



# College of Design Search Committee Manual

## Outlining Best Practices and Guidelines

Created to assist search committees through the hiring process of new faculty members, by highlight HR protocols, timing of the process, requesting hotel and flight accommodations, and tools for success



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\*Denotes electronic versions of the documents are available online for easy adaptation.

# Purpose and Responsibility of the Search Committee

## Hiring Process

### 1. Creating Notice of Vacancy (NOV) & Position Description

1. Department Chair determines the need for new faculty and approves hire request with the Dean.
2. The Department chair then assembles a search committee who are responsible for:
  - a. Creating a position description
  - b. Determining where the position needs to be advertised (Please see [Additional Resources – Advertising](#) for additional information)
  - c. Estimated timeline for the search
  - d. Providing HR Coordinator the names of the search committee chair, and all members (please provide contact information if member is outside of Iowa State University)
  - e. Meeting with the College of Design Equity Advisor, to review steps to conduct an equitable search
3. Item 2a-d need to be turned into the HR Coordinator, who will obtain final approval from the: Dean, Associate Dean for Academic Affairs, Fiscal Officer, Equity Advisor, Department Chair, Provost Office and UHR.
4. HR Coordinator will send notification to the search committee and department chair when the NOV has been posted, along with a link to share with potential applicants to apply directly too, and 'Guest User' information so the search committee can review applications.
5. External advertisements will be posted by the College of Design HR Coordinator.

### 2. Reviewing & Rating Candidates

**PLEASE NOTE:** All application information is considered confidential. Please use extreme care when printing and distributing candidates' application information. This information can only be shared with the search committee, and should not be left lying around in public areas.

After the ensure consideration date, the search committee can begin to rate the candidates who have applied. All candidates will need a rating of 0-5, and those who do not meet the minimum requirements can be marked as "Not Qualified." (Please see [Additional Resources – Sample Matrix](#) for additional information). These rankings need to be forwarded to HR Coordinator to be entered into PeopleAdmin7, and will also request approval from University Human Resources (UHR) to move forward with interviews.

Candidates who will move forward to the interview stage need to be marked accordingly. Candidates who are not selected will need to include one of the following reasoning to be entered into PeopleAdmin7:

Does not Meet Required Education and Experience	<ul style="list-style-type: none"> <li>• Does not meet education requirement</li> <li>• Does not meet experience requirement</li> <li>• Does not meet license/certification requirement</li> </ul>
Not Interviewed	<ul style="list-style-type: none"> <li>• Applicant withdrew application</li> <li>• Education less desirable/relevant</li> <li>• Quality of work experience</li> <li>• Quality or relevancy of teaching experience</li> <li>• Quality or relevancy of extension/professional practice</li> <li>• Quality or relevancy of research experience</li> <li>• Quality or scope of grant proposals awarded</li> <li>• Quality or scope of publication record</li> <li>• Conflict of interest</li> <li>• Quality of professional references</li> <li>• No response to email or call</li> <li>• Application incomplete or late</li> </ul>

**PLEASE NOTE!** Candidates cannot be notified they have been selected for interview until **AFTER** UHR has approved the request.

### **3. Interviews**

After being notified UHR has approved selected candidates for interview, the search committee is responsible for scheduling interviews.

#### **Initial Interviews (Phone Interview)**

Phone or video-conferencing interviews can be conducted to assist in narrowing down the candidate pool or to gain additional informational. Please see [Additional Resources – Interview Questions](#) for samples. It is important to ask all candidates the same questions to conduct an equitable search.

#### **On-Campus Interviews**

A maximum of three candidates can be brought to campus without requesting approval from the Dean’s Office. Again, the search committee is responsible for drafting the itinerary for each candidate’s time on campus. Each candidate should have the same experience while on campus. Schedules and time with different individuals and groups should be comparable.

#### **Interview Itinerary**

The search committee is responsible for drafting the interview itinerary for each candidate. Suggested and required interview meetings can be found in [Additional Resources – On-Campus Interviews](#) along with contact information. To avoid scheduling conflicts, please include time for travel between meetings and breaks. As a guideline, it is courteous to assign one search committee member to host each candidate brought to campus. Please include the hosts’ name and contact information on the

itinerary, in case any issues arise. A sample itinerary for an Assistant Professor Search can be found in the [Additional Resources – Sample Itinerary Letter](#).

A final draft of each candidate’s itinerary needs to be shared with the HR Coordinator.

### ***Travel Arrangement, Lodging, and Meals***

Travel arrangements and lodging accommodations need to be made with the Travel and Reimbursement Secretary in the Administrative Services Office at least ten days in advance. When making these arrangements the search committee needs to provide:

1. Approximate time of desired arriving and departing flights (if required)
2. Where the search committee would like the candidate to stay
3. A list of restaurants for desired meal locations
4. Means of transportation to and from the airport (if required)

## **4. Selecting Finalist**

Upon the conclusion of on-campus interviews, the search committee needs to meet to list the strength and weaknesses for each candidate to provide to the Department Chair. Depending on the department, additional information on who the search committee feels is the top candidate might be request. Before the Department Chair takes the recommendation to the Dean for final approval and negotiation amounts, reference checks must be completed (please see next section).

### **Reference Checks**

References must be contacted for the top candidate, as part of conducting due-diligence. For positions at the rank of Associate or Full Professor, reference letters must be collected as part of the Promotion and Tenure packet (these are viewed as the external review letters). In addition, “off-the-list” reference checks must be conducted for hires with tenure, per Provost Policy. Please contact the HR Coordinator for additional information for Associate and Full Professor hires. Sample reference questions can be found in the [Additional Resource – Reference Questions](#).

## **Request for Hire**

*Completed by the Department Chair*

Upon completion of on-campus interviews, reference checks, and approval from the Dean, Department Chairs are required to notify the HR Coordinator of the candidate selected for hire. Additional information needed includes, base starting salary and a few statements of why this individual was selected. HR Coordinator will enter this information in PeopleAdmin7 and request hire approval from UHR. **PLEASE NOTE:** Negotiations with the candidates **CANNOT** begin until after a background has been completed. For backgrounds that take longer the three days, the HR Coordinator will request to offer the position contingent upon a successful background from UHR.

### **Offer Paperwork – Drafting and Sending**

The HR Coordinator will work with the Department Chair to draft an offer letter and letter of intent (LOI) to be sent to the candidate. This LOI needs to be signed by the Department Chair and approved by: the Fiscal Officer, Associate Dean for Academic Affairs, Dean, and Provost.

To maintain consistency, we ask that all departments use the same format of an offer letter. This insures everything that is required is covered, and we are sharing needed information to make their transition to Iowa State smooth. Please see [Additional Resources – Offer Letter Template](#).

Once the letter has been signed by all required parties at Iowa State, HR Coordinator will send the original offer letter paperwork to the candidate. An electronic copy of the offer paperwork and the moving guide will also be emailed to the candidate so they can begin to review the documents right away. Please let the HR Coordinator know if you would like to request the paperwork returned on a certain day, if not a date approximately 1 ½ weeks out will be listed.

### **Offer Paperwork – Accepted**

Once the candidate returns the signed paperwork, the HR Coordinator will confirm the hire within PeopleAdmin7, initiate payroll, and determine if a visa is required. If the candidate mentions they will require a Visa to work at Iowa State, please work with HR Coordinator immediately to begin the request process. The new hire will be responsible for working with the International Student and Scholars Office (ISSO) to ensure their visa is being process correctly, and direct any visa related questions directly to ISSO.

## Additional Resources

Items denoted with an asterisk can be found on the College of Design's Hiring CyBox (<https://iastate.box.com/s/avv9og1lq1xl60yzkc5c>) for easy adaptation.

## Advertising

- Per Federal Regulations, all advertisements must include the following tagline: *Iowa State University is an EO/AA employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, or protected Vets status.*
- Tenure/Tenure Track position must be advertised in a national publication. Most commonly used is The Chronicle of Higher Education.
- An advertising budget of \$1500 has been set for all tenure/tenure track position. Additional request must be pre-approved.

## Sample Matrix\*

Candidate's Name	Required (Yes/No)	Preferred (each area rated on a scale of 1-5, five being best)					Overall Rating		Reason for Not Interviewing
							Total (adding preferred ratings)	Average Rating	
Example A	Y	5	3	3	4	5	20	4	
Example B	N						0	0	
							0	0	
							0	0	
							0	0	

## Interview Questions\*

**First, are there any questions we can answer for you?**

**About the candidate as a person:**

- What are your long-term career objectives?
- How would you describe yourself as a person?
- What do you consider your greatest achievement to be? Why?
- What are your strengths? Weaknesses?
- What do you look for in an organization or college?
- What are your salary expectations?
- What kind of reference would your current (previous) employer give you?
- Describe your leadership abilities.
- What is your greatest failure? Why?
- What character traits do you value most in others?

**About the candidate's background:**

- What functions or tasks in your last position didn't you like? Why?
- Which functions and tasks do you enjoy most? Why?
- How do you feel about your career progress to date?

- What are some areas in which your current (or most recent) supervisor thinks you could improve?
- What have you accomplished in your present (or most recent) position?
- Why are you changing positions?
- What has been your previous experience in mentoring?

**About the candidate and your college:**

- What interests you about this position/this college/this department?
- What are your concerns about this position/this college/this department?
- What contributions can you make to our college/department?
- Why should I hire you (vs. other candidates)?
- The university is committed to building a culturally diverse environment. How would you further this goal?
- How have multicultural issues influenced and/or been a part of your teaching, research and/or outreach?

**About the candidate's supervisory or management skills (if applicable):**

- What are your budget responsibilities?
- How would your staff describe you as a supervisor?
- Have you discharged anyone? How did you handle the situation?
- What is your supervisory style?
- What is your most difficult supervisory responsibility? Why?

**TEACHING:**

- What is your basic teaching philosophy?
- Provide a general overview of your teaching experience. What courses have you taught?
- What courses would you like to teach?
- Provide specific examples of past challenges you encountered in teaching undergraduates.
- Have you participated in any teaching preparatory program (e.g., Preparing Future Faculty)? If so, describe your experience.
- How do you address different learning styles? Different cultural backgrounds in teaching?

**RESEARCH:**

- Describe your research.
- What would graduate students learn in your laboratory? What kinds of experiments/methods would they perform?
- Where do you see your research in five years?
- What are your most promising sources of funding?
- How do collaborations influence the future directions of your research?
- Who might you collaborate with here on campus? Would you have other collaborators outside the university?
- Tell us how your research has influenced your teaching.
- In what ways have you been able to bring the insights of your research to your courses?
- What is the status of any manuscripts or grant proposals in progress?
- For senior candidates: How many students have you graduated from your lab? What is the status of your current students?
- What are your space and equipment requirements?



**PROFESSIONAL PRACTICE/OUTREACH:**

- Describe your experience in professional practice or outreach.
- Who do you consider your clientele or stakeholders?
- How does professional practice/outreach integrate with/influence your teaching and or research?

**On Campus Interviews**

- Suggested interview itineraries include:

**Required**

- Dean – ½ hour
- Associate Dean of Research – ½ hour
- Presentation – ½ hour to 45 minutes (with time for Q&A)
- Department Chair – time can vary
- Search Committee – time can vary
- Department Faculty – time can vary
- Provost – ½ hour **IF** position holds tenure

**Suggested**

- Time with Students – Max of 4 pizzas will be ordered
- Meal(s) with candidates – Max of 3 guest, alcohol will not be reimbursed
- Tour of Campus
- Tour of the College of Design
- Relator

- Contact information for:

Reserving a Room	Nicole Shimp, 294.7427 or nshimp@iastate.edu
Scheduling time with the Dean or Provost	Virgene Monthei, 294.7428 or vmonthei@iastate.edu
Scheduling time with Associate Dean of Research	Kevin Kane, 294. 0526 or kkane@iastate.edu <b>OR</b> Linda Doering, 294.8707 or ldoering@iastate.edu

## Sample Itinerary Letter\*

Areas highlighted are the main areas where the letter needs to be individualized.

# IOWA STATE UNIVERSITY

Office of the Dean  
College of Design  
Ames, Iowa 50011-3091  
515 294-7428  
FAX 515 294-9755  
E-mail [isucod@iastate.edu](mailto:isucod@iastate.edu)  
<http://www.design.iastate.edu>

Itinerary for **CANDIDATE NAME**  
**TITLE** Search  
College of Design – Iowa State University  
On Campus Host – **NAME**

Arrival Day, **DATE**  
**TIME**

Details about travel arrangements and accommodations  
(if necessary)

**DATE**  
**TIME**

Details about interview/activities (who, what, where)

9-9:30 am

Meeting with Faculty – Design 411

9:45-10:15am

Meeting with Search Committee – Design 130

- Name
- Name
- Name

7pm

Dinner with Search Committee, Restaurant  
*Name will pick up and return to hotel*

- Name
- Name
- Name

Departure Day, **DATE**  
**8am**

Name returns to the Des Moines International Airport

9:30am

Return Flight – US Airways flight XXXX

## Reference Questions\*

1. How well do you know the candidate, for how long, and in what capacity?
2. How well do you think the candidate fits this position?
3. In your opinion, what are this individual's strengths? Weaknesses?
4. Comment on the candidate's scholarship, research skills, and ability to obtain grant support.
5. Is he/she a national leader in this discipline? Does he/she have the potential to be a national leader in this discipline?
6. Comment on the candidate's experience and abilities as a teacher and his/her commitment to education and students.
7. Comment on the candidate's outreach or professional practice, and his/her involvement in the academic community.
8. How would you describe this individual's ability to work successfully with others and to be a good departmental citizen?
9. Comment on the candidate's commitment to diversity. Cite some examples.
10. How would you describe this individual's leadership skills?
11. How good are his/her communication skills, both orally and in writing?
12. Describe some of this individual's core professional values.
13. If this person had any critics, what would they probably be concerned about?
14. Would you hire this person for this position? Why or why not?
15. Do you have any other comments you feel are pertinent?
16. Can you suggest anyone else who might be able to help us assess this candidate?

## Sample Offer Letter Template\*

Areas highlighted are the main areas where the letter needs to be individualized.

As I have communicated to you, you have emerged as a leading candidate in our search for an **TITLE**. The search committee for this position found your application materials and interview to be of high quality and great interest. **BREIF STATEMENT ABOUT WHY WAS SELECTED**. I am pleased to offer you a faculty position in **DEPARTEMNT** at Iowa State University as your home department under the following terms. Items 5-7 will be incorporated into a Position Responsibility Statement (PRS) unique to your appointment. Each faculty member has an individualized Position Responsibility Statement (PRS) that specifies the expectations for his/her position. The PRS is designed as an outline of your effort and will be the basis for your annual performance review and any subsequent reviews for your tenure decision. Within a few weeks of your start, we will meet to finalize a PRS for you. :

APPOINTMENT: Assistant Professor; B-Base 9 month contract, four year term beginning **DATE** through **DATE**; renewable for three years; upon a comprehensive progress review, spring semester of **DATE**; tenure review academic year **DATE**

- 1) **Salary: \$XXXXX**
- 2) **Load:** faculty in the **DEPARTMENT** program are expected to be (or become) leading scholars in their area of specialization within the broad range of research and practice, and to convey that knowledge primarily through the teaching of undergraduate and graduate students, but also through various modes of outreach to other audiences. A major part of your work will involve leading collegiate effort in developing a **PRGROGAM** program in the College of Design. Your working load is typically: 50-60% in teaching, 20-25% in research and scholarship and 15-25% in service and outreach.
- 3) **Benefits:** health, dental, life, & spouse/family coverage are available with two retirement options; benefits are offered in accordance with university policy (see: <http://www.hrs.iastate.edu/benefits/homepage.shtml>).
- 4) **Start up support:** a computer and other necessary accessories and software; \$XXXX per year for research support and professional development in the first three years; ¼ time Research Assistant (10 hours per week) IF APPLICABLE; one course release at some point along the way; and one month of summer salary IF APPLICABLE during your first 2 years. Additional research support is possible based on the pursuit of external funded grants.
- 5) **Travel Support:** travel for conferences commensurate with department policy for tenure-track and tenured faculty. This includes working with you to secure funding from various ISU sources to attend one international conference each year for the first three years, if your paper is accepted for the conference.
- 6) **Teaching:** 55-60% teaching load, which translates into 4 courses of 3-6 credits a year. You are expected to teach the **SPECAILITY** courses and other **DEPARTMENT** courses in your area of expertise. These courses may include large lecture courses, studios, seminars, and field study courses in Iowa,
- 7) **Scholarship:** faculty in the **DEPARTMENT** program are expected to develop and maintain an active program of scholarship through research and other activities. Scholarship is evidenced through inputs of sponsored funding to support work and through outputs including publications, monographs, peer-reviewed conferences, student theses, recognitions and awards, etc. You will need to regularly produce sufficient peer reviewed publications, conferences presentations, or other public expressions of your research to earn tenure. Pursuit of external funding commensurate with your scholarship focus is anticipated. Outreach/civic engagement as a part of your research agenda, and the establishment of ongoing research (linked to teaching when possible) relationships through outreach is encouraged.
- 8) **Institutional Service:**
- 9) **Spousal accommodation: IF REQUIRED**
- 10) **Mentor:** you have the opportunity to select a faculty mentor to work with you on career development
- 11) **Moving expenses:** \$XXXX in support toward moving expense. Please see the attached moving expenses guide provided by the ISU Purchasing Department.

Again I want to congratulate you on the very positive impression you made on faculty and students alike. I think you will find at ISU a collegial and cooperative community of teachers, researchers, and practitioners. We are looking forward to you joining us.