

COLLEGE OF [NAME] TENURE-TRACK SEARCH PROTOCOL

(Revised 8-31-10)

Sections in blue indicate additions and revisions from the prior year.

Step 1: Position Approval

In April, the Provost asks Deans to submit requests for authorizations for tenure-track searches. Each college submits requests with approved and signed position descriptions [PDs].

Consistent with department procedures, the department develops a position description specific to the requirements of the position. For example, the position description includes the following: effective date, minimum qualifications, desired/preferred qualifications, duties/responsibilities, and required applicant documentation, including phone number and email address, date when applications will be reviewed, and contact information including phone/email. The position description, signed by the Department Chair and with accompanying justification for the position, is then submitted to the Dean.

- Where appropriate or feasible, departments are encouraged to develop broadly defined position descriptions. A PD with two or more areas of specialization tends to attract a larger and more diverse applicant pool.
- The PD will state that the candidate must describe his or her commitment to and/or expertise in educating a diverse student population, as one of the essential criteria.
- All position descriptions and advertisements should include the following language:
 - ❖ *CSULB is committed to creating a community in which a diverse population can thrive in an atmosphere of tolerance, civility, and respect, without regard to economic status, ethnic background, political views, or other personal characteristics or beliefs.*
 - ❖ *CSULB is an Equal Opportunity Employer*

The Dean requests approval of the position(s) from the Provost and includes signed position description(s). A review of the College affirmative action goals/action plan in relation to the requested position is conducted at this time by the Dean or designee. The Provost sends an approval memo for tenure-track searches to Deans for the authorized positions.

Position descriptions are reviewed and approved in Faculty Affairs. With revisions in place, Faculty Affairs

- Forwards PDs to Equity and Diversity for Recruitment Numbers [RNs];
- Emails PDs to Department Chairs and Deans.

Departments email revised versions of the position descriptions with recruitment number to Elizabeth Martin in Faculty Affairs for posting to the Faculty Affairs Employment Opportunities website.

Step 2: Search Committee

A department search committee is established, consistent with department procedures and within the requirement that tenured and tenure-track faculty members are elected to serve on search committees. In addition:

- Department faculty are encouraged to assemble a diverse search committee through their election process.
- FERP faculty may be elected if they teach both fall and spring semesters. FERP faculty cannot volunteer to serve. FERP faculty are eligible to vote to elect the search committee during their teaching semester.
- Pre-Retirement Faculty are eligible to serve if they teach both semesters.
- Faculty on sabbatical or difference-in-pay may serve if they are willing and available both semesters.
- A list of the members of the search committee is forwarded to the Dean's Office and noted on the Department Action Log.

Step 3: Recruitment and Advertising Plan

The **Recruitment and Advertising Plan** is developed by the department, approved by the Dean or designee, and forwarded to the Director of Equity and Diversity for approval. ***The position may not be advertised before approval of the Recruitment and Advertising Plan by the Director of Equity and Diversity.*** To facilitate an efficient process, submit the Position Description to Faculty Affairs and the Recruitment and Advertising Plan to Equity & Diversity at the same time. The Office of Equity and Diversity assigns the recruitment number. If you are unable to follow through on any part of your Recruitment & Advertising Plan, indicate why you were unable to do so.

- The R&A Plan should include a list of specific efforts by the search committee to attract the largest and most diverse pool of highly qualified applicants. These efforts should include:
 - ❖ Sending an e-mail that communicates the department's commitment to faculty diversity (with the PD attached), to the culturally-based caucus representatives of the professional academic associations.
 - ❖ Sending the same e-mail and attachment to the graduate program directors of universities that include significant diversity, including HSIs, Tribal colleges, HBCUs, and R1 programs.
 - ❖ Professional conference visits by dept. faculty and networking efforts to recruit diverse applicants.
 - ❖ Reviewing resources in the Office of Equity and Diversity, which include the Women and Minority Doctoral Directory, the CSU Forgivable Loan Program list of doctoral candidates, and the UC President's Postdoctoral Fellowship Program list of current fellows.

Step 4: Department Action Log

The Search Committee (or Administrative Support Coordinator-ASC) maintains a log of actions and approvals from the beginning to the end of the search. This one-page log is for department records and is to be forwarded to Faculty Affairs as an item on the Checklist submitted with the final appointment file.

Step 5: Guide for Tenure-Track Applicant Log

CONFIDENTIAL DATA SHEET

In order for the Office of Equity and Diversity to solicit the Confidential Data Sheet from the applicants, departments must send JoAnn Harris (jharri12@csulb.edu) an updated list of applicant names and email addresses on a weekly basis (**in Excel format**) until an appointment is approved. This applicant list must include the name of the department, the name of the position, and the recruitment number at the top of the page. If the search is canceled, the Department Chair must notify the Office of Equity and Diversity immediately.

The Applicant Log is forwarded to Faculty Affairs at the end of the search process. Although there is no required standard format for the log, it must contain the following minimum information:

- Search Year
- Recruitment Number
- Department Name
- Date of Application
- Applicant Name
- Applicant Email address
- Date of Acknowledgment Letter
- Date of Regret Letter

Step 6: Processing Applications

CONFIDENTIALITY

All faculty searches are confidential. Applicant files and any discussion of the applicants throughout the search process **MUST** be kept confidential. Only faculty members on the department's search committee may review an applicant's entire file while it is in the general applicant pool or in the semi-finalist (those applicants selected for a telephone interview) group. Once the search committee has identified the finalists (those applicants selected for an on-campus interview), department faculty may review the following items in a finalist's file: (1) the letter of application, (2) the CV, and (3) supplemental materials pertaining to teaching as well as scholarly and creative activity. However, faculty members not on the search committee **MAY NOT** review teaching evaluations and reference letters.

The Department Chair and the Dean may review files at any stage of the search process. The Dean approves pools of applicants and reviews semi-finalists and finalists. The Department Chair is integral to the search process and may review files at any stage and may consult with the search committee regarding progress.

Upon receipt of an indication of interest in the position, the Chair of the Search Committee sends candidates a letter acknowledging their interest. Applications are not reviewed for screening qualifications at this time.

Applicants are requested to complete their application file by sending the following, as indicated in the position description:

- a. A formal letter of application (if one has not already been received).
- b. A curriculum vita.
- c. Copy of Official Transcript of highest degrees (or all degrees, per the position description). Note: Official transcript must be included in appointment file submitted by the Department.
- d. Three recent letters of recommendation or names of references, per the position description. Letters will be required of finalists.
- e. Evidence of teaching effectiveness such as student evaluations, peer evaluations, or performance reviews.
- f. Evidence of scholarly and creative activity such as copies of journal articles, conference presentations, exhibition reviews, etc.

Department acknowledgement letter may include:

- g. An SC-1 form (Statement of Preparation and Experience). *The SC-1 form should be sent only to finalists.*
- h. **Letters acknowledging applications should be sent as soon as possible and include the following statements:**
CSULB does not discriminate on the basis of disability against otherwise qualified applicants. CSULB will make reasonable accommodation to applicants with disabilities. If you need accommodation in the pre-employment selection process (applications, tests, interviews, etc.) please contact the Office of Equity and Diversity.

You will be receiving an electronic request from CSULB's Office of Equity and Diversity requesting you to complete a Confidential Data Sheet. I encourage you respond immediately to this request as a low response rate could delay the selection process.

As the above materials are received, they are placed in a file folder labeled with the corresponding candidate's name. The file folders are kept in a **confidential and secure location** in the department office and all members of the Search Committee are given access to the file box.

Step 7: Pool Approval

MONITORING OF APPLICANT POOL

The applicant pool is monitored by the Director of Equity and Diversity for return rates of Confidential Data Sheets. An unusually low return rate may result in an additional period of advertisement.

In no fewer than 30 days after the first publication of the position description, the Search Committee may seek the Dean's approval of the applicant pool and authorization to begin screening the applications. The final list of applicants is forwarded to the Dean and to the Director of Equity and Diversity. The Dean consults with the Director prior to granting approval. A written record of the Dean's approval must be included in the applicant log that is submitted to Faculty Affairs at the end of the recruitment process.

Step 8: Development of a Screening and Selection Process

Prior to screening, the Search Committee develops a Screening and Selection Process for the Dean's approval. The Screening and Selection Process should specify the specific procedures and criteria to be used from the beginning to the end of the search. Criteria should be objective and measurable. The document should include the following additional items: acknowledgement letter, rating sheet for Minimum Qualifications screening, rating sheet for Desired/Preferred Qualifications screening, list of telephone interview questions (if telephone interviews will be conducted), list of on-campus interview questions. Screening of applicants for minimum qualifications may not begin until the Screening and Selection Process is approved.

Step 9: Screening of Applicants/Identification of Interview Pool

Adhering to criteria and procedures outlined in the approved Screening and Selection Process, the Search Committee conducts (1) initial screening of applications to determine those who meet Minimum Qualifications, and then (2) further screening of those meeting Desired/Preferred Qualifications in order to identify the semi-finalists.

NOTE:

- ❖ A candidate's inability to articulate his or her commitment to and/or expertise in educating a diverse student population should not automatically remove the candidate from consideration; that inability would merely diminish the strength of his or her applicant file. This qualification should be evaluated like any of the other primary criteria.

The Search Committee should consider including in its Screening and Selection Process an intermediate step, such as telephone interviews, to further reduce the size of a pool of semi-finalists to a smaller number of finalists. Such a step, if utilized, **must be included** in the Screening and Selection Process and requires approval from the Dean prior to the interviews.

Step 10: Telephone Interviews (Optional)

The list of candidates selected for telephone interviews must be approved by the Dean. (**Note: Phone and campus interview questions must be approved by the Dean.**)

NOTE:

- ❖ A highly diverse pool of semi-finalists will increase the likelihood of a diverse group of finalists. A first set of interviews, by telephone or at the annual conference, offers the opportunity to communicate with highly qualified women, candidates of color, and LGBT candidates, among other diverse groups of people.
- ❖ Twenty-first century technology offers an opportunity for a video-conference interview, in lieu of a telephone interview; however, every candidate must be given the same opportunity to do so. Unless all semi-finalists are able to participate in a video-conference interview, this process must not be offered.

Step 11: Approval of Interview Pool

The Dean is the only approving authority for the finalists for on-campus interviews.

Step 12: On-campus Interviews

Following approval of the interview pool, the Search Committee may invite candidates for on-campus interviews. In the interview process, reasonable accommodation will be offered to any candidate(s) with disabilities, as needed.

Each candidate interviewed on campus will be scheduled to participate in a schedule of similar activities. This schedule shall include, at minimum, an interview with the Search Committee (with essentially the same questions asked of each candidate) and a meeting with the Dean. The schedule of activities during the on-campus visit is to be included in the department's Screening and Selection Process and must be the same for each candidate.

- In addition to speaking with members of the department, candidates may wish to talk with faculty who represent a particular cultural group not represented in the department. The search committee may contact the Office of Equity and Diversity or the Office of Faculty Affairs to procure the name(s) of a willing campus representative from one of the faculty cultural associations. That conversation, between the candidate and the faculty member, may occur on the day of the interview or, if the faculty member is unavailable, immediately thereafter via telephone.

Step 13: Recommendation for Appointment

After the Search Committee decides on which candidate(s) to recommend for appointment, it prepares a written recommendation to the Dean with specific reasons for the selection of the candidate.

In forwarding the final recommendation to the Office of Faculty Affairs, the Dean includes a recommendation for appointment, and provides required information outlining the specifics of the offer. If not done by the Department Chair, the Dean will contact

the finalist's most current employer and provide a written statement about the results of the verbal conversation, including the date and the name of the contact. Should the Dean reject the recommendation(s) of the Search Committee, the faculty meet to decide whether to appeal the decision of the Dean to the Provost or to recommend another candidate.

APPOINTMENT FILE AND CHECKLIST FOR TENURE-TRACK APPOINTMENT

Once a candidate has been selected for an offer of employment, a complete appointment file, prepared by the Department, is forwarded to the Dean. The Dean includes his/her offer letter and forwards the entire file to the Office of Faculty Affairs including the Checklist for Tenure-Track Appointment.

Step 14: Retention of Search Files – Three Years

Departments maintain copies of the search protocol, recruitment and advertising plan, screening and selection process, Department Action Log, and Applicant Log. These documents and all applications, rating sheets, and correspondence to applicants are kept for *three (3) years* prior to purging. If these documents are on computer, they must be copied onto disks or paper for filing. Within this 3-year period, files are made available to the Office of Faculty Affairs and Equity and Diversity as requested. It is mandatory that these files be secured in a confidential file area within the department.

Complete **Checklist for Tenure-Track Appointments** found
on the Faculty Affairs website:

<http://www.csulb.edu/aa/personnel/forms>

RECRUITMENT AND ADVERTISING PLAN

Department of [Department Name]
Position []
Recruitment No. [] Search Year []

Send the R&A Plan only to the Office of Equity & Diversity. Dean's signature is not required.

Prior to establishing its Recruitment and Advertising Plan, the Search Committee reviews the University, Division of Academic Affairs, and College affirmative action goals and action plans. Following is a list of recruitment activities:

FACULTY AFFAIRS RESPONSIBILITY

- a) Submits each college-wide tenure-track announcement in **The Chronicle of Higher Education**;
- b) Submits a university-wide tenure-track announcement in **Women in Higher Education**;
- c) Submits link to Employment Opportunities in **The Voice** (Hispanic Association of College and Universities — HACU) (Online for only 30 days);
- d) Submits university-wide tenure-track announcement in **Hispanic Outlook**;
- e) Submits university-wide tenure-track announcement in **Diverse: Issues in Higher Education** (formally Black Issues in Higher Education);
- f) Places position description announcement on the following websites:
 1. Faculty Affairs: <http://www.csulb.edu/aa/personnel/jobs/>
 2. CSU Careers: <http://csucareers.calstate.edu/>
 3. Higher Ed Jobs: <http://www.higheredjobs.com/>
 4. Inside Higher Ed: <http://insidehighered.com/>
 5. Calif Job Service EDD: <http://www.caljobs.ca.gov/>

DEPARTMENT RESPONSIBILITY

- g) The department advertises in **discipline-related professional association publications, newsletters, professional associations used by academicians within the discipline; send the job advertisement to the professional associations and email representatives from the Latino, African American, and Asian American caucuses, the feminist/women's caucuses, and the gay and lesbian caucuses within these professional associations.** (List sources, dates and/or attach email lists)
- h) Sends cover letter and announcement to each institution of higher education in the United States granting doctorates within the discipline and to institutions with outstanding graduate and undergraduate programs in the field. (Attach list of institutions.)
- i) Position announcement is posted by faculty at **[list discipline related local, regional, and national conferences]**. List of faculty in attendance.
- j) The position announcement is mailed electronically to professionals whose names appear on a variety of email directories related to the field of **[name of department]**. Attach list of email directories used.
- k) The following recruitment activities, designed to target potential candidates from underrepresented/underutilized groups are undertaken:
 - 1) Reviews directories of women and ethnic minority doctoral candidates such as the **Directory of Women and Ethnic Minority Doctoral Candidates, CIC Directory**, and the **Directory of Recipients of the CSU Forgivable Loan Program**. The search committee sends letters and announcements to those individuals pursuing either degrees and/or research appropriate for the position(s).
 - 2) Flyers are sent to all colleges and universities designated as "Hispanic serving" or with significant Hispanic enrollment [indicate mailings to all targeted groups — i.e., those from which there is underutilization — such as historically black colleges and universities, colleges with predominantly female enrollment, etc.]. Attach lists.

The position is publicized and aggressive recruiting carried out through other faculty efforts as well. Emphasis is placed upon recruitment of applicants from targeted groups through networking conducted by the search committee and department faculty.

Director of Equity and Diversity

Date



Faculty Name _____

Search Year _____

College _____

Subdiscipline _____

Department _____

Recruitment Number [RN] _____

Search Committee Members (Print Name)

_____, Chair

INITIAL RECRUITMENT PROCESS

Date (mm/dd/yr) Action

_____ Position Description [PD] approved by Faculty Affairs and Recruitment Number assigned
Attach final copy with recruitment number

_____ After approval – Position Description e-mailed to AP for posting on University web site

_____ Recruitment and Advertising Plan – Approved by Director of Equity and Diversity (OED)
Attach copies of all advertising.

_____ Screening and Selection Process – Approved by Dean
Attach signed copy of approval

Each week until pool is approved, the department must send via e-mail a list of applicants with their e-mail address to the Office of Equity and Diversity, e-mail jharri12@csulb.edu.

_____ Request for Dean’s approval of applicant pool with copy to OED

DEAN’S APPROVAL REQUIRED (INSERT DATE)

_____ Dean approves applicant pool to begin Screening

_____ Dean approves semi-finalists
Attach list of semi-finalists

_____ Dean approves phone Interviews (optional – see your Screening and Selection Process)

_____ Dean approves finalists for on-campus interviews
Attach list of finalists

AFTER INTERVIEWS (INSERT DATE)

_____ On-Campus Interviews completed _____ Total number of applicants
Attach list of those interviewed

AFTER CANDIDATE SELECTION

First candidate accepted? Yes No If no, why not? _____

Second candidate accepted? Yes No If no, why not? _____
Appointment file sent to College Office with Department Action Log (including all attachments)

SCREENING AND SELECTION PROCESS

Department of [Department Name]

Position []

Recruitment No. [] Search Year []

Use this form as a guide for the Dept Search Committee.

Subsequent to authorization to screen candidates, the members of the search committee independently review each candidate's file, determining if sufficient materials for review have been submitted and whether they meet minimum qualifications. *[NOTE: Screening for minimum qualifications may be carried out by a subcommittee of the search committee or by the whole committee. The process is determined by the search committee, but it must be outlined in the Screening and Selection Process.]*

1. Screening & Selection Process

Tenured/Probationary faculty, not on the Search Committee, may review the following application documents:

- a. Letter of application.
- b. A current curriculum vita for departmental examination.
- c. Syllabi & Exams
- d. Scholarly & Creative work

Documents *not* available for review:

- e. Transcripts.
- f. Letters of recommendation.
- g. SC-1 Form.

2. SCREENING FOR MINIMUM QUALIFICATIONS

[NOTE: Minimum Qualifications used in screening *must match exactly* those listed on the Position Description.]

- a. Candidates must possess either an earned Ph.D. or Ed.D., or appropriate terminal degree in **[as listed in position description]** or a related discipline, or demonstrate completion of the degree on or before commencement of the hire.
- b. Candidates must show evidence of the ability to teach effectively in a wide range of courses at the college or university level.
- c. Candidates must show evidence of the ability to develop a program of research and publication and/or creative activity.
- d. Candidates must show evidence of experience and/or training which provided them with the opportunity and/or preparation necessary to work successfully in a culturally diverse campus community.

Files of those apparently meeting the minimal qualifications are reviewed for completeness. Those with incomplete files are requested to send any missing materials needed for subsequent review (e.g., evidence of teaching effectiveness, student evaluations, peer evaluations, or performance reviews). They may also be requested to forward evidence of research and publications such as abstracts of grants and technical reports, copies of journal articles, professional presentations or other publications.

3. SCREENING FOR DESIRED/PREFERRED QUALIFICATIONS

Selection of finalists will begin with each member of the search committee independently recording her or his assessment of each candidate on the Candidate Rating Sheet. A group discussion and consensus will identify the finalist pool, usually three to five individuals. If consensus cannot be reached, decisions will be made by a majority vote of the committee. The assessment of finalists is based on evaluation of the following criteria, arranged in rank order from most to least important.

- a. **Relevance of Teaching Experience.** Candidates are rated on a scale of 0-5 based on the relevance of their teaching experience to the area(s) of specialization sought.
- b. **Evidence of Teaching Effectiveness.** Candidates are rated on a scale of 0-5 on their teaching effectiveness, based on evaluation of submitted materials, such as letters of reference, syllabi and course materials, computerized teaching evaluation forms completed by students and independently tabulated by a central university office, peer teaching evaluations, or other performance reviews
- c. **Scholarly and Creative Activity.** A candidate with a newly awarded doctorate is expected to have a defensible plan of research related to the area of specialty. In addition to this requirement, candidates who have finished the doctorate should have a record of scholarly and creative endeavor consistent with the RTP requirements for appointment at the rank at which the appointment is to be made. Candidates are rated on a scale of 0-5, based on the quality of their publications and/or research plans, as assessed by members of the Search Committee.

- d. Consideration will be given also to the quality of the journal in which a publication appears.
- e. **Ability to work in an ethnically and culturally diverse campus community.** Candidates will be rated on a scale of 0-5, based on evidence of successful experience working in culturally diverse communities (such as in letters of reference, participation in relevant initiatives and activities, etc.).
- f. **Additional considerations. [As described in the position description.]**

The Search Committee will document the key considerations used to reach decisions on the candidates.

4. ON-CAMPUS INTERVIEWS

After approval of the interview pool (finalists) by the Dean, each finalist is invited to campus to participate in the following activities:

- a. Meet with the Search Committee during which time a formal interview will be conducted. The interview will consist of an identical set of directly job-related questions asked in the same order to each candidate. Follow-up questions may vary from candidate to candidate based on the need for clarification or further elaboration.
- b. Make a presentation on the subject of their current research before the faculty and students of the Department.
- c. Conduct a lecture presentation to an undergraduate course to which faculty, graduate students, and majors are invited. A period of time is provided for questions from students and faculty in attendance.
- d. Meet with the faculty either individually or as a group.
- e. Meet with the Dean or designee
- f. Tour the campus.
- g. Lunch or dinner with as many members of the Search Committee, as feasible.
- h. Tour the local area (if candidate desires).
- i. Complete appropriate travel paper work in order to reimburse candidates for allowed expenses as expeditiously as possible.

5. DECISION ON RECOMMENDATION

Before meeting to decide on a final recommendation(s) to the Dean, the Search Committee will solicit input from faculty members not on the Search Committee and others who met with the finalists during the on-campus interviews.

The Search Committee meets, discusses, and attempts to reach a consensus on which, if any candidate(s), is (are) to be recommended for appointment. Documentation of discussion and reasons for decisions is maintained by the Search Committee. If consensus cannot be reached, a majority vote will be used to make the decision(s)

[Note: The process for making this decision is the option of the Search Committee].

The Chair of the Search Committee then meets with the Department Chair and provides a written recommendation to the Chair/Dean. The appointment file is submitted to the Dean including items on the Tenure-Track Checklist.

Dean

Date



Each tenure-track search must maintain a log or a list of applicants with the following *minimum* information.

Applicant List – Minimum Fields

<ol style="list-style-type: none"> 1. Department Name, Search year, Recruitment Number 2. Applicant’s name 3. Applicant’s email 	<p>Email items #1-3 to Jo Ann Harris – jharri12@csulb.edu in the Office of Equity & Diversity.</p>
<ol style="list-style-type: none"> 4. Date of application 5. Date that acknowledgement of application letter was sent. (Place copy in applicant file.) 6. Date that the regret letter was sent. (Place copy in applicant file.) 	<p>Include items #1-6 to the Office of Faculty Affairs at the end of the search process.</p>

The Office of Equity and Diversity (OED) will email applicants the Confidential Data Sheet. Applicants will respond directly via email to Equity and Diversity. It is critical, therefore, that departments email their lists of applicants (and numbers 1, 2 & 3) to the Office of Equity and Diversity each week as an Excel document.

The OED contact email is Jo Ann Harris, jharri12@csulb.edu or 58256.

Applicant Log -- Optional Fields

- Addresses
- Degree
- Vita
- Letters of reference (last name of sender)
- Meets minimum qualifications
- Meets desired/preferred qualifications
- File completed

Departments may choose to maintain their Applicant Log on a computer, add addresses to it, or use it in a mail merge for letters and envelopes.

Or, use it as an inventory listing of what has been received for each candidate to use in mail merges, follow-up letters, or phone inquiries.



Faculty
Name

Recruitment # _____
Department _____

- 1. Personnel Transaction Form [PTF] *[Completed by college without SSN]*
- 2. Written recommendation and appraisal of candidate's teaching effectiveness, scholarly and creative activities, and University/community service as described in the position description from:
 - Department Chair and/or Department Committee with copies to committee members.
 - College Dean, with copy to chair.*[Include rank, salary, one or two years prior service credit (if any), assigned time, start-up funds, moving expenses, and other specifics to be included in appointment letter, as appropriate.]*
- 3. Statement from the Dean or Chair summarizing the oral evaluation of the **tenure-track** candidate's qualifications from his/her most recent employer.
[Include name and title of individual providing the information.]
- 4. SC- I Form, Statement of Professional Preparation and Experience
- 5. Current resume
- 6. Official transcript from university granting highest degree. Foreign degrees must be reviewed by the Center for International Education for U.S. equivalency (include review notice).
*[If the official transcript is not yet available, one of the following must be included for verification. An offer of appointment from the Provost will **not** be made until this evidence is received by Faculty Affairs.]*
 - Letter from University official, if degree requirements completed and when degree will be awarded.
 - Copy of diploma
- 7. Three recent letters of recommendation
- 8. Evidence of teaching effectiveness, scholarly and creative activities, and University/community service.
[Documentation should be retained at college level.]
- 9. Search Documentation *[Include the following with the appointment file.]*
 - Action Log with all attachments
 - Applicant Log

All search documents, during and following the search, are confidential and are to be filed in a secure location for three years.