty candidates across the disciplines and colleges. The recruitment process should be held as closely as possible to the guidelines and any variations from the general process should be noted in writing at the time they occur and should be kept as part of the history of the search.

### **Our Mission**

Northern Kentucky University delivers innovative, student-centered education and engages in impactful scholarly and creative endeavors, all of which empower our graduates to have fulfilling careers and meaningful lives, while contributing to the economic, civic, and social vitality of the region.

### **Our Vision**

NKU will be nationally recognized for being a student-ready, regionally engaged university that empowers diverse learners for economic and social mobility.

### **Our Core Values**

- We will promote a culture that fosters and celebrates excellence in all that we do.
- We will engage in honest, fair, and ethical behavior with integrity at the heart of every decision and action.
- We will foster a community of belonging by embracing equity, diversity, and inclusiveness.
- We will approach our work—how we teach, engage and serve—with creativity and innovation.
- We will maintain a climate of collegiality built on respect and characterized by open communication and shared responsibility.

Please direct questions and suggestions about these guidelines to Jason Vest, Associate Provost for Academic and Student Affairs, at [vestj3@nku.edu](mailto:vestj3@nku.edu) or 859-572-5622.

# Checklist: Recruitment Procedures

## Before the Search

- Create a diverse search committee that must be approved by the dean.
- All members of the committee must sign a [confidentiality agreement](#).
- Meet with Human Resources to conduct bias training related to faculty searches.
- Include language in the job description that emphasizes NKU's mission, vision, and values, particularly that NKU strives to be a university that empowers diverse learners for economic and social mobility.
- Prior to posting the job, create an evaluation rubric with criteria from the position description. (see page 18 for an example)
- Submit faculty position description and details through PeopleAdmin for approval by the dean and the associate provost for faculty affairs.

## During the Search

- Actively reach out to professional networks and colleagues at other institutions to identify potential candidates.
- Advertise the position with the Chronicle of Higher Education, as well as with interest groups with diverse faculty audiences.
- Change the status of candidates chosen for initial interviews to "Chosen for Interview" in People Admin. Human Resources and the associate provost for faculty affairs will review the list and change the status to "Approved for Interview."
- Develop a common set of questions by which all semi-finalist and finalist candidates are evaluated, including questions that underline NKU's mission, vision, and values.
- Send names and materials of potential finalists to chair/school director and dean (or only to the dean if there is no chair/director) for approval.

## After the Search

- Assessment of candidates, recommendations, and thorough summary of the search process submitted through PeopleAdmin.

## Checklist: Recruitment Procedures

- Once approval for hire is given, a contingent offer is extended to the candidate. Upon acceptance by the candidate, an [appointment form](#) and [letter](#) must be prepared and forwarded to the provost's office for processing.
  
- Once the offer is accepted, notify all other candidates that the search is completed.

# Guidelines for Faculty Searches

1. When there is a hiring need for a faculty position, a request must be submitted from the respective dean to the Office of the Provost and Executive Vice President for Academic Affairs. All requests should be submitted using the Annual Faculty Hiring Plan Spreadsheet.
2. The hiring manager (dean/department chair/director) will appoint a search committee. The committee must consist of at least five individuals from the department/school and/or college, one of which should be a student from the discipline. The hiring manager will appoint a chair of the committee. Significant efforts should be made to create a search committee that encompasses a variety of viewpoints, backgrounds, specialties, and those who might be underrepresented in the field.

Each search committee should have a hiring coordinator. This role is responsible for moving candidates through the process, making sure that each candidate is dispositioned appropriately. Outside legal counsel has mandated that each candidate is tracked through the process, and it is documented how/when they are not considered anymore. The hiring coordinator can also help with the hiring proposal and overall onboarding of the new hire.

3. The search committee should agree on essential requirements for the job listing but then define the position as broadly as possible to attract a wide, robust pool of scholars.
4. It is suggested that jobs ads signal NKU's investment in their people. Ads can highlight faculty mentoring programs, faculty development grants and fellowships, leadership development programs, and collaboration or engagement that occurs within units.
5. A search is an active process, and it is recommended that the search committee members reach out to their professional networks. The chair of the search committee is responsible for ensuring that the search is conducted in compliance with the University's [Affirmative Action/Equal Opportunity](#) policy. The search committee must meet with Human Resources before beginning their search.

All vacancy announcements will include the following statement, which is automatically added in PeopleAdmin:

# Guidelines for Faculty Searches

*Northern Kentucky University is an Equal Opportunity/Equal Access institution. We embrace inclusiveness, equity, and global awareness in all dimensions of our work and seek excellence through diversity among our students, administrators, faculty, and staff. Application by members of diverse groups is encouraged.*

6. Faculty searches should contain some statement that asks faculty to comment on how their work aligns with and contributes to our core values. A suggestion is below:

*NKU's vision is that we will be nationally recognized for being a student-ready, regionally engaged university that empowers diverse learners for economic and social mobility. Our [core values](#) place emphasis on our culture of excellence, creativity, innovation, equity, inclusiveness, and collegiality. Your cover letter and/or teaching statement should show, as a faculty member at NKU, how you will contribute to our core values and our strategic framework, especially in how you will contribute student success and belonging.*

7. All faculty position advertisements and details (e.g. recommended salary, posting details, etc.) must be submitted through PeopleAdmin. In addition to the advertisement details posted in PeopleAdmin, ad copies that will be posted outside of PeopleAdmin must be attached. The advertisement for the position and the make-up of the committee must be approved by the dean and the provost prior to the position being placed for advertising. Assistance posting advertisements outside of PeopleAdmin will be provided by Lauren Franzen (x7523).
8. In order to ensure that all relevant information is being captured for the federally required Equal Employment report, all application materials must be submitted through PeopleAdmin. This does not preclude a search committee from requesting that additional materials be sent directly to the chair of the search committee. Access to the application materials will be made available to all search committee members and candidates will receive confirmation through PeopleAdmin that the materials have been received.
9. For additional guidelines on the hiring of international candidates for faculty positions, please see the hiring checklist on page 11.
10. Prior to the deadline for application or the date posted by which review of applications will begin, applications may be reviewed to eliminate those not meeting the minimum qualifications. Once the deadline for application or date of review has passed, the

# Guidelines for Faculty Searches

search committee should begin reviewing the credentials of the applicants. The search committee will have already collaborated to create an evaluation rubric with criteria that specifically aligns with the position description. A record of the initial screening should be kept. If the search is open until filled, any new applications should be reviewed in the same manner undertaken for all candidates.

The search committee should perform a second screening of applicants, including initial reference checks, to determine who will be invited for campus interviews. If there are no candidates deemed acceptable in the pool, the search should be shut down and the candidates notified. Before phone or video interviews take place, the status of chosen candidates should be updated to "Chosen for Interview." The candidate pool is then approved by Human Resources to ensure compliance with Affirmative Action guidelines. HR will change the candidate status to "Approved for Interview," which will allow the department to later change the status to "Recommended for Hire."

If it is determined that there are acceptable candidates chosen for a final interview, the committee should send the names and materials of the candidates to their chair and dean for approval. Once the dean has approved the list of candidates the committee wishes to invite to campus and has assured diversity in the finalist pool to the extent possible, the committee may then arrange to bring candidates on campus for interviews. The number of candidates invited to campus must be approved by the department chair/school director and dean. No fewer than two candidates should be interviewed.

Candidates chosen as finalists will be interviewed on campus. Interviews should include the following:

- Distributed interview schedule which includes, but is not limited to:
  - Meeting with the department/school faculty
  - Meeting with the department chair/school director
  - Meeting with the dean and/or assistant/associate dean
  - Department chair/school director finalists are also interviewed by the provost

The search committee should distribute a vita/mini-vita and cover letter to all faculty and staff who will be meeting with the candidate.



# Guidelines for Faculty Searches

All candidates for a tenure-track position must make a formal presentation to the faculty. The presentation should provide an overview of current research, writing, or scholarly/creative activity. The committee should ensure that media and staffing needs are met for each presentation.

Candidates for all positions will be required to teach a class or otherwise provide evidence of teaching competency. If there is to be a classroom presentation, each candidate must be notified, in advance, of the topic so that a lecture can be prepared. The committee should ensure that space and media needs are met for the classroom presentation.

11. Candidates for faculty positions must be evaluated across a common set of questions developed by the search committee. All candidates must be treated equally, and the questions should include an assessment of a candidate's ability to work and teach in a diverse environment.
12. Interview results (assessment of the candidates) and the recommendation for hire should be submitted through PeopleAdmin. The recommendation for hire should be submitted in unranked order. A thorough summary of the search process should be provided, without which the provost will not approve the hire. The summary should indicate the manner in which the pool of candidates was narrowed to those interviewed, whether or not the candidates interviewed were acceptable, as well as strengths and weaknesses for each candidate. If there is a discrepancy between the preferred hire of the search committee and that of the chair, dean, or provost, a hire should not be made without further discussion.

If appropriate, a request for credit for prior service is negotiated at the time of appointment by the candidate and the department chair/school director, in consultation with the department's/school's Reappointment, Promotion and Tenure Committee. A recommendation is then made to the dean, and then the provost for consideration. The final decision regarding credit for prior service is made by the provost.

Once the recommendation for hire has been approved by the dean, the department chair/school director may extend a contingent offer to the candidate. However, the recommendation is subject to approval by the provost and is subject to a criminal background check.

# Guidelines for Faculty Searches

Salaries for approved positions will be based on current CUPA data for the specific discipline for all disciplines other than those with AACSB accreditation. Any deviation from the starting salary noted at the beginning of the search must be approved by the provost.

13. Once approval has been given to hire the recommended candidate, an appointment form (2 copies) and letter must be prepared and forwarded to the provost's office for processing. All clauses in the appointment form must be included in the letter of offer.
14. Once the offer is accepted, the search committee should notify all other candidates that the search is completed and another candidate has been selected.

Hiring of assistant/associate/full teaching professors (formerly referred to as non-tenure-track renewable faculty) should be done following the same guidelines. A regional search may be done in lieu of a national search for these positions. In some rare cases, such as a partner hire, a target of excellence, or an opportunity hire, a search may be waived for these positions. A Justification for Search Waiver form must be completed with HR and approved by the provost and president.

One-year visiting faculty positions do not have to be advertised, and faculty may be hired as visiting faculty without conducting a search. Whether or not a search is conducted, rationale for hiring visiting faculty should be sent to HR, indicating how the decision was made for hire. Rationale does not need to be repeatedly provided if those same visiting faculty are hired in successive years.

All expenses related to searches should be made in accordance with university policies and procedures as outlined on the Procurement Services website: <https://inside.nku.edu/procurement.html>. It is the responsibility of the unit administrator and their designated approver to know and understand the policies and procedures and ensure that they are being followed.

Search procedures for vacant positions at the department chair/school director level are available in the *Department Chair's Handbook*. The handbook can be accessed by visiting the Academic Affairs website (<https://www.nku.edu/academicaffairs.html>) and clicking on *Resources-> Handbooks*.

An electronic copy of these guidelines and all forms referenced in the document are available on the Office of the Provost website on the Faculty Resources page. Additional resources for

## Guidelines for Faculty Searches

search committee chairs and search committee members may be found at <https://inside.nku.edu/hr/managers-toolkit-secure.html>. These resources include best practices for hiring diverse faculty, which is also located at <https://inside.nku.edu/inclusive/initiatives/diverse-faculty.html>.

# Checklist for International Hires

## ✓ Position posting detail

- For assistance in building your posting, consider whether the following elements are applicable to your position:

The candidate who fills this position will perform the following duties:

- (1) Teach undergraduate courses in \_\_\_\_\_
- (2) Teach graduate courses in \_\_\_\_\_
- (3) Maintain an active research agenda.
- (4) Serve as an academic adviser to undergraduate students.
- (5) Serve on department, College and University committees.

The candidate must meet the following qualifications (minimums):

- (1) Master's degree/Ph.D./ABD/Ed.D in \_\_\_\_\_ \*by the time of appointment\*.
- (2) Experience teaching undergraduate students.
- (3) A commitment to and/or experience promoting and fostering a learning environment that is supportive of individuals from diverse backgrounds.
- (4) Have experience teaching graduate level data analysis and research methods courses (if applicable).

**\*Do not indicate a specific date. This can be addressed on appointment form.\***

## ✓ Search protocols and documentation

### ○ **Posting preparation**

- Place approved posting online in a national professional journal for a minimum of 30 days.
- **Document this** through:
  - Printout of the first and 30<sup>th</sup> day that the advertisement ran
    - A screenshot may not be enough. Print the full posts so that they show full text, date, web address. Save digital and print copies.
    - Retain any receipts for postings that show run dates, purchase price, and posted text – if applicable.

### ○ **Phone/Video Interviews**

- Keep all notes and rubrics created by search committee. Maintain hard copies and can scan for digital copies
- Know candidate status when interviewing (review questions on the application)
  - *Are you authorized for permanent employment in the United States? AND*

# Checklist for International Hires

- *Will you now or in the future require sponsorship for employment visa (e.g. H-1B)?*
- **Final Candidate selection**
  - **PA** - Keep all candidate vitas, letters, etc. You can export these from PeopleAdmin and HR can assist with needed reports on applicants
    - Final candidate may need H-1B visa sponsorship/permanent residence sponsorship. In order to sponsor, we must have a clear statement as to why the foreign faculty was the most qualified candidate.)
- **If final candidate needs employment sponsorship**
  - Email should be sent from Hiring Manager/Department Chair to Adam Widanski, Dean, College point person, and Human Resources
  - Adam connects candidate to outside legal counsel for information gathering
    - Legal counsel emails secure questionnaire to candidate for data gathering
    - Candidate **must** reply in a timely manner to:
      - Information requests from outside counsel
      - Requests from Adam to apply for **Post** Completion OPT



# Search Committee Chair Duties

## **Before the first meeting**

- Serve as the liaison among to the hiring manager, HR and others involved in the process
- Ensure that each member has completed search committee training/orientation and has the needed access to the electronic materials
- Determine the charge for the committee and what the decision maker needs from the committee
- Give the expected time frame for the search and anticipated start date for the new hire
- Establish ground rules for the committee
- Clarify where and how the committee will receive administrative and logistical support (e.g., from gaining department, chair's department, HR, ex officio members, staff assistant, other, etc.).

## **At the first meeting**

- Communicate ground rules and ensure that the intent of the charge is carried out
- Have committee members sign confidentiality agreements and send to HR
- Clarify the title(s) for the position if needed (e.g., official title, working title, advertised title, rank, etc.).
- Assign duties to committee members, such as hiring coordinator, note taker, host, etc.
- Coordinate administrative and logistical support of the search process

## **Ongoing**

- Work with the search committee to develop a screening evaluation tool according to job-related criteria and without regard to stereotypes or presumptions regarding ability.\* Ensure that questions and considerations of the committee do not include illegal or discriminatory questions (see page 23).
- Help to recruit, identify, and contact potential applicants

## **On campus interviews**

- Contact those not moving forward in the interview process\*
- Schedule interviews and coordinate travel/accommodations for the candidates if needed
- Ensure that the school/department receives candidate materials and advance notice of interview schedules
- Serve as lead host for candidates
- Coordinate with other constituent groups
  - Ensure that those invited to be part of the process know what is expected of them and what they should bring with them to the interview session

# Search Committee Chair Duties

## After interviews

- Contact those not moving forward in the interview process\*
- Correspond with semifinalists/finalists
- Ensure that proper records and minutes are kept of the selection process\*

## Next steps

- Prepare a Final Recruitment and Selection Report (Hiring Proposal) which must include the following elements (see template):
  - Names of members of the selection committee
  - Detailed description of the competitive recruitment activities, which must include at least one ad in a national professional journal, but can also include other recruitment efforts
  - Lists the total number of applicants
  - Lists strengths and weaknesses of all finalists
  - Lists lawful reasons why final candidate is more qualified than other candidates
  - Describes the candidate's educational and professional qualifications
- Make sure that references are checked and documented

## General Information

- Maintain the confidentiality of applicants, search proceedings, and committee deliberations
- Treat all candidates fairly and equitably throughout the entire recruiting and hiring process
- See hiring checklist for more detail on process specifics

\*HR can assist

**Emphasize the importance of committee work and thank members for their service**

# Search Committee Member Duties

## **Before the first meeting**

- Plan to attend all scheduled meetings and come prepared to discuss position/candidates

## **Ongoing**

- Participate fully in the committee's work
- Familiarize oneself with all job-related criteria relevant to this position.
- Review all applicant materials.
- Help screen applicants
  - Adhere to the evaluation criteria stated in the position description, advertisements and charge.
- Work with the rest of the committee to develop a screening evaluation tool according to job-related criteria and without regard to stereotypes or presumptions regarding ability\*
- Help to recruit, identify and contact potential applicants

## **On campus interviews**

- Serve as host for candidates

## **After interviews**

- Assist with proper record keeping of the selection process\*
- Check references, as necessary.

## **General Information**

- Maintain appropriate confidentiality about the search committee process before, during, and after the search.
- Assist with welcoming the new employee.
- Perform other duties as assigned by the chairperson.
- Treat all candidates fairly and equitably throughout the entire recruiting and hiring process

# Guidelines for Interview Questions

Interview questions should be agreed upon by the search committee and should focus on the duties and responsibilities required by the position. The same questions should be asked of each candidate to allow the committee to obtain comparable information from all candidates. It is also helpful for interviewers to use the same evaluation or other feedback form. Agree before the interview about which committee members will ask each question.

Certain subjects should not be considered as part of an individual or committee's evaluation of a candidate. All committee members have a responsibility to recognize when questions or considerations are inappropriate, and the committee chair should be aware of the following illegal or discriminatory questions.

Subject	Appropriate Inquiries	Inappropriate Inquiries
<b>Age</b>	None	Questions about age, date of birth, requests for birth certificate
<b>Arrests/Convictions</b>	May ask if any record of criminal convictions and/or offenses exist as long all applicants are asked	Inquiries regarding arrest record
<b>Height and Weight</b>	None	Inquiries about height and weight
<b>Citizenship</b>	May ask questions about legal authorization to work in the specific position as long as all applicants are asked	May not ask if person is a U.S. citizen or what citizenship a person holds
<b>Disability</b>	May ask about applicant's ability to perform job-related functions	Question (or series of questions) that is likely to solicit information about a disability
<b>Marital or Parental Status</b>	Whether applicant can meet work schedule or job requirements. Should be asked of all genders.	Any inquiry about marital status, children, pregnancy, or child care plans
<b>National Origin</b>	May ask if legally authorized to work in this specific position if all applicants are asked	May not ask a person's birthplace; if the person is a U.S. citizen; questions about the person's lineage, ancestry, descent, or parentage; how the person acquired the ability to speak/read a foreign language.
<b>Personal Finances</b>	None	Inquiries regarding credit record, owning a home, or garnishment record
<b>Photograph</b>	None	Any inquiry for a photograph prior to hire
<b>Political Affiliation</b>	None	Inquiries about membership in a political party
<b>Organizations</b>	Inquiries about professional organizations related to the position	Inquiries about personal or professional organizations suggesting race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, gender identity, gender expression, height, weight, disability, or veteran status
<b>Race or Color</b>	None	Comments about complexion or color of skin

# Guidelines for Interview Questions

<b>Sex</b>	None	Inquiries regarding gender, gender expression or gender identity
<b>Sexual Orientation</b>	None	Comments or questions about the applicant's sexual orientation

(Source: University of Michigan, "Handbook for Faculty Searches and Hiring," <https://advance.umich.edu/wp-content/uploads/2018/10/Handbook-for-Faculty-Searches-and-Hiring.pdf>)



# Sample Candidate Evaluation Form

## APPLICANT EVALUATION TOOL

The following offers a method for department faculty to provide evaluations of job applications at the initial stage of review. It is meant to be a template for departments that they can modify as necessary for their own uses.

Applicant's name:

Please indicate which of the following are true for you (check all that apply):

- Read applicant's CV
- Read applicant's statements (re research, teaching, etc.)
- Read applicant's letters of recommendation
- Read applicant's scholarship (indicate what): \_\_\_\_\_

Please rate the applicant on each of the following:

	strong	moderate	weak	none	unable to judge
Evidence of scholarly productivity commensurate with career stage and norms for subfield					
Evidence of (potential for) scholarly impact					
Evidence of strong background in [relevant fields]					
Evidence of (potential for) teaching effectiveness					
Potential to teach courses in desired areas					
Evidence of (potential for) effective collaboration with others					
Evidence of (interest in and commitment to) teaching/mentoring/training students of diverse backgrounds					
Evidence of effectively mentoring undergraduate or graduate students					
Potential for positive contributions to unit climate					
Evidence of service activities that contribute to unit/institution/profession					

Other comments?

# Example of Final Faculty Search Report

To: Dr. Suzanne Wilson, Department Chair  
From: Dr. Emmanuel Minkah, Search Committee Chair

On behalf of the search committee for the Aeronautics Engineering tenure track faculty position, I write to provide our recommendation and rationale for that recommendation. The search committee included: Dr. Emmanuel Minkah (Chair), Dr. Xuefei Liu, Dr. Michael Ballard, Dr. Angela Stansbury, and student representative Amanda Finklestein.

## Overview of Search Process

The search began with a job posting made public on May 14, 2018 and concluded with on-campus interviews the week of July 7, 2018.

A total of 24 applications were received during the posting period. Review of applications began immediately. Phone interviews were conducted with 5 candidates. The committee recommended 2 candidates, Samuel Woodbury and Laura Mercado, be invited to campus for interviews. The other 3 candidates were deemed unacceptable based on their phone interviews. Samuel Woodbury was interviewed on July 7, 2018, and Laura Mercado was interviewed on July 9, 2018.

The position announcement appeared in the Chronicle of Higher Education and on NKU's employment website. The announcement included the following language:

The candidate who fills this position will perform the following duties:

- (1) Teach undergraduate courses in: Introduction to Aerospace Engineering, Flight Dynamics, Low Speed Aerodynamics, and Computational Methods for Structural Analysis
- (2) Collaborate with the Mechanical Engineering Program by teaching Structural and Solid Mechanics
- (3) Maintain an active research agenda in Aeronautics Engineering
- (4) Serve as an academic advisor to undergraduate students
- (5) Provide service to the Department, College of Engineering, and University

The candidate must meet the following qualifications:

- (1) Ph.D. in Aeronautics Engineering. ABDs will not be considered.
- (2) Established scholarly record in Aeronautics Engineering.
- (3) A commitment to and/or experience promoting and fostering a learning environment that is supportive of individuals from diverse backgrounds.

## Recommendation of the Committee:

# Example of Final Faculty Search Report

The search committee reviewed the qualifications presented in the announcement and reflected on the candidates' performances during the interview process. After deliberation, the committee voted on the acceptability of the candidates. **Dr. Woodbury received a unanimous vote of UNACCEPTABLE. Dr. Mercado received a unanimous vote of ACCEPTABLE.**

## **Rationale for rating Dr. Mercado as the Most Qualified Candidate is as follows:**

- (1) Education: Ph.D., University of Leeds. Aeronautics Engineering
- (2) Ability to teach courses in Aeronautics and Mechanical Engineering as evidenced by teaching record
- (3) Research Agenda: She has 7 publications in peer-reviewed journals. She also has several manuscripts at different stages of the writing process. Strong record of peer-reviewed papers, presentations, symposiums at the International Conference on Aeronautics and Aeroengineering (ICAA).
- (4) Classes candidate can fill in NKU Aerospace Engineering Program:
  - Introduction to Aerospace Engineering
  - Flight Dynamics
  - Low Speed Aerodynamics
  - Computational Methods for Structural Analysis
  - Structural and Solid Mechanics

Department faculty, staff general comments/feedback on candidate (emailed and submitted on presentation rubrics):

- *Looks confident. Explained the topic well. Good use of technology.*
- *I like that she took us through her research process. Liked the activity and how it was tied to the research.*
- *Very personable individual who interacted comfortably with faculty, staff and the student representative on the search committee.*
- *Very professional.*
- *Very knowledgeable and confident in teaching and research presentation, with topics that are highly relevant to the discipline.*

**Rationale for Samuel Woodbury being rated UNACCEPTABLE:** Dr. Woodbury is a very likeable person with a strong paper record. It was those attributes that led the committee to invite him to campus for an interview. Conversations with the candidate and the presentation revealed some significant shortcomings:

- (1) Teaching – Although Dr. Woodbury could teach some lower division courses, **the committee has no confidence he can teach Computational Methods for Structural Analysis nor Structural and Solid Mechanics**, a central feature of the job requirements.

## Example of Final Faculty Search Report

Not only does he have no experience teaching these courses, his scholarship does not demonstrate expertise in these areas. Dr. Woodbury also stated that he would have difficulty teaching these classes.

The teaching and research presentation reinforced concerns raised by faculty who met with Dr. Woodbury during the interview. Comments included: “*He did little teaching during the presentation.*” “*There was no discussion of the substance of his research in the presentation.*” And “*he made little attempt to connect his teaching to his research.*” He received an average score of 18 (out of 24) with 15 individuals assessing.

(2) Research – Dr. Woodbury’s research agenda is thin at best. He has the possibility of two submitted articles to peer-reviewed journals. Beyond that, he gave no examples of projects in progress besides his dissertation, which he admitted might have difficulty reaching publication. Tenure requires scholarship so **his scholarship is a major concern.**

Department faculty, staff general comments/feedback on candidate (emailed and submitted on presentation rubrics):

- *He's not ready for the rigors of the tenure track - he has virtually nothing in the research pipeline and I'm not sure that he could publish enough to get tenure in 6 years.*
- *Got me interested in learning more about the topic but didn't show actual research examples.*
- *His teaching presentation was ineffective - it did not teach us anything. I worry about his ability to convey difficult material on a regular basis in classes.*
- *I was frustrated with his responses to a number of questions as well as his presentation.*
- *Would have appreciated greater connection between activity and research and greater detail overall.*

### Conclusion

The search committee was unanimous in its decision. **Dr. Mercado is the most qualified candidate to fill the position.**