FACULTY HIRING
AND
SEARCH PROCEDURES

Contents:

I. Faculty Hiring Guide and Objectives
II. Hiring Process
III. Operating Procedures for a Search Committee
IV. Recruitment Plan for Diversity
V. Screening, Interview Instruments, and Rationale for Non-Selection
VI. Interviewing
VII. Preparing for Hire and Final Rationale for Non-selection
VII. Appendix

Office of Social Equity Revised September 2015
I. FACULTY HIRING GUIDE OBJECTIVES

The University's primary mission is assisting students to obtain a quality education and to provide an environment which meets their total needs. Meeting this mission is dependent upon the people who maintain West Chester's physical, educational, and cultural environment. This guide was developed to assist hiring managers and search committee members in the recruitment and selection process at West Chester University. To this end, a set of specific procedures are outlined in this guide to ensure equal employment opportunity for job applicants.

In accordance with these procedures, all recruitment efforts shall require documentation that a “good faith attempt” will be initiated to achieve full utilization of women and minorities at every job classification level. Therefore, it is essential that the recruitment process be understood and executed to effectively increase our work force by utilizing a merit based hiring system. This guide is designed to develop the following competencies:

1. Recruit a well-qualified and diverse applicant pool.
2. Screen applicants efficiently and without bias, based on job related criteria.
3. Understand and institute all legal guidelines for interviewing and employment decisions.
4. Develop good interview techniques to acquire the best information from a candidate to help make sound hiring decisions.
5. Conduct a proper and complete reference check.

Moreover, the Office of Social Equity works collaboratively with each department throughout the search process. The University has implemented specific procedures to ensure equal employment opportunities for all applicants. Utilizing the attached Search Committee Checklist and Faculty Hiring Procedures will help ensure that all steps in the search process have been successfully completed.
The path of the search process has five core components and will vary based on any nuances there are to the particular position and departmental needs. This diagram highlights the main phases of your search.

1. Recruiting:
   - Think broadly about where to place the advertisements for the position.
   - Professional organizations and listservs can be just as effective as advertisements in the Chronicle.
   - Do not limit yourself to believing that applicants may not want to travel to interview or that the salary is not high enough to attract a diverse pool.

2. Screening:
   - Decide your method for screening applicants amongst the committee early on.
   - Do your best to review and avoid reviewer fatigue
   - Make sure you are following all Social Equity guidelines for score reporting

3. Interviewing:
   - Remember the applicant is interviewing the department as much as you are interviewing them, help them get to know what WCU has to offer them.
   - The interview day should allow you to get a sense of the applicants’ skills and abilities.

4. Reference and Background Checking:
   - Whenever reference checks are conducted for an applicant, the applicant should be aware that someone from our institution will be calling a listed reference.

5. Social Equity Approval and Offers:
   - Make sure to review the checklist of what paperwork is needed for the completed hiring paperwork. You will need to consult with Social Equity about signing off and with Human Resources to prepare for the initial offer and final offer from the Dean or designee.
SEARCH COMMITTEE CHECKLIST - CHAIR: ________________________________

STEP ONE: GETTING STARTED
Set up a meeting with Human Resources and Social Equity to start the process and learn about the NeoGov online system. Social Equity can also provide insight into diversifying the applicant pool and running an equitable search process. Following the meeting, complete your NeoGov requisition and upload the following documents to NeoGov:

- Position Advertisement
- Diversity Recruitment Plan (requires Dean’s approval)
- Resume Screening Instrument
- Applicant Matrix
- Skype and On-Campus Interview Questions and Scoring Instruments

Once a requisition has been created, your requisition will be sent to Human Resources, the Chairperson, Dean, Provost and Social Equity for approvals. Once Social Equity has “approved” your requisition, the position advertisement will be posted. *Keep in mind that there is a thirty-day waiting period per Article 29 in the Collective Bargaining Agreement. Once the thirty-day period has passed, the search committee may begin screening applicants.*

STEP TWO: RECRUITMENT: Ongoing Contact with SOCIAL EQUITY
As you enter the recruitment process, keep in mind all opportunities for recruitment. Your advertisement will automatically be placed on higheredjobs.com, hercjobs.org, and the WCU website. For the Chronicle ad (confirm Chronicle ad with Provost’s Office) or placing ads in other publications, please contact Human Resources. Know that online resources and personal contacts are extremely helpful in diversifying a pool. Consider LinkedIn groups, professional association listservs and networking groups for posting your advertisement.

STEP THREE: Approval of Interview Documents
The following forms must be approved by Social Equity prior to interviews taking place:

- Interview Questions: Skype and On-Site (Including Teaching Demonstration)
- Interview Instrument: Skype and On-Site (Including Teaching Demonstration)

STEP FOUR: SELECTION OF INTERVIEW CANDIDATES:
Completion of the applicant qualification matrix will document the committee’s rationale for non-selection of eliminated candidates. The applicant qualification matrix is often completed in Excel and combines the committee’s scores for each candidate that meets the minimum requirements for the position. You will find the required matrix template on the Social Equity website and in Appendix G of this handbook. The matrix needs to match the approved Resume Screening Instrument and must read to include whether candidates met the minimum qualifications and, the scores for each skill assessed, along with a total score. Combined overall scores for each applicant are not sufficient.

Social Equity staff will review the applicant matrix and the candidates recommended for interview (Skype and on-site). *Interview lists must be approved by Social Equity staff prior to*
scheduling interviews with candidates. Further discussions will include diversity of applicant pool, candidates’ qualifications, veteran’s preference policy, and upcoming schedule of campus interviews. If Skype interviews are used, a second set of recommended candidates with a rationale for non-selection (typically the Skype interview scores) must be submitted for a second approval of the on-site candidate list.

STEP FIVE: FINALIST IDENTIFIED
After conducting interviews and reference checks, the search committee will identify the finalist pool and make its selection of a recommended candidate. Approval by the Dean and Office of Social Equity, along with the completion of a background check, is required before the candidate is presented with a job offer from the Dean or designee.

The following forms must be submitted to and approved by Social Equity:

- Social Equity Compliance Form (salmon)
- Faculty Appointment Form (yellow)
- Recommended Candidate Curriculum Vitae
- Rationale for Non-selection of All Interviewed Candidates (including documentation of those who declined or withdrew from the process)

STEP SIX: JOB OFFER MADE BY THE DEAN (OR DESIGNEE)
Before the initial job offer can be made, the reference checks on the recommended candidate must be completed. The official offer can be made once Human Resources had confirmed the results of the background check. Academic Departments will forward Statement of Expectations, Application for Faculty Position, Official College Transcripts and W-4 form to the Dean’s Office. The department will also forward the entire hiring packet to the Provost and Human Resources (HR) to issue faculty contract. The academic department should contact HR to ensure successful completion of all employee paperwork and to remove any associated advertisement from the website. Once the final candidate has accepted the position or the search is closed without filling the position, rejection letters should be sent to applicants advising them of the status of their application. Search committees should send personalized regret letters to any candidates they interviewed (by Skype or on-campus). Remember the search committee chair should arrange for storage of all search files for 3 years from date of appointment.
II. HIRING PROCESS

University hiring procedures are intended to insure an open and fair process for the recruitment and selection of candidates. The hiring department must be able to demonstrate the rationale for selection. The following represents steps to be followed during the Search process when filling a position as a Tenure Track, Temporary, Rehire, Emergency or Rollover hire:

TENURE TRACK (PERMANENT) and TEMPORARY POSITIONS:

1. Approval of the search by the Provost and respective Dean. The Advertisement Template (Appendix A), Resume Screening Instrument (appendix F) and the Diversity Recruitment Plan (Appendix B) are loaded into the NeoGov system for posting and approvals. Search chairs will receive approval email from the NeoGov system indicating when the final approval has taken place. If Resume Screening Instrument and Diversity Recruitment Plan are added to NeoGov after the advertisement is approved, a separate approval email will be sent from Social Equity when the additional materials are approved. **NOTE: NeoGov does not send alerts when new search materials are added. The search chair must notify Social Equity whenever materials are edited and uploaded on to NeoGov after initial approval.**

2. **Interview Questions** (Appendix H) and **Interview Instrument** (Appendix I) are to be uploaded to the NeoGov system when they are ready for review. The search chair will receive an email when the questions and instrument are approved. Interview materials must be approved before interviews begin.

3. Search Chair will forward **Applicant Matrix** (Appendix G) to Social Equity which includes the list of applicants meeting the minimum qualifications of the position and individual skill ratings (with total individual scores for each applicant) from the approved resume screening instrument for interview list approval. *The search chair may use an average of the committee members’ scores for each applicant, but should maintain records of individual scoring for each committee member.* Skype and on-campus interview lists must be submitted and approved by Social Equity **BEFORE** interviews are scheduled with candidates.

Utilize approved interview questions and record results on the interview screening instruments. Record search committee results on Applicant Matrix and complete reference checks on finalists (always inform applicants when references will be contacted). A finalist is defined as a candidate who successfully completes the interview which may include a teaching demonstration. The following materials will then be forwarded to Social Equity:

- Social Equity Compliance Report
- Rationale for Non-Selection for Interviewed Candidates (noting those who turned down the interview or withdrew from the search)
- Faculty Appointment
- Current Curriculum Vitae for the recommended candidate

Once Social Equity has approved, the materials will go back to the Department.

4. Department forwards Statement of Expectations, Application for Faculty Position and W-4 forms to newly hired faculty member for completion.

5. Department forwards entire hiring packet to the Dean’s office. This consists of the signed Social Equity
Compliance Form, Faculty Appointment Form, Curriculum Vitae, signed Statement of Expectations, Application for Faculty Position and the signed W-4 form.

6. Contract is issued by the Provost, and hiring paperwork is completed.

7. Rejection letters should be mailed out to all applicants for the position. The Search Chair should send a personalized regret letter to anyone who interviewed by phone and/or on-campus. Human Resources will contact the remaining candidates in the pool.

8. The Search Chair should arrange for storage of all search files for a minimum of three years.

CREATING A TEMPORARY POOL:

The following steps may be completed once a year to cover ALL temporary hires (a pool) if a department wishes to have an established set of applicants from which to draw when temporary hiring needs arise:

1. Designate the Department Chairperson or Search Committee as the active participant in temporary hires. The Search Committee may consist of one or more people.

2. Schedule a meeting between the Department Chair or designee with the Office of Social Equity to discuss hiring procedures and the recruitment plan to fill departmental vacancies. Additional meetings may be scheduled if needed at later times in the year for other vacancies which require alterations of the originally specified procedures.

3. The position may be posted using NeoGov. If using a different method, the department chair will need to document how the set of applicants were obtained. The generation of this list need not include paid advertisement as long as the department can demonstrate that they have made good faith effort to generate a current, qualified, set of diverse applicants. Strategies may include the use of an existing department set of applicants (obtained by advertisement and-or by unsolicited resume submission and-or residuals from a previous search), targeted mailings or phone calls to groups, universities, organizations, etc., especially those that will increase the gender and ethnic diversity of available applicants, networking at professional meetings, and any other strategies which work to increase the number and variety of appropriate applicants for the specialty or specialties which need to be taught who are available for the duration of employment, the remuneration which can be offered, and the time needs of the courses which are to be covered.

4. Develop the necessary Resume Screening Instruments, Interview Questions, Interview Instruments and Applicant Matrix for the position(s). The department may elect and submit a pre-approved Resume Screening Instrument and Interview Instrument, with Interview Questions to be modified according to the position criteria. Such an instrument would contain generic questions which could be modified according to the instructional need (e.g., “appropriateness of educational background specialty in question”). In that case, the same Resume Screening Instrument may be used to screen candidates for more than one teaching position. Alternatively, departments may develop separate Resume Screening and Interview Instruments for each position if that is better suited to their process and needs.
5. Prior to interviews, the Applicant Matrix must be submitted to Social Equity for approval. It is understood that in some cases with the approval of the Director of Social Equity it may not be necessary to interview multiple applicants for temporary positions.

6. Upon completion of the search, the following materials must be submitted for approval by Social Equity:
   - Social Equity Compliance Form
   - Faculty Appointment Form
   - Curriculum Vitae for Recommended Candidate
   - Rationale for Non-selection of All Interviewed Candidates (Also indicate candidates who withdrew from the search or declined the interview)

Once Social Equity approves, materials are forwarded to the Department for continued processing.

REHIRES:

Searches will not be required for returning faculty five years from the initial date of hire. The following materials must be submitted for approval by Social Equity:
   - Social Equity Compliance Form
   - Faculty Appointment Form

Once Social Equity approves, materials are forwarded to the Department for continued processing.

EMERGENCY:

An emergency hire will be authorized when a department is attempting to fill an instructional need where there is a true emergency. Examples of a true emergency are: unexpected medical leave, a last minute resignation or the individual changes departments. Hires that a department are aware 40 days (or earlier) prior to the semester starting will not be designated as an emergency hire. For the emergency hire process:

1. Designate the Department Chairperson or Search Committee as the active participant.

2. Identify individuals who might be available for the teaching need at the times the courses are scheduled (and for the remuneration which can be offered). The Chair or Search Committee will indicate on the Social Equity Compliance Form the mechanisms which were employed to identify the person proposed for hire and identify any other applicants considered for the position.

   It is understood that strategies employed to generate an applicant pool for an emergency vacancy may be restricted by the immediacy of the vacancy.

3. Resume Screening Instruments are not required for emergency hires. It will be the Department’s responsibility to assure that the applicant has met the minimum requirements for the position at the time that the recommendation is submitted.

4. The following materials should be submitted for approval by Social Equity:
   - Social Equity Compliance Form
Once Social Equity approves, materials are forwarded to the Department for continued processing

ROLLOVERS:
A rollover hire is an individual who was hired for one semester, and then “rolled” into the following semester due to enrollment needs.

No search process is required. The following materials need to be submitted for approval by Social Equity:

- Social Equity Compliance Form
- Faculty Appointment Form

Once Social Equity approves, materials are forwarded to the Department for continued processing

REGULAR PART-TIME:

Regular part-time faculty are defined as faculty hired into a regular part-time position (50% teaching load or less) with a non tenure-track status. (See Article 45 in the Collective Bargaining Agreement.)

1. Regular part-time faculty will be hired to provide special skills or special needs not possessed by regular full-time faculty, or to accommodate a faculty member who does not desire to work full-time and whom the department wishes to retain, or may be used by agreement for other situations that might arise. The special skills or special needs will be delineated in the Statement of Expectations.

2. The individual appointed as a regular part-time (50% or less):
   a. must have served in a temporary capacity for four semesters, within a four-year period.
   b. must have received a positive evaluation from the department chairperson and the department evaluation committee, in the academic year prior to the appointment.
   c. must be recommended for the position by the department and appropriate Dean.

3. In the event more than one qualified temporary faculty member applies for appointment to a regular part-time position, the credentials of candidates will be reviewed by a department committee and its recommendation will be forwarded in accordance with established procedures. Appointment to a regular part-time position does not require a search, but the following documents must be submitted to Social Equity for approval:
   - Social Equity Compliance Form
   - Faculty Appointment Form
III. OPERATING PROCEDURES FOR A SEARCH COMMITTEE

Directive to the Search Committee

Members of the search committee should expect to receive a directive (charge to the search committee) setting forth the University’s expectation to recruit a well-qualified and diverse applicant pool, and outlines the search committee’s role to screen applicants efficiently and without bias, based on job related criteria. The directive should be given by Department Chairperson and include:

1. Role of the search committee and chairperson,
2. Preferred time line by which the appointment should be completed,
3. Instructions regarding the form in which the committee’s final recommendations are brought forward (rationale for selection),
4. Reference to institutional regulations applicable to this search, including needs for accurate record keeping/documentation, and
5. Deliberations of the committee and names of applicants shall be kept confidential.

Responsibilities of the Search Committee Chairperson

The chairperson is responsible for:

1. Scheduling initial meeting with Social Equity and Human Resources to review all relevant institutional regulations and protocol, including accurate record keeping,
2. Facilitating search committee meetings,
3. Scheduling of candidate interviews and completion of all required forms, and
4. Submitting completed search file to the Department Chairperson, Dean and Social Equity and all required forms for review and approval.

Role of a Diversity Recruitment Consultant in the Search Committee: History related to this? Should it be included?

As outlined in the Affirmative Action Plan, special monitoring may be employed when it is demonstrated that little or no progress has occurred in the advancement of full utilization of women and minorities in each job category at the University. Recruitment resources, such as use of diversity recruitment plans and a diversity recruitment consultant will be utilized to help achieve full utilization of women and minority employees.

The Office of Social Equity will work collaboratively with each department and consultant to ensure that all steps in the search process have been successfully completed. The diversity recruitment consultant will be a member of the campus community and will:
- Have a demonstrated record of advancing the Diversity Theme from the Building on Excellence Strategic Plan.
- Have a demonstrated record for hiring underrepresented groups and/or educated in affirmative action policies and procedures.
- Assist in the development of the Diversity Recruitment Plan.
- Assist in the screening of applicants and interviewing of candidates.
- Ensure that all steps in the search process have been successfully completed.

IV. RECRUITMENT PLAN FOR DIVERSITY

West Chester University of Pennsylvania is an affirmative action, equal opportunity employer “which values the richness of diversity within the student body, faculty, and staff.” (University Mission Statement) As a member of a search committee, you have an opportunity to make a contribution to the University community by taking steps to recruit a well-qualified and diverse applicant and candidate pool.

There are numerous approaches and resources for recruiting highly qualified women and individuals of color including advertisement and networking contacts. In addition to national advertising, the search committee for these positions will be expected to develop a recruitment plan for diversity.

Networking should be a personal and ongoing effort. For example, professional conferences can be used to develop and maintain contacts with women’s and minority caucuses of your professional organizations. Establishing contacts with universities and other organizations that provide training to people in your field are also valuable networking resources. Online resources are becoming increasingly important in searches, professional groups on LinkedIn and Facebook are acceptable resources, as well as professional listservs.

Developing a recruitment plan that is comprehensive in scope and aggressively implemented will increase the possibility of yielding positive results. Successful search committees use a variety of recruitment efforts, not merely relying on newspaper advertisements, but accompanying advertising with web sites, listservs, mailing position announcements to women’s and minority organizations, and internal and external networking efforts. The Recruitment Resource List (Appendix C) will provide you with additional ideas and resources. If you have questions or need additional resources please contact the Office of Social Equity.

V. SCREENING, INTERVIEW INSTRUMENTS and RATIONALE FOR NON-SELECTION

Evaluating an applicant’s knowledge, skills, and abilities is a very important part of the hiring process. A screening and interview instrument must be developed and used for all search and hiring processes. Depending upon the size of the applicant pool, screening and elimination of applicants may have to be conducted in stages that may require the development of more than two instruments.

The Office of Social Equity will review and approve the Applicant Screening Instrument (Appendix F), Applicant Matrix (Appendix G), Interview Questions (Appendix H), Interview Instrument (Appendix I) and any other materials used to evaluate the candidate. If you have questions or would like assistance in developing any of your materials, please contact Social Equity.
The Applicant Screening Instrument will first screen for the minimum education and training requirements for a position. All applicants must be initially reviewed to verify that the applicant possesses the minimum education and training required for the position. The screening instrument should be developed by using the advertisement which clearly states the education, training and experience required. Screening for minimum requirements and for preferred criteria may be combined into a two-tiered screening instrument.

Knowledge, skills and abilities are the demonstrable factors that directly relate to the duties and responsibilities of the position.

Knowledge - Consists of the learned thinking behaviors needed to perform the work.

Skills - Reflect area of performance which is typically taught through formal educational programs in college.

Ability - Reflects the overall potential to perform a series of tasks.

If a candidate’s written materials do not speak to the minimum and/or preferred qualifications, avoid giving the applicant the “benefit of the doubt” as to his/her experience with the particular item in question as this will only skew your overall assessment of the applicant. The final evaluation of the applicant is based on the information gained during the personal interview. The interviewer must be able to ascertain the candidate’s ability to perform the job duties required. In order to be effective, the job interview should be structured to obtain key information and be consistently applied to all applicants.

When developing and using a screening instrument keep these things in mind:

- Use the position announcement to establish job related skills needed to perform the job;
- Establish and evaluate criteria. Keep them general and job-related to job qualifications and requirements;
- Use whole numbers (not percentages or decimals);
- Avoid bias;
- Consistent application and treatment of all applicants.

Rationale for Non-Selection: Application Review
When preparing your rationale for non-selection of applicants, please refer to your screening instrument for the position. Some reasons for rejection could follow the examples below and can be indicated on the matrix (Appendix I) which will list all your applicants, whether they met the minimum qualifications (or not), and their scores for each individual skill as found on your screening instrument. A template for Rationale for Non-Selection is provided in Appendix J.

Reasons for Rejection:
- Applicant Accepted another position
- Offer was extended, but applicant declined
- Applicant could not be contacted for interview
- Applicant withdrew name from consideration
- Insufficient specialization or breadth in content area
- Did not meet educational requirements
- Did not meet teaching requirements
- Applicant did not have the needed skills to do the job
- Applicant did not have experience to do the job
- Lack demonstrated supervisory experience
- Qualified, but applicant selected for interview appeared stronger in needed skills and abilities
- Qualified and interviewed, but applicant selected seemed strongest in needed skills and abilities
- Other (specify on the matrix)

**NOTE:** Social Equity will look to see that every applicant has had an indication whether or not they met the minimum qualifications for the position. All skills need to be scored in the matrix. The matrix should also include a total score for any candidates who are scored.

**VI. INTERVIEWING**

Interviewing is the most important part of the hiring process. It is through interviewing that helps determine who will be hired for the job. Therefore, it is very important that a broad range of interview skills are developed.

At WCU we use a method of interviewing called behavioral-based interviewing. This method emphasizes structured interviewing and developing questions that help the interviewer gain important job-related information through behavioral-based examples. There are several skills which support the process of gaining behavioral examples through interviewing and they are as follows:

1. **Rapport-Building Questions:** At the beginning of an interview, these are questions that help the candidate feel comfortable. Additionally, you should explain how the interview will be conducted and that notes will be taken to help recall candidate’s answers at a later time. A structured interview will ensure that the same questions are asked of all candidates.

2. **Skype Interviews:** Skype interviews are a “best practice” for increasing the diversity of the interview pool. The purpose of Skype interviews is to enable the search committee to speak to a larger number of candidates. The pool of Skype interviewees is usually about double the number of candidates that the committee or hiring manager plans to bring to campus for a personal interview. The candidate interview list and screening instrument must be approved by the Office of Social Equity before conducting Skype interviews.

When inviting the candidate, ask the candidate if there is anyone in particular that he/she would like to meet, any resource information that would be helpful to him/her, etc. While we are interviewing the candidate, the candidate is also interviewing us!

**VII. PREPARING YOUR SELECTION FOR HIRE/RATIONALE FOR NON-SELECTION**

**Making the Recommendation**

**Rating the Skills**

You are now nearing the end. It is time to make your decision on whom to recommend.
After the interview, you rate the candidate’s skills by comparing your written notes to the skill criteria on the interview screening instrument. Read through all the notes and the screening criteria and then give the score that best reflects the candidate’s abilities to perform that skill. Continue this process until you have rated all of the skills.

In most cases, you will make your recommendation by using your own ratings, along with the candidate’s prior job experiences, references, and the rating of the other interviewers.

**Rationale for Non-selection After Interviews**

After interviews have been conducted, any applicants who have not successfully completed the interview process will be eliminated from further consideration. The Social Equity Compliance Form (Appendix K) Rationale for Non-Selection (Appendix J) must also be submitted to the Office of Social Equity. Because the interview process is more in depth, and there are fewer candidates who are interviewed, the rationales submitted after the interviews should take the form of a short explanation in what area(s) the non-selected candidate(s) were weak. If you have any questions or need further assistance, please contact the Office of Social Equity.

**Reference Checking**

A Reference Check must be done on all candidates prior to hiring. References provide an opportunity to confirm facts such as the candidate’s employment dates, their job titles, reason for termination and rehire eligibility. Generally candidates are asked to supply a list of references at the time of application. References should be obtained from their current or last supervisor and in some cases their peers.

Because of litigation fears, many employers limit the amount of information they offer when you call for a reference on a past employee. In this case you may need to get written permission from the candidate to their employer for the release of a reference. In cases where your job candidate has granted oral or written permission for his/her past employer to give a reference, be prepared to ask pertinent questions.

The Office of Human Resources will then have the background check vendor email the finalist to start the background check process and provide the finalist with additional information for all the checks they will need to complete.
VIII. APPENDIX

A. Advertisement Template
B. Diversity Recruitment Plan
C. Recruitment Resources
D. Faculty and Staff Recruitment Incentive Initiatives
E. Illegal Questions and Suggestions for Effective Interviewing
F. Sample Applicant/Resume Screening Instrument
G. Sample Matrix
H. Sample Interview Question
I. Sample Interview Instrument
J. Sample Rationale for Non-Selection
K. Social Equity Compliance Form
L. Faculty Appointment Authorization Form
   (see Provost webpage http://www.wcupa.edu/_admin/provost/)
M. Faculty Appointment Form
   (see Provost webpage http://www.wcupa.edu/_admin/provost/)
N. Veterans’ Preference Policy
O. Travel Expense Options for Coordinating Transportation and Accommodations for Faculty Applicants
P. Employment of Citizen of Foreign Countries
Q. Pre-Employment Background Check
APPENDIX A

ADVERTISEMENT - TEMPLATE

Body:

Join a vibrant campus community whose excellence is reflected in its diversity and student success. West Chester University is seeking applicants for the (insert position title).

Responsibilities:

Requirements:

Finalists must successfully complete interview process and teaching demonstration. References with contact information will be required prior to interview.

Preferences:

Candidates Should Submit:

Mailing Address:

Review of applications will begin on _____ and continue until the position has been filled. Preference will be given to those candidates who apply by______________. The filling of the position is contingent upon funding.

Developing and sustaining a diverse faculty and staff advances WCU’s educational mission and strategic Building on Excellence. West Chester University is an Affirmative Action – Equal Opportunity Employer. Women, minorities, veterans, and persons with disabilities are encouraged to apply.
APPENDIX B

RECRUITMENT PLAN FOR DIVERSITY

Coordinator for plan implementation: _______________________________________________________

Estimated date for review of applications: __________________________________________________

List of placement of paid advertisements:
Estimated cost of advertisements:

1. Date Implemented:
2. Date Implemented:
3. Date Implemented:

List mailing and placements of position announcements to be made:

1. Date Implemented:
2. Date Implemented:
3. Date Implemented:
4. Date Implemented:
5. Date Implemented:

List names of contacts and specify by phone or in person: (e.g. personal-professional contacts, previous or current temporary faculty visiting scholars)

1. Date Implemented:
2. Date Implemented:
3. Date Implemented:
4. Date Implemented:
5. Date Implemented:

Other diversity efforts to be made to diversify the applicant pool: (e.g., recruitment visits at professional conferences, visits to Ph.D. granting institutions with significant numbers of minority graduates etc.).

1. Date Implemented:
2. Date Implemented:
3. Date Implemented:
4. Date Implemented:
5. Date Implemented:

___________________________________________________________
Dean
___________________________________________________________
Director of Social Equity

Revised 9/2015
APPENDIX C
RECRUITMENT RESOURCES

Personal contacts through professional organizations, training facilities, and colleagues at other institutions are usually the most effective networking resources. You are encouraged to personally contact professional organizations in your field to request that the position announcement be shared with members, especially with any women’s or minority caucuses. Making personal contacts with the caucuses is most likely to result in applicants for your position. Names of additional professional groups and women’s or minority organizations for specific professions are available in the Office of Social Equity. In addition, the organizations listed below have been useful in establishing contacts in other searches:

<table>
<thead>
<tr>
<th>Publication or Organization</th>
<th>Contact Information</th>
<th>Web Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight into Diversity</td>
<td>11132 South Towne Square, Suite 203</td>
<td><a href="http://www.insightintodiversity.com">www.insightintodiversity.com</a></td>
</tr>
<tr>
<td></td>
<td>St. Louis, Missouri 63123</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tel: 800.537.0655</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fax: 314.200.9956</td>
<td></td>
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<tr>
<td>American Academy of Nurse Practitioners</td>
<td>Administrative Office</td>
<td><a href="http://www.aanp.org">www.aanp.org</a></td>
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<tr>
<td></td>
<td>P.O. Box 12846</td>
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<tr>
<td></td>
<td>Austin, TX 78711</td>
<td></td>
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<tr>
<td></td>
<td>Tel: 512.442.4262</td>
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<td>Fax: 512.442.6469</td>
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<tr>
<td>American Assembly for Men in Nursing</td>
<td>AAMN</td>
<td><a href="http://www.aamn.org">www.aamn.org</a></td>
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<tr>
<td></td>
<td>PO Box 7867</td>
<td></td>
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<tr>
<td></td>
<td>Philadelphia, PA 19101-7867</td>
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<tr>
<td></td>
<td>Attn: Karen Mota</td>
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<td>American Association for Affirmative Action</td>
<td>888 16th Street, NW, Suite 800</td>
<td><a href="http://www.affirmativeaction.org">www.affirmativeaction.org</a></td>
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<td>Washington, DC 20006</td>
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<td>Fax: 202.355.1399</td>
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<td>American Association of Hispanics in Higher Education, Inc.</td>
<td>1120 S. Cady Mall</td>
<td><a href="http://www.aahhe.org">www.aahhe.org</a></td>
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<td>First Floor Suite, B-159</td>
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<td>Fax: 480.965.7165</td>
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<td>American Association of University Women</td>
<td>1111 16th St. NW</td>
<td><a href="http://www.aauw.org">www.aauw.org</a></td>
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<td>Tel: 800.326.2289</td>
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<td>Email: <a href="mailto:connect@aauw.org">connect@aauw.org</a></td>
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<td>American Council on Education: Inclusive Excellence Group</td>
<td>One Dupont Circle NW</td>
<td><a href="http://www.acenet.edu">www.acenet.edu</a></td>
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<td>American Nurses Association</td>
<td>8515 Georgia Avenue, Suite 400  Silver Spring, MD 20910-3492  Tel: 800.274.4262  Fax: 301.628.5001</td>
<td><a href="http://www.nursingworld.org">www.nursingworld.org</a></td>
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<td>American Philosophical Association (Committees: American Indians, Asian, Blacks, Hispanics, LBGT and Women)</td>
<td>31 Amstel Avenue  University of Delaware  Newark, DE 19716-4797  Tel: 302.831.1112  Fax: 302.831.8690</td>
<td><a href="http://www.apaonline.org">www.apaonline.org</a></td>
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<td>American Physical Therapy Association</td>
<td>1111 North Fairfax Street  Alexandria, VA 22314-1488  Tel: 703.684.2782  or 800.999.2782  or 703.683.6748 (TDD)</td>
<td><a href="http://www.apta.org">www.apta.org</a></td>
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<td>American Psychology Association</td>
<td>750 First Street, NE  Washington, DC 20002-4242  Tel: 800.374.2721  Or 202.336.5500  Or 202.336.6123 (TDD/TTY)</td>
<td><a href="http://www.apa.org">www.apa.org</a></td>
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<td>Asian &amp; Pacific Islander American Health Forum</td>
<td>1828 L Street, NW, Suite 802  Washington, DC 20036  Tel: 202.466.7772  Fax: 202.466.6444  Email: <a href="mailto:info@apiahf.org">info@apiahf.org</a></td>
<td><a href="http://www.apiahf.org/">www.apiahf.org/</a></td>
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<tr>
<td>Asian American Journalists Association: Student Programs</td>
<td>5 Third Street, Suite 1108  San Francisco, CA 94103  Tel: 415.346.2051  Fax: 415.346.6343</td>
<td><a href="http://www.aaja.org">www.aaja.org</a></td>
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<td>Asian American Psychological Society</td>
<td>PMB #527  5025 North Central Avenue  Phoenix, AZ 85012  <a href="mailto:aapaninquiries@gmail.com">aapaninquiries@gmail.com</a></td>
<td><a href="http://www.aapaonline.org/">www.aapaonline.org/</a></td>
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<td>Association for Women in Science</td>
<td>1321 Duke Street, Suite 210  Alexandria, VA 22314  Tel: 703.894.4490  Fax: 703.894-4489</td>
<td><a href="http://www.awis.org">www.awis.org</a></td>
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<td>Association of Asian/Pacific Community Health Organizations (AAPCHO)</td>
<td>300 Frank H. Ogawa Plaza, Suite 620 Oakland, CA 94612 Tel: 510.272.9536 Fax: 510.272.0817</td>
<td><a href="http://www.aapcho.org">www.aapcho.org</a></td>
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<td>Association of Black Psychologists (ABPSI)</td>
<td>7119 Allentown Road, Suite 203 Fort Washington, MD 20744 Tel: 202.722.0808 Fax: 202.722.5941</td>
<td><a href="http://www.abpsi.org/">www.abpsi.org/</a></td>
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<td>Association of Latino and Latina Anthropologists</td>
<td><a href="mailto:anthropolatina@gmail.com">anthropolatina@gmail.com</a></td>
<td><a href="http://www.aaanet.org/sections/alla">www.aaanet.org/sections/alla</a></td>
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<td>Committee on Institutional Cooperation (CIC Underrepresented Minority Doctoral Directory)</td>
<td>1819 South Neil Street Suite D Champaign, IL 61820 Tel: 217.333.8475 Fax: 217.244.7127 Email: <a href="mailto:cic@staff.cic.net">cic@staff.cic.net</a></td>
<td><a href="http://www.cic.net/home/students/doctoraldirectory/introduction.aspx">www.cic.net/home/students/doctoraldirectory/introduction.aspx</a></td>
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<td>Council of GraduateSchools</td>
<td>One Dupont Circle NW, Suite 230 Washington, DC 20036 Tel: 202.223.3791 Fax: 202.331.7157</td>
<td><a href="http://www.cgsnet.org">www.cgsnet.org</a></td>
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<td>Diverse — Issues In Higher Education</td>
<td>10520 Warwick Avenue, Suite B-8 Fairfax, VA 22030-3136 Tel: 800.783.3199 or 703.385.2981 Fax: 703.385.1839</td>
<td><a href="http://www.diverseeducation.com">www.diverseeducation.com</a></td>
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<td>Higher Ed Jobs (For job placement contact HR – WCU)</td>
<td>328 Innovation Boulevard Suite #300 State College, Pa. 16803 Tel: 814.861.3080 Tel: 814.861.3082</td>
<td><a href="http://www.higheredjobs.com">www.higheredjobs.com</a></td>
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<td>Higher Education Recruitment Consortium (For job placement contact HR – WCU)</td>
<td>175 Stephens Lane Ben Lomond, CA 95005 Email: <a href="mailto:Jackie@nationalherc.org">Jackie@nationalherc.org</a></td>
<td><a href="http://www.hercjobs.org">www.hercjobs.org</a></td>
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<td>Hispanic Association of Colleges &amp; Universities</td>
<td>8415 Datapoint Drive, Suite 400&lt;br&gt;San Antonio, TX 78229&lt;br&gt;Tel: 210.692.3805&lt;br&gt;Fax: 210.692.0823&lt;br&gt;E-mail: <a href="mailto:hacu@hacu.net">hacu@hacu.net</a></td>
<td><a href="http://www.hacu.net/">www.hacu.net/</a></td>
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<td>Hispanic Outlook Magazine</td>
<td>80 Route 4 East, Suite 203&lt;br&gt;Paramus, N.J. 07652&lt;br&gt;Tel: 800.549.8280&lt;br&gt;Fax: 201.587.9105</td>
<td><a href="http://www.hispanicoutlook.com">www.hispanicoutlook.com</a></td>
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<td>Historically Black Colleges and Universities</td>
<td>400 Maryland Ave, SW, Suite 4C128&lt;br&gt;Washington, DC 20202&lt;br&gt;Tel: 202.453.5634&lt;br&gt;Fax: 202.453.5632</td>
<td><a href="http://www.ed.gov/edblogs/whhbcu">www.ed.gov/edblogs/whhbcu</a></td>
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<td>NAAAS (National Association of African American Studies &amp; Affiliates)</td>
<td>PO Box 6670&lt;br&gt;Scarborough, ME 04070-6670&lt;br&gt;Tel: 207.839.8004&lt;br&gt;Fax: 207.839.3776&lt;br&gt;E-mail: <a href="mailto:natlaffiliates@earthlink.net">natlaffiliates@earthlink.net</a></td>
<td><a href="http://www.naaas.org">www.naaas.org</a></td>
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<td>National Alaska/Native American Indian Nurses Association</td>
<td>American Indian Nursing Student Success Program&lt;br&gt;College of Nursing&lt;br&gt;P.O. Box 26901&lt;br&gt;Oklahoma City, OK 73117&lt;br&gt;Tel: 405.271.2391&lt;br&gt;Fax: 405.271.2881</td>
<td><a href="http://www.nanainanurses.org">www.nanainanurses.org</a></td>
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<td>National Alliance for Hispanic Health</td>
<td>1501 Sixteenth Street, NW&lt;br&gt;Washington, DC 20036-1401&lt;br&gt;Tel: 202.387.5000&lt;br&gt;Fax: 202.797.4353&lt;br&gt;Email:<a href="mailto:alliance@hispanichealth.org">alliance@hispanichealth.org</a></td>
<td><a href="http://www.hispanichealth.org">www.hispanichealth.org</a></td>
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<td>National Asian Pacific American Bar Association</td>
<td>1612 K Street, NW, Suite 1400&lt;br&gt;Washington, DC 20006&lt;br&gt;Tel: 202.775.9555&lt;br&gt;Fax: 202.775.9333</td>
<td><a href="http://www.napaba.org/">www.napaba.org/</a></td>
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<td>National Association of Black Geologists and Geophysicists:</td>
<td>4212 San Felipe, Suite 420 Houston, TX 77027-2902 E-mail: <a href="mailto:nabgg_us@hotmail.com">nabgg_us@hotmail.com</a></td>
<td><a href="http://www.nabgg.com">www.nabgg.com</a></td>
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<td>National Association of Black Journalists</td>
<td>1100 Knight Hall Suite 3100 College Park, MD 20742 Tel: 301.405.0248 Fax: 301.314.1714</td>
<td><a href="http://www.nabj.org">www.nabj.org</a></td>
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<td>National Association of Hispanic Journalists</td>
<td>1050 Connecticut Avenue, NW, 10th Floor Washington, DC 20036 Tel: 202.662.7145 Fax: 202.662.7144</td>
<td><a href="http://www.nahj.org">www.nahj.org</a></td>
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<td>National Association of Hispanic Nurses</td>
<td>1455 Pennsylvania Ave., NW, Suite 400 Washington, D.C. 20004 Tel: 202.387.2477 Fax: 202.483.7183 Email: <a href="mailto:TheHispanicNurses@earthlink.net">TheHispanicNurses@earthlink.net</a></td>
<td><a href="http://www.thehispanicnurses.org/">www.thehispanicnurses.org/</a></td>
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<td>National Association of Hispanic Serving Health Professional Schools</td>
<td>Airport Plaza II 2611 Jefferson Davis Highway Suite 205 Arlington, VA 22202 Tel: 703.415.1404 Fax: 703.415.1408 Email: <a href="mailto:hshps@hshps.com">hshps@hshps.com</a></td>
<td><a href="http://www.hshps.com">www.hshps.com</a></td>
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<td>National Black Leadership Initiative on Cancer</td>
<td>Leon Sullivan Human Resources Building 1415 N Broad Street, Suite 221B Philadelphia, PA 19122 Tel: 215.667.8331 Email: <a href="mailto:nblic@nblic-pa.org">nblic@nblic-pa.org</a></td>
<td><a href="http://www.nblic-pa.org">www.nblic-pa.org</a></td>
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<td>National Black Nurses Association</td>
<td>8630 Fenton Street, Suite 330 Silver Spring, MD 20910-3803 Tel: 301.589.3200 Fax: 301.589.3223 Email: <a href="mailto:contact@nbna.org">contact@nbna.org</a></td>
<td><a href="http://www.nbna.org">www.nbna.org</a></td>
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<td>National Conference on Race and Ethnicity</td>
<td>SWCHRS 3200 Marshall Avenue, Suite 290 Norman, OK 73072 Tel: 405.325.3694 Fax: 405.325.7659</td>
<td><a href="http://www.ncore.ou.edu">www.ncore.ou.edu</a></td>
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<td>National Education Association</td>
<td>1201 16th Street, NW Washington, DC 20036-3290 Tel: 202.833.4000 Fax: 202.822.7974</td>
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<td>National Latino/a Psychological Association</td>
<td>229 E Wisconsin Avenue, Suite 800 Milwaukee, WI 53202 Tel: 414.220.9800 Fax: 414.220.9802 Email: <a href="mailto:info@nlpa.ws">info@nlpa.ws</a></td>
<td><a href="http://www.nlpa.ws/">www.nlpa.ws/</a></td>
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<td>National Organization for the Professional Advancement of Black Chemists and Chemical Engineers (NOBCChe)</td>
<td>NOBCC HE National Office P.O. Box 77040 Washington, D.C. 20013 Tel: 800.776.1419</td>
<td><a href="http://www.nobcche.org/">www.nobcche.org/</a></td>
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<td>National Society of Black Engineers (NSBE).</td>
<td>World Headquarters 205 Daingerfield Road Alexandria, Virginia 22314 Tel: 703.549.2207 Fax: 703.683.5312 E-Mail: <a href="mailto:info@nsbe.org">info@nsbe.org</a></td>
<td><a href="http://www.nsbe.org">www.nsbe.org</a></td>
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<td>National Opinions Research Center (NORC)</td>
<td>Maryland Office 4350 East-West Highway, 8th Floor Bethesda, MD 20814 Tel: 301.634.9300</td>
<td><a href="http://www.norc.org">www.norc.org</a></td>
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<td>Office of Minority Health Resource</td>
<td>PO Box 37337 Washington, DC 20013-7337 Tel: 240.453.2882 Or 301.251.1432 (TDD) Fax: 240.453.2883</td>
<td><a href="http://www.minorityhealth.hhs.gov">www.minorityhealth.hhs.gov</a></td>
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<td>Pennsylvania Black Conference On Higher Education (PBCOHE)</td>
<td>Work: 814-393-1838 Fax: 814-393-2707 Email: <a href="mailto:info@pbcophe.org">info@pbcophe.org</a></td>
<td><a href="http://www.pbcophe.org/">www.pbcophe.org/</a></td>
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<td>Society for Advancement of Chicanos and Native Americans in Science</td>
<td>P.O. Box 8526 Santa Cruz, CA 95061-8526 Tel: 877.722.6271 Fax: 831.459.0194</td>
<td><a href="http://www.sacnas.org">www.sacnas.org</a></td>
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<td>Society of Hispanic Professional Engineers (SHPE)</td>
<td>13181 Crossroads Parkway North, Suite 450 City of Industry, CA 91746 Tel: 323.725.3970 Fax: 323.725.0316</td>
<td><a href="http://www.shpe.org">www.shpe.org</a></td>
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<td>Southern Regional Education Board (SREB) /COMPACT –</td>
<td>Ansley Abraham, Director 592 10th Street N.W. Atlanta, GA Tel: 404.879.5573</td>
<td><a href="http://www.sreb.org/page/1074/doctoral_scholars.html">www.sreb.org/page/1074/doctoral_scholars.html</a></td>
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| West Chester University of PA | 1) Alumni Association – Black Alumni Caucus (X2813) |
| Internal Resources            | 2) Frederick Douglass Society – Dr. Tiffany Lane (X3616) |
|                               | 3) Frederick Douglass Institute – Dr. Tim Golden (X4423) |
|                               | 4) Multicultural Faculty Commission – Dr. Lei Zhu (X5671) |
|                               | 5) Undergraduate Studies – Dr. Vernon Harper (X3417) |
|                               | 6) Women and Gender Studies – Dr. Lisa Ruchti (X2464) |
|                               | 7) LGBTQA Services – Aneesah Smith (X3147)        |
|                               | 8) Sponsored Research – Dr. Gautam Pillay (X3592)  |
|                               | 9) ACE Fellow – Dr. Gopal Sankaran (X2300)         |

| Women In Higher Education      | 5376 Farmco Drive                               |
|                                | Madison, WI 53704                                |
|                                | Tel: 608.251.3232                                 |
|                                | Fax: 608.284.0601                                 |
| www.wihe.com                   | www.wihe.com                                     |
APPENDIX D

FACULTY AND STAFF RECRUITMENT INITIATIVES

A variety of strategies to attract and hire highly desirable candidates, such as those in specialty areas, high demand areas, and from underrepresented groups have been employed at West Chester University. In keeping with the mandate from the State System of Higher Education, and with the Office of Federal Contract Compliance Programs, WCU has developed an Affirmative Action Plan. This program is designed to foster outreach efforts to underrepresented groups, consisted with the University’s Mission Statement, and the Diversity theme of the strategic plan, Building for Excellence, within the student body, faculty and staff. The following incentive initiatives are available to departments for implementation of effective recruitment strategies for faculty from underrepresented groups.

FACULTY AND STAFF RECRUITMENT INCENTIVE INITIATIVES:

Eligibility: Tenure Track Searches and Searches for Administrative, Managerial, and Professional positions approved for the Academic year. Proposals will be reviewed and approved by the Dean of the appropriate School-College and the Provost or the Director of the Department and Divisional Vice President and the Social Equity Director. Proposals or requests will be approved and funded on a first come first serve basis.

1. Fund member(s) of search committees or departments who have identified and established contact with a minority caucus to attend professional conferences to visit with caucuses and network for viable minority applicants.

   Maximum Allowance: Costs Negotiable

2. Reimbursement of departments from institutional dollars for all or a portion of travel costs for interviews of prospective faculty or staff from underrepresented populations for tenure track, administrative, managerial, or professional positions.

   Maximum Allowance: Costs Negotiable

3. Funding a Visiting Minority Scholar or other expert as a presenter and consultant to the Division-School-Department. As part of the visit, the Dean or Director and the selected members of the Division-School-Department will meet with the visiting scholar or other expert to discuss the University commitment and efforts to enhance diversity among faculty, students and within the curriculum.

   Maximum Allowance: Costs Negotiable

4. Funds will be available to send a three or four person recruitment team to travel to Historically Black Colleges for the purpose of networking and recruiting for upcoming University wide tenure track, administrative, managerial, or professional positions. Interested Departments should contact the Dean of School-College or the Director of the Department and submit name(s) of department representative(s).
5. Funds will be available to support advertising in minority newspapers-magazines for upcoming tenure track positions. Departments-Colleges-Schools should submit tenure track position information for inclusion in a block advertisement to the Office of the Provost and information on administrative, managerial, or professional positions to the Office of Social Equity.
Faculty and Staff Recruitment Incentive Initiative Proposal

In order to recognize University efforts to reach out to underrepresented populations and to promote diversity among faculty, the Office of Social Equity offers Incentive Initiatives to be utilized during the academic year. These initiatives are consistent with the University’s Mission Statement which expresses a value for the richness of diversity within the student body, faculty, and staff. These initiatives are intended to promote best practices for effectively recruiting candidates from underrepresented populations.

Eligibility:

Departments who have been approved for Tenure Track, Administrative, Managerial and Professional Searches for the Academic Year.

Application Procedures:

Requests for funding should be submitted through the Office of the Dean or Director of the department for their recommendation. Copies of the recommended proposals will be forwarded to the appropriate Vice President and to the Office of Social Equity for review and approval.

Special consideration will be given to search committees-departments who work collaboratively on initiatives designed to diversify applicant and/or interview pools. Proposals or requests will be approved and funded on a first come, first serve basis.

Proposed Incentive:

- Conference Attendance
- Travel Costs
- Visiting Scholar
- Recruitment Team
- Advertising
- Visitation to other schools
- Other (please describe)

Narrative Description:

Describe how the search committee or department will implement the initiative to effectively outreach to diversify the applicant pool. Please include arrangements to be made with minority caucuses, professional organizations, HBCUs, schools with Ph.D. or professional programs in discipline, etc., as part of the diversity initiatives. List search committee members or department members participating in diversity initiatives.

Total Request for Funding: ________________________________ (If funding is being requested for more than one recruitment initiative, please give breakdown of expenditures).
Signature of Hiring Manager-Search Chair:

________________________________________________________________________

FOR FACULTY POSITIONS:

Dean’s Signature: _________________________ Date: ________________

Provost’s Signature: ________________________ Date: ________________

Social Equity’s Signature: ___________________ Date: ________________

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PLEASE NOTE: If your request for funds is approved, you will be asked to submit a PDR or Travel Expense Voucher accompanied by any receipts for your expenditures to the Office of Social Equity at the end of your search. These documents must be accompanied by an End of Project Report, as described below.

End of Project Report: To be completed at the end of the search process. Please complete and submit to the Office of Social Equity upon completion of your search.

Describe the results of the initiative, how it was implemented, the approximate number of contacts that you were able to network with, the approximate number of distributions provided, the number of contacts made which will be of continued usefulness. Indicate whether the initiative is worthwhile pursuing again and what if anything should be modified.
APPENDIX E

ILLEGAL QUESTIONS and SUGGESTIONS FOR EFFECTIVE INTERVIEWING

Questions seeking the following information are ILLEGAL and CANNOT be asked of an applicant during the interview process or before they are hired:

- Date of birth
- Maiden name
- Previous married name
- Marital status
- Name of spouse
- Spouse’s occupation and length of time on the job
- Spouse’s place of employment
- Number of children and their ages
- Arrest record (Convictions may be asked about, but you cannot refuse employment because they were convicted, unless it is a bonafide job qualification)
- If they have children, or if child care has been arranged the children
- Reasons that would prevent an applicant from maintaining employment
- Ancestry
- National origin (color)
- Age
- Sex or sexual orientation
- Religion
- Affiliations with Communist party, or a union
- Credit history or garnishment of wages
- Disabilities

Ask Open-ended Questions
An open-ended question is structured to encourage the candidate to respond with lengthy, as opposed to brief, answers. In contrast, a closed-ended question allows the candidate to give a simple yes/no answer.

Tolerating Interview Silence
After asking a question, remain silent to give the candidate a chance to think. It takes time for the candidate to recall examples from the past. While the candidate searches through memory for a suitable situation, an awkward silence may occur. If you jump in, disrupting the candidate’s memory search, the behavioral example may be lost. This time could be used by you to add to your notes or create new questions.

Taking notes
Some interviewers don’t like note-taking. They fear the candidate will think them rude, or that the candidate will feel threatened. The reason that you are taking notes is to be sure that you’re accurate. Effective note-taking requires that you develop some sort of shorthand. Listen selectively for answers that are directly related to the skills you are looking for. Try to use direct quotes as much as possible. Put the exact words of the candidate in direct quotes, using (...) to indicate any omitted words. Use parentheses when you paraphrase.
Be sure that you have enough in your notes to rate each skill. Never rely on your memory. As soon as possible rate the candidate’s skills by comparing your notes.

Controlling the interview
The interviewer’s task is to gain as much job-related information as possible in a short period of time to make a decision. Thus, it is in everyone’s best interest to have a tightly controlled interview to gain the maximum, usable information. You must cue the candidate as to when to keep talking, when to stop, when to change topic, etc. It may be necessary to interrupt a candidate if they are rambling on. If you feel uncomfortable doing this, remind yourself that it is your job to learn as much as possible about the candidate. If you allow the candidate to talk about non-essential things, then you will be less able to rate the candidate’s skills.

Probing for information
Even though you ask open-ended questions, candidates often give answers that are off target or incomplete. It is essential that you are able to probe to help the candidate give the information you need in order to rate skills. To probe you may have to restate the question to the candidate to make what you’re asking more clearly or ask for examples of the skill that you are questioning.

As the interviewer you need to make sure that you gain specifics, clarify understanding, target on the skill, focus on an idea and expedite the answer.

Things To Remember When Conducting An Interview

Preparation
Review applications/resumes
- Write out questions and have them ready
- Avoid interruptions
- Don’t be late
- Plan for enough time

Starting the Interview
- Introduce candidate/committee
- Be friendly, open, NATURAL
- Provide for candidate’s physical comfort
- Set stage with small talk
- Take notes - explain why
- Ask open-ended questions
- Allow for silence
- Use probing questions
- Focus talkative applicants

Closing the Interview
- Ask candidates if they have any questions
- Ask yourself if you have enough information
- Advise candidates about the next step
APPENDIX F

SAMPLE APPLICANT SCREENING INSTRUMENT

Search #: __16-XX__________  Position:  Composition and Literature Faculty

Candidate’s Name______________________________________________________________

Required

Completed PhD in English/Literature/Writing/Composition and Rhetoric: yes___ no___

Additional Qualifications (only if YES is checked above)

Experience teaching composition and introductory literature courses:

Basic Writing, Composition, Introduction to Literature: (1-4) ______

Assessment of Research Agenda (1-4) _____

Application Packet
(application letter, vita, 3 references, transcripts-official required at interview)

(1-4) _____

Teaching effectiveness at undergraduate level (1-4) _____

ADDITIONAL NOTES:

TOTAL SCORE_____________________

SCALE: 1=Minimal Evidence to 4=Outstanding Evidence

* To be modified according to department needs. *
## APPENDIX G

### SAMPLE APPLICANT MATRIX FOR SEARCH #: __16-XX______

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Minimum Criteria -- Yes or No</th>
<th>Education: Completed PhD</th>
<th>Experience Teaching Comp &amp; Lit Courses</th>
<th>Research Agenda</th>
<th>Application Packet</th>
<th>Evidence of Teaching Effectiveness</th>
<th>TOTAL SCORE ??/1</th>
<th>Recommended for Interview / Rationale for Non-Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aguilera</td>
<td>yes</td>
<td>yes</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>18</td>
<td>Recommended for Interview</td>
</tr>
<tr>
<td>Brown</td>
<td>yes</td>
<td>yes</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>16</td>
<td>Recommended for Interview</td>
</tr>
<tr>
<td>Clarke</td>
<td>yes</td>
<td>yes</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>15</td>
<td>Recommended for Interview</td>
</tr>
<tr>
<td>Ortiz</td>
<td>yes</td>
<td>yes</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>16</td>
<td>Recommended for Interview</td>
</tr>
<tr>
<td>Shah</td>
<td>yes</td>
<td>yes</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>17</td>
<td>Recommended for Interview</td>
</tr>
<tr>
<td>Washington</td>
<td>yes</td>
<td>yes</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>11</td>
<td>NOT Recommended for Interview Insufficient specialization or breadth in content area</td>
</tr>
<tr>
<td>Woods</td>
<td>yes</td>
<td>yes</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>10</td>
<td>NOT Recommended for Interview Insufficient specialization or breadth in content area</td>
</tr>
<tr>
<td>Harvey</td>
<td>no</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>NOT Recommended for Interview does not meet minimum requirement</td>
</tr>
</tbody>
</table>

Department: English  
Position: Assistant Professor  
Date: December 2008
APPENDIX H
SAMPLE INTERVIEW QUESTIONS FOR SEARCH #: __16-XX___*

1. How has your education and previous teaching experience prepared you for this position?

2. What are your career objectives and how will this position help you to achieve them?

3. How do you stay informed on current issues in your field? (Follow up: What is your current research agenda?)

4. Tell us about your previous teaching experience as it relates to teaching of ________________?

5. How do you adjust your teaching style to your student’s ability and learning style?

6. How do you evaluate student performance?

7. What do you view as your greatest strength in the classroom?

8. What has been the extent of your exposure to diversity in the classroom?

9. What attributes, talents, or skills would you bring with this position?

10. Tell us about a problem student in one of your classes and how you handled it?

8. Is there anything that you would like to add to the discussion at this point?

*To be modified according to department needs.*
APPENDIX I

SAMPLE INTERVIEW INSTRUMENT FOR SEARCH #: __16-XX____

INSTRUCTIONS: Please rank the candidate’s competencies using the following scale: 0 = no demonstrated competency; 1 = fair; 2 = good; 3 = excellent, 4=outstanding

<table>
<thead>
<tr>
<th>REQUIRED COMPETENCIES</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ph.D. in specified field, or a related field by 8/2015.</td>
<td></td>
</tr>
<tr>
<td>2. Ability to communicate effectively.</td>
<td></td>
</tr>
<tr>
<td>3. Expertise in composition and literature.</td>
<td></td>
</tr>
<tr>
<td>4. Competency to teach specified courses.</td>
<td></td>
</tr>
<tr>
<td>5. Commitment and knowledge of working with diverse colleagues, students, and constituencies.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PREFERRED COMPETENCIES</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Ability to teach other courses in English.</td>
<td></td>
</tr>
<tr>
<td>7. Active research agenda.</td>
<td></td>
</tr>
<tr>
<td>8. Potential for publishing peer-reviewed scholarly work.</td>
<td></td>
</tr>
<tr>
<td>9. Experience advising a diverse student population.</td>
<td></td>
</tr>
<tr>
<td>10. Ability to problem solve when working with students.</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL:**

* To be modified according to department needs.
APPENDIX J

Rationale for Non-Selection for Search #: 16-XX

SAMPLE

<table>
<thead>
<tr>
<th>(#) Candidate</th>
<th>Composite Score /55</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jane Doe</td>
<td>53/55</td>
<td>Finalist- recommend hire</td>
</tr>
</tbody>
</table>

Rationale for Non-Selection

<table>
<thead>
<tr>
<th>(#) Candidate</th>
<th>Composite Score /55</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mary Contrary</td>
<td>51/55</td>
<td>Has insufficient experience in areas of collaboration with schools and accreditation. Also, insufficient experience with database and spreadsheet programs and design for support of programs</td>
</tr>
<tr>
<td>Betty Boop</td>
<td>48/55</td>
<td>Less experience in accreditation and collaboration with schools. Less experience with programming.</td>
</tr>
<tr>
<td>John John</td>
<td>45/55</td>
<td>No experience with accreditation and collaboration with schools. Little experience creating database systems for program support</td>
</tr>
<tr>
<td>George Porgey</td>
<td>32/55</td>
<td>Below average in all areas</td>
</tr>
<tr>
<td>Alice Wonderlander</td>
<td>23/55</td>
<td>Below average in all areas</td>
</tr>
</tbody>
</table>
APPENDIX J

Decision rationale for Position: #16-XX
Department: ___________________________

Summary:
Finalist pool
1. Candidate A
2. Candidate B

Eliminated from finalist pool
Candidate C
Candidate D

Ranking and rationale for candidates deemed to have successfully completed the campus interview (finalist pool):

Two candidates successfully completed the campus interview: Candidate A and Candidate B. Both candidates articulated a clear vision for the XXX minor, successfully completed both teaching and research sessions, and demonstrated that they met all criteria presented as part of the job ad and its associated expectations. Further, after consideration of each of the candidate’s performance on the campus interview we have determined that Candidate A is our first choice and Candidate B is our second choice. Our rationale for the rank of these two candidates is presented below.

Of the two candidates deemed viable for further consideration this candidate performed the strongest of the two in three important areas: 1) the research presentation; 2) the teaching demonstration; and 3) search committee interview. Regarding the research presentation, Candidate A demonstrated a clearer focus to his current and future research plans and more effectively presented his scholarly agenda than did Candidate B. Regarding the teaching demonstration, “A” excelled at working within the timeframe of the course and presenting relevant material in an effective way. Finally, “A” performed more effectively during the search committee interview and was able to articulate clearer, more effective, and more concise answers. Quantitative scores from the 6-item measure support this (A - 27.3; B - 25).

Final ranking:
#1. Candidate A
#2. Candidate B

Rationale for candidates excluded from further consideration:

Candidate C: Two primary reasons are presented for determining that “C” did not successfully complete the campus interview and thus is no longer an acceptable candidate for this position. First, the candidate did not articulate a clear scholarly agenda, raising concerns about viability for tenure and promotion. Second, and most concerning, a number of responses from faculty observations and meetings raised concerns about use of inappropriateness of both language and examples.

Candidate D: Three reasons are presented for determining that “D” did not successfully complete the campus interview and thus is no longer an acceptable candidate for this position. First, the candidate failed - in numerous circumstances - to offer specifics about teaching or scholarship, leaving the committee with no clear understanding of the candidate’s current or future plans for research. Second, faculty observers of the candidate’s teaching presentation raised concerns about the relevance of content, the manner of presentation, and the quality of the content. Finally, the candidate did not articulate a clear vision for what role she might serve both within the XXXX minor and in teaching XXX courses in Department (both are articulated as clear expectations in the job ad).
APPENDIX K
WEST CHESTER UNIVERSITY SOCIAL EQUITY COMPLIANCE REPORT
(To be completed for each Faculty Appointment)

Position#: XX-XX
School – College:

Department:

Name of Recommended Candidate:

Finalist Pool:

(All candidates who successfully completed interview, and or teaching performance demonstration).

FOR RECOMMENDED CANDIDATE

FULL TIME: ______ PART-TIME (ADJUNCT):______ REGULAR PART-TIME:______ TEMPORARY:

EMERGENCY: ______ REASON FOR EMERGENCY HIRE: ______________________________________

RE-HIRE: ______ LAST SEMESTER WORKED: ____________________ CV ON FILE: __YES / NO____

DATE POSITION BEGINS: ________________ DATE POSITION ENDS: ________________

________________________________________
Department or Search Committee Chairperson

Date

________________________________________
Director of Social Equity or designee

Date

FOR SOCIAL EQUITY USE ONLY:

Rationale for Non-Selection on file: __YES / NO____ Date submitted: ____________________

Demographics of RECOMMENDED CANDIDATE

<table>
<thead>
<tr>
<th>MAN</th>
<th>WOMAN</th>
<th>Under 30</th>
<th>30-39</th>
<th>40-49</th>
<th>49-50</th>
<th>50-59</th>
<th>Over 60</th>
<th>WHITE</th>
<th>BLACK</th>
<th>LATINO/HISPANIC</th>
<th>ASIAN OR PACIFIC ISLANDER</th>
<th>AMERICAN INDIAN OR ALASKAN NATIVE</th>
<th>UNKNOWN</th>
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</tbody>
</table>

REVISED 9/2015
APPENDIX L
FACULTY APPOINTMENT AUTHORIZATION FORM

Faculty Appointment Authorization Form
Please see:
Provost webpage under “Hiring” - http://www.wcupa.edu/_admin/provost/

Or

Please see Social Equity’s Webpage http://www.wcupa.edu/_admin/social.equity/hiring.asp

APPENDIX M
FACULTY APPOINTMENT FORM

Faculty Appointment Form
*Please see Social Equity’s Webpage http://www.wcupa.edu/_admin/social.equity/hiring.asp

Provost webpage - http://www.wcupa.edu/_admin/provost/
APPENDIX N

VETERAN’S PREFERENCE POLICY

West Chester University

I. **AUTHORITY:** This policy is promulgated in accordance with *The Veteran’s Preference Act of 1975*, a statute of the Commonwealth of Pennsylvania found at 51 Pa. C.S. 7104(a).

II. **PURPOSE:** The purpose of this policy is to reaffirm the University's intention to embrace the statutory hiring preference established by law for veterans.

III. **POLICY:** It is a policy of the University to provide a hiring preference to veterans who possess the requisite qualifications for a vacant position in recruitment and are eligible for appointment. The University shall grant hiring preference at the time when a veteran is in the finalist pool of any search. If more than one veteran is in a finalist pool, the best qualified veteran shall receive the hiring preference. As a general rule, Veteran’s Preference is not applied in cases of promotion. University employees may only exercise those rights for a promotion opportunity if the employee is in a less than fulltime regular status, such as temporary, part-time, seasonal or emergency.

IV. **DEFINITIONS:**

A. **Soldier (Veteran):** Any person discharged under honorable conditions who have served in the Armed Forces of the United States, or any women's organization connected with those forces, during any war or armed conflict; or any honorably discharged person who has served since July 27, 1953. DD-214 forms are required for verification of honorable discharge status. Honorable, good, satisfactory, indifferent and special discharges are considered under honorable terms by the Pennsylvania Civil Service Commission. Further Commission guidance advises that persons who have not completed their initial military service commitment, including National Guard and Reserve members currently in their first term of service, are not eligible for the preference.

B. **Finalist Pool:** The group of candidates who have successfully traverse all phases of the search and are determined eligible for employment by the hiring authority utilizing the criteria established and announced prior to the start of the search. These criteria may include successful completion of an interview or series of interviews, satisfactory or exceptional work history and references, satisfactory recommendations from a search committee, as well as other demonstrations from which constituent feedback is solicited and considered.
V. PROCEDURE:

A. Job Qualifications: Qualifications used as the selection criteria must be established prior to the search commencing. Qualifications must be job related and non-discriminatory.

B. Notice of Qualifications to Applicants: These requisite qualifications will be incorporated into public solicitations and the position description for the purpose of making them known to applicants. If an ad is abbreviated due to cost and does not contain the requisite qualifications, the ad must include a website address which can be accessed by applicants to obtain this information.

C. Notice of Veteran’s Status to University: Declaration of veteran’s status is invited through voluntary protected class self-disclosure forms which are returned by applicants for Social Equity Office use, or during the course of the interview process. Verification is accomplished by presentation of a copy of the veteran’s DD-214 form.

D. Search Finalist Pool: The finalist pool must be determined by the hiring authority based on the requisite qualifications criteria established prior to the search. Per Section VI.B. of this policy, the criteria may include successful completion of an interview or series of interviews, satisfactory or exceptional work history and references, satisfactory recommendations from a search committee, as well as other demonstrations from which constituent feedback is solicited and considered. The final pool should include at least three candidates if possible, but if a veteran has been interviewed and less than three candidates are contemplated for the Finalist Pool, the Office of Social Equity should consult Legal Counsel and advise the Human Resource Services Office and the Hiring Authority of such guidance.

   1. No Veteran in Finalist Pool: If no veteran is in the finalist pool, the hiring authority may select the best qualified candidate.

   2. Veteran in the Finalist Pool: If a veteran is in the finalist pool, the veteran must be selected and offered the position.

   3. Multiple Veteran’s in Finalist Pool: If more than one veteran is in the finalist pool, the best qualified veteran must be selected and offered the position.

VI. INTERPRETATION: This policy shall be interpreted by the Social Equity Office.

Appendix: PA CASE LAW GUIDANCE: While the statute itself gives insufficient guidance toward how the preference should be applied to searches relating to non-civil positions, Pennsylvania case law does provide meaningful direction to public employers. General Legal Opinions issued by the University Legal Office of the State System of Higher Education add to our understanding as well.

A. Brickhouse v. Spring Ford Area School District, 540 Pa. 176, 656 A.2d 483 (1986): The employer is free to establish requisite qualifications (selection criteria) that are reasonably related to the duties to be performed so long as such requisites are not undertaken in bad faith.
B. Dickey, Jr. v. Board of Commissioners of the City of Washington, PA and the County of Washington, 658 A.2d 876 (Pa. Cmwlth. 1995): These requisites may include skills, knowledge, abilities and other job-related requirements which go beyond those originally advertised.

C. Dautremont v. West Chester University, 495 M.D. 1995: Citing Judge Zapalla's concurring opinion in Brickhouse, requisite qualifications under the Veteran's Preference Act, 51 Pa. C.S. 7104(a), to be applied as a meaningful criteria, must be spelled out in advance of the selection process, and not merely be subjective conclusions, formed ad hoc during or after the selection process, based on relative credentials of the actual applicants. The finalist pool consists of all candidates eligible for appointment.

D. SSHE Legal Opinion #11-96: Veterans are not to be preferred merely because they are veterans. They must meet the requisite qualifications, and must demonstrate the ability to perform. Simply having the licensure or credentials does not serve to qualify an applicant for a job. Unless an applicant successfully reaches the finalist pool of a search process, he has not met the employer’s requisite qualifications. To make the finalist pool approach work, more than one name needs to be submitted into the finalist pool. At least 3 are recommended.

E. SSHE Legal Opinion #1-99: Being a veteran does not in and of itself qualify a veteran applicant for being placed in the finalist pool. If the university has included the requirement of successful performance in an interview or demonstration in the position advertisement (or the job description per #11-96), the finalist pool should consist of only those individuals who have satisfactorily completed those requirements.

Note: The Veteran’s Preference Act of 1975 affords similar rights to spouses of disabled or deceased veterans. As a point of clarification, the preference is intended to relate to spouses of veterans with service-connected disabilities. If a disabled veteran wishes to transfer the preference to his or her spouse, the waiver and transfer must be done in writing and signed by the veteran. Spouses of deceased veterans must present the spouse’s DD-214, marriage and death certificate to be eligible for the preference. The death need not be service-connected, however. Divorced spouses have no eligibility.

Rev. Sep 22, 2004
APPENDIX O
Travel Expense Options for Coordinating
Transportation and Accommodations for Faculty

One of the most important functions of a university Faculty Search Committee is to invite eligible candidates on campus for a visit, tour, and interview. This task requires the committee members to be sensitive to extending hospitality to our guests as they make arrangements to visit our campus, to ensure our guests have the best experience possible as they complete the interview process.

For faculty candidates traveling from out of state, the visit to campus and participate in the interview process may require considerable expenses related to arranging airfare, transfers/taxis, hotel accommodations, and meals. It is important for Faculty Search Committees to be aware that not all faculty candidates can pay these expenses up front as a common reimbursement process entails (using the Travel Expense Voucher).

A couple of alternatives include the following:

**West Chester University Candidate Interview Card**
When a candidate search is approved, the search chair may apply for a WCU Candidate Interview card. This card is a unique purchasing card issued to a specific college or department within a college. It enables the cardholder or designee to charge pre-approved expenses such as hotel reservations for the candidate only and meal expenses with the candidate and search team associated with the candidate interview process.

The Candidate Interview card may be used for most purchases that are required for a successful candidate search such as:

- Hotel room reservations for the candidate **ONLY**
- Conference room reservations
- Meal expenses with the Candidate (within the guidelines of the PASSHE Use of Public Funds Policy)
- Ads and ad placement

The Candidate Interview card **may not** be used to book the candidates travel. Please see the Accounts Payable/Travel Reimbursement Section below.

Please allow 5 business days from receipt of approval for the application for the Interview card to be completed. Once the search is completed please contact the Card Systems Manager so that the account may be closed. Note: All WCU Candidate Interview cards are closed on June 30.

**Contact Information:** Sandy English, Card Systems Manager, at 610-436-2602 or via email at senglish@wcupa.edu.

**Accounts Payable/Travel Reimbursement**
Once the candidate has visited/interviewed for the open position, please request that they provide you with the itinerary/boarding pass(es)/proof of payment for transportation.

Examples:
- Flight itinerary with cost of flight shown from Expedia.
- Amtrak itinerary, including payment information

The Faculty member then, completes a Payment Request Form (PRF).
What is needed on the PRF?
In the top section, please complete the following:

This Payment Request is for: □ Non-Employee Date of Request: Date
Type of Payment: □ Reimbursement Departmental Tracking #: Unique to department

Residency Section: This should be blank, unless the interviewee is not a U.S. resident. If this is the case, other information will be required, in order to reimburse this candidate.

The Payee Information Section of the Payment Request Form must have the candidate’s full name, complete address, contact information such as a phone number or email, where Accounts Payable can reach them if there are any issues with a payment. A SSN or Tax ID are not required for this transaction as it is a reimbursement for travel costs incurred to interview with West Chester University.

The Distribution of Charges and Purpose of Payment sections must be completed. The Cost Center, GL code and amount must be included.
The Approvals/Signatures sections must be completed. The approver of the PRF must be the person responsible for the cost center.

Final Step:
Once all sections are completed, attach the receipts and any other pertinent information and send to Business Services at 201 Carter Drive, Suite 200 for processing.

Contact Information: Nicole Bobbert, Accounts Payable Manager, 610-430-5654 or via email at cbobbert@wcupa.edu.
EMPLOYMENT OF CITIZENS OF FOREIGN COUNTRIES
West Chester University

I. PURPOSE:

The intent of this policy is to establish consistent, practical guidance for both hiring managers and citizens of foreign countries seeking temporary or permanent instructional and professional employment with West Chester University.

II. DEFINITIONS:

A. **H1-B/E-3 Visas:** The H1-B visa is a temporary, non-immigrant visa classification assigned to a foreign national which authorizes him or her to work lawfully in the United States for a period of time not to exceed six (6) years. The E-3 is a new temporary, non-immigrant visa classification assigned to Australian citizens, authorizing sponsored, professional employment in the United States for an initial period of two (2) years. Extensions of stay can be granted in increments indefinitely. These types of working visas are typically appropriate for tenure-track and professional non-instructional positions.

B. **Permanent Residency:** A status granted by application and under specific circumstances to permit certain foreign citizens to live permanently and work indefinitely within the United States without restriction.

C. **Green Card:** The card is an identity card showing evidence of the card holder’s permanent residency status. It has not been a green card since the 1960’s but continues to be referred to by this misnomer. The color has changed from green to blue to pink to its present complexion of white back with a green stripe. The card incorporates the latest technology, containing microscopic portraits of all 42 Presidents, an embedded hologram of the Statue of Liberty and a laser-etched digital color photograph of the card holder to allow authorities to quickly establish whether or not it is authentic.
D. **USCIS:** The Office of United States Citizenship and Immigration Services is the federal office responsible for regulating naturalization and immigration in the United States. It is the former INS Office, which was renamed after it was reassigned to the Department of Homeland Security on March 1, 2003.

E. **J-1 Visa:** A temporary, non-immigrant visa assigned to a foreign national which authorizes the foreign national to participate in educational and work programs designed to promote the sharing of knowledge and skills in education, and the arts and sciences. The class is typically referred to as an “exchange visitor” visa. Its duration of stay is eighteen months. This visa is appropriate for non-tenure-track, visiting scholar types of programs.

F. **TN-1 and TN-2 Visas:** A non-immigrant, employer-sponsored worker class visa established under the North American Free Trade Agreement (NAFTA). The visas are typically of one year duration but extensions are pro forma and there is no statutory limit on stay. The visas are available to citizens of Canada (TN-1) and Mexico (TN-2).

III. **POLICY:**

West Chester University encourages the lawful hiring and retention of highly qualified citizens of foreign countries for both faculty and professional non-instructional positions at the University. Foreign faculty and professional staff play a vital role in supporting the University’s mission as well as helping to operationalize a University core value of establishing and maintaining a diverse learning and working environment. In recent years, the employment of citizens of foreign countries has become highly complex in terms of both processing requirements and compliance with various federal immigration and homeland security laws. Guidance is necessary for both managers and employees to facilitate timely and smooth employment processes.

IV. **PHILOSOPHY:**

The lawful ability to work in the United States is a condition of all employment at the University. Consequently, employment of foreign citizens is considered conditional employment until a valid working visa is obtained. No citizen of a foreign country may present himself or herself for work until verification of eligibility for employment is ascertained through the West Chester University Human Resources Office’s I-9 verification process. The University recognizes its obligations as an employer to pay certain petition and advertising fees associated with visa petitions, labor certification processes, and permanent residency applications and will cooperate in providing associated documentation for the same. However, the onus is on the employee to accept primary responsibility for understanding the processes and associated timelines for filing, obtaining, and maintaining eligibility to work lawfully in the United States. Moreover, the decision to live and work in the United States permanently is an individual’s free choice, and not an employer’s. Associated costs should be borne accordingly. The University is not responsible for guiding, instructing or administering follow-up procedures required for eligible foreign employees to adjust their status to that of permanent resident.

V. **PROCEDURES:**

A. **Search Committees:** A copy of this policy should be provided by the Human Resources Office to each professional or faculty search committee at the beginning of the search. It is imperative that search committees, who are considering the hire of foreign nationals, broach the subject of ability to work lawfully in the United States with them as part of the screening or interview process. Consultation with
the Human Resources Office is also advised in terms of understanding the length of processes like the H1-B visa process. No offer of financial support beyond what is outlined in this policy should be made. Offers of employment to foreign nationals should also include the specific understanding that employment is conditional on the ability to work lawfully in the United States beginning the date for which the employment is intended to begin.

B. **Legal Representation:** PASSHE’s Office of General Counsel is the University’s official legal representative for all employee immigration matters. If a foreign national chooses to retain legal counsel to facilitate the filing of a working visa or permanent residency application, it must be made clear that this private legal counsel cannot represent the University to government agencies. Private counsel may be engaged by foreign nationals to obtain legal advice and counsel on their own behalf or to pursue self-sponsored immigration applications, provided that the University is not named as the petitioner. Costs associated with self-sponsored immigration applications or private immigration advice are the responsibility of the individual and not the University. The Human Resources Office will inform the employee and the employee’s legal representative of this in writing upon notice that the employee has obtained private legal counsel.

C. **H1-B/E-3 Visas (the University as Petitioner):** When an offer of employment is accepted by a foreign national to work for the University, the foreign national will be referred for visa processing to the University’s comprehensive immigration processing service (Immigration Support Services, Inc.). Since the foreign national is merely the beneficiary of this visa and the employer is the statutory petitioner, the University will pay all fees associated with the petition. The cost of the process will be borne by the department into which the foreign national has been hired. The foreign national may not elect to retain private counsel for the purpose of filing an H1-B petition on the University’s behalf.

D. **Visa Classes and Permanent Residency Applications (the Foreign National as Petitioner/Applicant):** In instances where the University is not the petitioner or applicant for the filing, as in the case of some classes of visas and permanent residency applications, the foreign national is free to use the University’s comprehensive immigration processing services or private legal counsel, but all costs associated with the processing except employer advertising fees will be required to be paid by the foreign national.

E. **Sponsorship of Permanent Residency Exceptions:** In instances where the University views the retention of a foreign national as critical to the success of the University, the University may choose, at its sole discretion to sponsor a foreign national for permanent residency. Such sponsorship requires the approval of the Dean and Provost for faculty and the Division Vice President for professional staff sponsorship. A sponsorship exception must be processed through the University’s comprehensive immigration processing service and the University will bear all associated fees.

F. **Role of the Human Resources Office:** The Human Resources Office will coordinate all referrals by departments/department heads for immigration work processed through the University’s comprehensive immigration processing service. The Human Resources Office will also manage all communications between PASSHE’s Office of General Counsel and the University on employee immigration matters.

G. **Termination of Employment Prior to Expiration of H1-B Visa:** By virtue of an employer representative signing an H1-B visa petition to sponsor employment for a foreign national, the petition is creating a contingent legal obligation to pay for the foreign national’s transportation to their last foreign residence
if employment is terminated for any reason prior to the visa expiration date. This cost will be borne by the department from which the individual’s employment status is being terminated.

H. **No-Shows:** In instances when the University has sponsored a foreign national for professional or faculty employment and that individual does not report for work or expresses the intention not to accept employment, the USCIS must be notified immediately and a request to revoke the working visa must also be made. The Human Resources Office handles these communications with USCIS. Chairs or department heads who become aware of these kinds of circumstances must give immediate notice to the Human Resources Office.

I. **Disclaimers:** The University disclaims any warranty of success in terms of approval of working visa petitions and permanent residency applications.
PASSHE’s Board of Directors now requires pre-employment background checks to be conducted for all university recruitments started on or after April 15, 2009, and/or for individuals who are not re-employed by the university within 12 months of their last day of employment (i.e. temporary hires who only work in the summer or during specific weeks of the year).

This policy covers all University faculty, administrators, coaches, staff, student employees, summer camp employees, independent contractors, and volunteers in both University-sponsored and non-University-sponsored programs, conducted on all University owned or leased properties. Particular emphasis is placed on programs involving minors. Examples of programs involving minors include, but are not limited to: summer camps, specialty camps (e.g., academic and patient camps), outreach programs, workshops, conferences, tutoring, educational programs, internships and activities undertaken by affiliated entities.

Below are the details regarding funding for and processing of background checks for the various groups impacted by this new policy. Please note that offers of employment are contingent upon the successful completion of the Pre-Employment Background Check.

**NOTE:** This policy is in the process of being revised based on amendments to Act 153 which took effect on July 1, 2015.

**HIRING MANAGERS and SUPERVISORS:** All hiring managers and supervisors will be required to have successful candidates for University positions complete the Background Check Information and will be contacted by our vendor to complete the information that is required of the successful candidate.

All University employee and volunteer criminal background screening will be conducted by the WCU Office of Human Resources through its criminal background screening vendor. All costs will be borne by the University.

For more information, please visit the West Chester University Human Resources Website and review the *Policy on Employee Criminal Background Check Screening.*