

Search Process for College Deans and Academic Vice Presidents

Updated September, 2014

The procedures outlined below represent common features of the recruitment and search process conducted by the Office of the Senior Vice President and Provost for college deans and academic vice presidents.

Search Committee

Search committee members are appointed by the Senior Vice President and Provost (generally 12-14). For dean searches, the department heads in the college are asked to nominate several faculty members from their respective departments for possible selection, keeping in mind the goal of diverse representation (broadly defined) to the committee. For dean searches, the membership consists of a university distinguished professor, college faculty (varied ranks), a department head or two from the college, a staff member, and usually one or two representatives from other colleges. For academic vice president searches, the membership consists of mid- and senior-level administrators, a staff representative, and other members chosen based on the responsibilities of the vice president. Students may also be invited to search on search committees, as appropriate to the needs of the position. Administrative direct reports do not serve on search committees for senior leadership vacancies in their college or division. The Provost serves as the search chair for all dean and academic vice president searches, and additional administrators and staff from the provost's office provide support to the search.

The Provost convenes the first meeting of the committee to discuss the process, position description, timeline, and recruitment strategies. The entire process from charge to offer normally takes about four months. Some searches are managed internally, while others may utilize a partnership with a national executive search firm.

Involvement of Stakeholders, Gathering of Feedback

Hiring is truly a paramount activity for an organization – planning for the active involvement of a wide range of stakeholders from the outset is crucial to success. In addition to the search committee having representation from a range of stakeholders, search chairs and committees give serious consideration to stakeholder involvement and representation in the interview process – most notably the finalist visits to campus. Thorough itineraries are developed at the outset of a search, and shared with the search committee as well as the college or division administrative leadership team, to be sure that no key groups are left out. In addition to a series of structured interviews, all dean and VP candidates are also expected to give a talk and respond to questions in a campus-wide open forum session.

In addition to evaluative tools used by the search committee to narrow the applicant pool to semi-finalists, and ultimately finalists, surveys are used for gathering opinions and feedback from all participants in finalist interviews and from open forum presentation sessions. Following campus interviews, a report summarizing all finalist feedback is provided to the search committee for their review in advance of a final discussion with the provost. The provost hears input and discussion from the committee regarding the perceived strengths and weaknesses of each finalist candidate, and then makes the final decision about extending an offer.

SAMPLE SENIOR ADMINISTRATOR SEARCH CHECKLIST/ADMINISTRATIVE TIMELINE

ACTIVITY	START	END (DURATION)	NOTES
Project Start	START DATE (SD)		
Search committee invitations	START DATE (SD)	3 DAYS	spreadsheet, track confirmations, confirmation letter (WITH CHARGE MTG INFO and SEARCH OVERVIEW)
Announcement of committee	=SD+4	1 DAY	VTNews, Provost website
Tentative timeline setup	=SD+4	1 DAY	Search overview document
Search information gathering	=SD+4	1 DAY	search committee, direct reports, key stakeholder groups
Draft Position Description	=SD+4	1 DAY	
Milestone 1 - Committee Charge	=SD+14	1 DAY	Charge (incl. EO), review process, PD draft, confirm timeline
Timeline	=SD+14	1 DAY	Save the dates, secure locations, lodgings, deadline for event orders
Enter Position in PeopleAdmin	=SD+15	2 DAYS	Secure approvals
Set up Interview groups	=SD+15	2 DAYS	Invitations, save the dates/confirmations, panels,
Announce search posting	=SD+17	1 DAY	Provost's website, place advertisements
Milestone 2 - Work in Progress	=SD+56	1 DAY	Approx 6 weeks after M1 - preliminary candidates, progress
Additional networking	=SD+56	21 DAYS	Professional networking, outreach, prospecting
Milestone 3 - Semi-Finalist Selection	=SD+77	1 DAY	2 weeks before M4 - Presentation & Selection of Semi-Finalists
Contact/Schedule semi-finalist int	=SD+78	4 DAYS	Contact semi-finalists to schedule and confirm time slots for semi- finalist intvs.
Search committee semi-fin intv Qs	=SD+78	7 DAYS	Facilitate drafting of search committee questions for semi-finalist intvws
Interview groups	=SD+84	14 DAYS	3 weeks before M5 - email HR prep materials, gather ?s, panel set up (schedule training if students are interviewing)
Milestone 4 - Semi-Finalist Int.	=SD+91	1 DAY	Approx. 2 weeks after M3- Semi-Finalist interviews - Phone/off campus
Feedback assessment	=SD+92	1 DAY	In Meeting
Qualtrics	=SD+92	1 DAY	In Meeting voting 2 iterations - survey and report
Logistics	=SD+93	3 DAYS	1-2 weeks in advance M5- schedule/travel for on campus interviews
On site Itineraries	=SD+93	3 DAYS	1 week before M5, Prepare/email itineraries to interview groups
VTNews	=SD+96	1 DAY	Stage timing with clear understanding of when it goes public
Update Provost's website	=SD+96	1 DAY	
Slides to IT for Open Forum	=SD+96	1 DAY	
Interview Questions	=SD+96	7 DAYS	Prepare search committee on site ?s, assign people to ask
Set up feedback surveys	=SD+97	1 DAY	
Interview questions	=SD+98	2 DAYS	Due 1 week before M5 (on-site, group Qs)
Logistics	=SD+99	4 DAYS	Confirm Lodging, travel, transportation, schedules, technology

ACTIVITY	START	END (DURATION)	NOTES
Milestone 5 - Finalist Interviews	=SD+105	14 DAYS	Approx. 2 weeks after M4 - On campus interviews
Interviews/Open Forum Feedback	=SD+105	12 DAYS	Deadline, schedule mail to panels immediately after, 2 days later OF
Report to Committee	=SD+117	1 DAY	Deadline 2 days in advance M6
Milestone 6 -Final Discussion	=SD+119	1 DAY	Search Committee meets to discuss feedback with the Provost
Reference Checks	=SD+119	5 DAYS	
Offer Extended	=SD+124	3 DAYS	
Milestone 7 - Close Out	=SD+127	1 DAY	TOFO, Documentation to/from candidate, close out in PeopleAdmin
Project End	=SD+128	1 DAY	Earliest new administrator start-employment date

SAMPLE COMMITTEE INVITATION LETTER

Sent via email, with PDF copy of Search Overview document

(Sentences referencing search firm are optional; adjust accordingly if managing the search internally)

Sent on behalf of {Search Chair Name}, {Search Chair Title}

Dear {Firstname},

I am writing to invite you to serve on the search committee for the new {Dean/Vice President} of the {College/Division Name}. We have retained a search firm – {FirmName} – to assist us with this search, and will begin the search activities next month with the goal of completing the search by {Month, year}. The search firm will assist us with crafting a detailed position description and then prospecting and recruiting qualified candidates to apply. The search committee's main responsibilities will include providing information and insight about the needs of the position to the search firm, reviewing applicant materials and choosing a short list for preliminary screening interviews, and then choosing the individuals who will be invited to campus. The committee will participate in the campus interviews, and I rely heavily on the search committee's recommendations following the finalists' visits to campus.

All search committee members are invited to attend an information-gathering meeting with the search firm representatives – currently set for **{Day, Month date} from {time-time}** (this meeting will be in {location}). You will also find a search plan overview attached to this email, which details confirmed dates for search-related meetings as well as for interviews. We are employing an aggressive timeline for this important search, and I hope you are willing to serve. Please respond to {Contact Name}, {Contact Title} ({contactemail}@vt.edu) and {s/he} will be in touch with additional information.

Sincerely,

{Search Chair Name}

{Search Chair Title}

SAMPLE SEARCH OVERVIEW

NOTE: Dates for these meetings are set in advance of inviting committee member participation, and are considered confirmed from the outset. Interview itinerary dates are shifted (as we are able to accommodate) ONLY if finalist schedules prohibit them participating on the pre-set dates. Timelines and dates are shared early in the process with active prospects, so that they can plan accordingly to the best of their ability.

{College/Division Name}
{Dean/VP} Search, {year}

Search Plan Overview – Confirmed Dates

Milestone 1: Search Charge and Launch

{Date, Time}

{Location}

Search committee charge, role and expectations; scoping and information sharing (“with search firm representatives,” if applicable).

Milestone 2: “Work in Progress” Presentation

{Date/Time} – M1 + 7-8 weeks

{Location}

Search Firm

Presentation of full candidate pool to the search committee, for discussion and selection of semi-finalist candidates. Discuss format and structure for upcoming interviews.

OR

W/O Search Firm

Review applicants electronically for discussion and selection of semi-finalist candidates. Discuss format and structure for upcoming interviews.

Milestone 3: Presentation & Selection of Semi-Finalists

{Date/Time} – M2 + 4 weeks

{Location}

Presentation of full candidate pool to the search committee, for discussion and selection of semi-finalist candidates. Discuss format and structure for upcoming interviews.

Milestone 4: Semi-Finalist Interviews

{Date/Time – typically 1 day travel, 2 days of interviews} – M3 + 1-2 weeks

{Location}

Interview times TBD

** Airport Interviews **

Search committee interviews semi-finalist candidates in person, in {Location}. At the end of day 2, selects finalists for on-site interviews.

OR

****Phone Interviews****

Search committee interviews semi-finalist candidates by phone. At the end of the interviews, selects finalists for on-site interviews.

Milestone 5: Finalist Interviews

Dates/Times detailed below – M4 + 2 weeks

Finalist candidates visit Blacksburg for on-site interviews with various constituent groups. {Add additional detail or locations as appropriate.} Search committee members please hold the following dates/times:

- {Month xx}: 8:45 – 9:45 am → Search committee interview session
- {Month xx}: 8:45 – 9:45 am → Search committee interview session
- {Month xx}: 8:45 – 9:45 am → Search committee interview session

In addition to the search committee interview sessions, committee members are invited to attend the “open forum” sessions as well as a brief reception for each candidate. This is optional for committee members. Open forum/reception dates and times are:

- {Month xx}: 3:30 – 4:30 pm → Open Forum; 4:30 – 5:15 pm → Reception
- {Month xx}: 3:30 – 4:30 pm → Open Forum; 4:30 – 5:15 pm → Reception
- {Month xx}: 3:30 – 4:30 pm → Open Forum; 4:30 – 5:15 pm → Reception

Milestone 6: Committee Deliberation and Discussion

{Date/Time}

~4 business days following conclusion of final interview

{Location}

Search committee meets to discuss evaluative feedback on interviewed candidates with the Provost.

SAMPLE NEWS RELEASE – COMMITTEE/SEARCH ANNOUNCEMENT

Virginia Tech announces search committee for {title} of the {college/division name}

Virginia Tech has announced the search committee for a new {title} of the {college/division name}.

Insert reference to departing dean/VP, including any earlier news story, as appropriate.

Insert college/division overview paragraph.

{Search Chair Title} {Search Chair Name} will chair the search committee. Members of the search committee are: *(listed alphabetically by last name)*

- {First Lastname}, {title}, {dept/program name}
- {First Lastname}, {title}, {dept/program name}
- {First Lastname}, {title}, {dept/program name}
- {First Lastname}, {title}, {dept/program name}
- {First Lastname}, {title}, {dept/program name}
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- {First Lastname}, {title}, {dept/program name}
- {First Lastname}, {title}, {dept/program name}
- {First Lastname}, {title}, {dept/program name}
- {First Lastname}, {title}, {dept/program name}

The search committee welcomes nominations for the position. Virginia Tech has engaged {Search Firm Name} to assist with this search. For confidential inquiries, or to nominate an individual for this position, please email {Contact Name} ([{Contact Email}](#)), {Contact Title} at {Search Firm Name}, or call {Contact phone}. You may also send nominations to {VT Contact Name} ([{VT Contact Email}](#)), or via campus mail, 210 Burruss Hall (0132).

The position description and application process will be announced in {Month, year} and will be available through the Office of the Senior Vice President and Provost (www.provost.vt.edu) website.

SAMPLE COMMITTEE CHARGE MEETING AGENDA

{College/Division Name} {Dean/VP} Search, {year} Committee Charge Meeting

<Meeting Location>
<Month xx, 20xx>
<Meeting Time>

Meeting Agenda

Welcome and Introductions	{Search Chair}
Brief Overview of the Search Process	{Search Chair or Firm Representative}
Committee Charge and Timeline	{Search Chair or Firm Representative}
Position Description Discussion	{Search Chair or Firm Representative}
Advertising and Recruiting Strategies	{Search Chair or Firm Representative}
Next Meeting	{Search Chair or Firm Representative}

ADVERTISING AND RECRUITING STRATEGIES

A portion of the search committee charge meeting should be spent discussing advertising and recruiting strategies. Key points to raise and discuss:

- Venues where the position will be actively advertised:
 - If in PeopleAdmin, jobs automatically publish to a number of outlets, currently including The Roanoke Times Online, US.jobs, Higher Ed Jobs, DiverseJobs.net, Twitter, Facebook, Virginia Jobs, LinkedIn.com, Dice.com, CareerBuilder, Roanoke Blacksburg Technology Council, and Stack Overflow.
 - If working with a search firm, it will post to their corporate website, and we will announce the position and link to it from our website as well (provost website).
- The search committee should discuss other potential advertising and communication avenues...
 - Additional publications, websites, professional organizations, etc
 - Listservs, professional networks, and one-to-one communication from search committee members is highly encouraged
 - Consider sharing the position advertisement with campus caucuses or other special interest groups, and asking them to share widely
 - Passive candidates are more likely to respond and gain interest in an opportunity as a result of personal contact – committee members are encouraged to make calls to professional contacts who may be strong applicants or provide referrals to potential applicants
 - Professional meetings or conferences, if they fall within the appropriate timeframe, may also be positive recruitment opportunities.
- Nominations are encouraged...
- A search firm will reach out directly to promising prospects, having conversations about the position and soliciting applications or letters of interest, as well as additional nominees.

EARLY-STAGE APPLICANT EVALUATION / SEMI-FINALIST SELECTION

A couple of options are available for committee evaluation, ranking, and discussion of applicants – supporting moving to semi-finalist selection.

A “matrix” approach may be used – committee members assign values to criteria based on the extent to which each applicant’s materials demonstrate required and preferred qualifications; “scores” from all committee members can be aggregated and applicants sorted as a starting point for discussion.

SAMPLE MATRIX EVALUATION FOR COMMITTEE MEMBERS

Rating Instructions:

Assign up to 4 points in each qualification category, as follows:

- * 4 = clearly worthy of serious consideration
- * 3
- * 2
- * 1 = serious reservations regarding merit for this position

Position Number:	xxxxxx									
Work Title:	{Title}, {Org}									
Posting Number:	AP0xxxxxx									
	Required Qualifications									
Applicant's Name	RQ 1	RQ 2	RQ 3	RQ 4	Veteran Preference	PQ 1	PQ 2	OVERALL SCORE	Comments	
Applicant 1	2	2	3	2	0	1	1	11		
Applicant 2	3	4	3	3	0	2	1	16		
Applicant 3	3	2	3	2	0	2	4	16		
Applicant 4	3	2	2	3	3	1	1	15		
.....					0			0		

SAMPLE MATRIX EVALUATION COMMITTEE SUMMARY

All committee member matrix ratings are averaged and summarized into one spreadsheet, with applicants then sorted from highest overall score to lowest.

Position Number:	xxxxxx	max overall score = 27							
Work Title:	{Title}, {Org}								
Posting Number:	AP0xxxxxx								
	Required Qualifications								

Alternatively, committees may employ a more general reaction poll as a means to gather initial reactions to candidate qualifications and readiness for the position. Responses again allow for an applicant sort, which provides a helpful starting point for discussion.

SAMPLE APPLICANT POOL INITIAL RATING POLL – FOR INITIAL COMMITTEE DISCUSSION

Please signify your opinion as to the strength of each applicant at this stage:

[illegible]

Please click "SUBMIT", below, to submit your responses and end the survey.

Following the initial rating poll and committee discussion, the poll may be adjusted and a shorter applicant list rated a second time to assist the committee in narrowing down their list of semi-finalists to be invited for airport or phone screening interviews. Committee members are instructed to bring a web-connected tablet or laptop to the meeting, in case a second poll is desired. This can be conducted real-time in the meeting, with results again immediately available for group viewing.

When used, these polls are completed electronically via Qualtrics – allowing for results graphs to be displayed in the meeting so that committee members can see the sort of results together. If committee members are attending the meeting remotely (via phone or video conferencing), they can be provided with a secure link to use to view the results in real time with the committee.

Survey and report templates are available from the provost's office, and can be imported into a university user's Qualtrics account for use in other searches.

SAMPLE SEMI-FINALIST COMMITTEE INTERVIEW PREPARATION MEMO

We have prepared this memo to assist you in preparing for and conducting semi-finalist interviews. We hope you find these suggestions useful. They distill what we and other search consultants have learned serving search committees over the years. They are, however, only suggestions. We expect that you will adapt these ideas in ways that make the interviews comfortable and effective for you.

PURPOSE OF THE INTERVIEW

The primary purpose of the semi-finalist interviews is to narrow the candidate pool to a group of finalists 1) who will be invited back for further interviews and 2) on whom extensive reference checking will be conducted.

The best interviews feel like a natural give-and-take that engages both the candidate and the committee members. While the primary purpose of these interviews is for you to evaluate the candidates, it is important to remember that they too will be forming judgments about the college/division and university, and evaluating you, the representatives. Candidates are interested in the role, and eager to see you and take their own measure of the opportunity. Your courtesy, candor, and seriousness of purpose can heavily influence their interest.

Interviews are inevitably artificial situations. Competent people can do poorly, and incompetent people can sometimes do well, especially if they have strong people skills. In addition, the hour of the day matters. You need to make allowances, for example, for the possibility that the candidate – and you – may be more focused mid-morning than right after lunch.

We hope that you will have strong impressions of the candidates after your meetings. We want to caution you, however, to treat even your strongest reactions as working hypotheses about the candidates. The interview is an important evaluation tool, but it is only one of many used to create a complete picture of each candidate.

STRUCTURE OF THE INTERVIEW

In a typical 75-minute interview, the members of the committee begin by briefly introducing themselves and thanking the candidate for coming. Then the chair invites the candidate to take no more than 5 minutes to introduce her/himself, summarize why s/he is interested in the role and how her/his experience has prepared her/him for this opportunity.

After introductions, the committee takes 50-60 minutes to ask its questions. One of the committee members should take responsibility for beginning the questioning. Though it sounds trivial, it is important for people to be ready with the first couple of questions. A dead patch at this point suggests the committee isn't prepared.

This will be your time to learn about the person who could be your next {Dean/VP}. Do not blur the focus by talking extensively about yourselves at this point. If candidates ask you questions, answer them briefly and offer to return to them in greater detail later on. If you spend most of the interviews talking about the institution or the position, you may find out whether candidates are good listeners but you lose the opportunity to learn anything else you want to know about them.

At the end of the interview, we recommend that you set aside 10-15 minutes for the candidate to ask you questions. The quality of these questions is often a good indicator of the way a candidate's mind

Search Process Resource Guide

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For electronic files of documents or materials in this guide, contact Amy Hogan (amyhogan@vt.edu)

works, her/his ability to absorb and process information, and where s/he would be likely to focus attention as {Dean/VP}. If the candidate asks something about which you disagree among yourselves, it is not necessarily wrong to reveal this, so long as you don't end up arguing with each other. Your purpose at this point is to be reasonably candid and totally compelling. This is a crucial moment for you to promote the opportunity to serve as {Dean/VP}.

At the end of a candidate's questions, one of the committee members should invite the candidate to make brief concluding remarks, should s/he wish to do so. The chair also will thank the candidate for coming, explain the next steps, and let her/him know that someone will keep her/him informed of her/his status.

FRAMING YOUR QUESTIONS

Committees sometimes have a deep desire to jump to the end game and ask the candidates questions about the future: "What are the first things you would do as {Dean/VP}?" "What is your vision for this role?" Questions like these tend to lead to a spirited discussion, back and forth, about the future - which can be engaging for a committee. It has, however, several drawbacks. You spend much of your limited time explaining the institution and not learning about the candidate. And it works to the advantage of people who have inside knowledge of the college/division and others who have the gift of gab.

We would prefer that you try the opposite approach which we believe has two very useful effects, one obvious and one not. We urge you to focus your questions on the candidate's previous experience, exploring in depth how prior work and life experiences prepare her/him for the challenges identified in the position profile. These are interviews about the candidate's past not, at this stage, about the college's/division's future. We suggest questions that are variations on: "What have you done that prepares you for this?"

This approach has one other, less obvious value. If candidates come in interested, but not yet committed, and they spend an hour selling their history to a sympathetic, inquisitive, smart committee, then they very frequently increase their commitment to working with you. It may not be obvious, but we see it all the time.

In your discussions with the candidates, follow the pathways of conversation that seem natural and engaging; avoid rigid patterns of questioning. Give the candidates some leeway by asking open-ended questions. Follow up with questions on areas you want to know more about but avoid cross-examination. Help the candidates to relax; you'll learn much more about them when they open up.

You may want to assign topic areas to individual committee members to ensure that all areas of inquiry are covered with each candidate. This person would ensure that the topic is covered, but others on the committee would also be free to add their own follow up questions. It is important for the candidate to hear each of you and interact with each of you; interviews where some members of the committee dominate and others sit silently send an undesirable message to the candidate.

Remember, unless a candidate offers the following information freely, **Equal Employment Opportunity guidelines prohibit questions relating to a candidate's age, place of birth, sexual orientation, marital status, family, race or ethnic origin, citizenship, native language, religious preference, health, or physical handicap (unless specifically related to the job)**. Sometimes, however, candidates choose to speak about these details on their own. This is fine but you should not probe on these comments.

POST-INTERVIEW WRAP UP

We suggest that committee members debrief for about 15 to 30 minutes after each candidate to share their impressions while they are still fresh in their minds. You will want to reserve final judgment until later, but it is useful to begin comparing thoughts from all committee members immediately afterwards.

You also may want to take a few moments to flesh out your notes. Please write as much as you can at the time of each conversation, so that you can remember what you thought of an individual on her/his own merit.

At the end of all of the interviews, the search committee will need to agree on finalists who will move on to the next round of interviews. As part of your selection process, you should tell us about your working hypotheses: what you believe, how firmly you believe it, and what you still worry about. We will conduct a full battery of references and background verification. Your beliefs and worries will frame our lines of questioning with references and we will press on the issues that you identify as being of most concern to you.

CONFIDENTIALITY

Confidentiality plays a special role at this stage of a search. The quality of your choice depends on vivid, intellectually demanding and candid conversation between committee members. That is only possible if all the committee members feel confident that their views will never become public -- not tomorrow and not five years from now. Candidates also expect confidentiality; if this is breached candidates will likely drop out of the search process and will have a negative impression of the experience. It is critical that the whole committee understands that everyone in the room is committed to absolute confidentiality regarding anything learned during the search process.

***Excerpted and adapted from Isaacson, Miller executive search firm materials,
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SEMI-FINALIST INTERVIEWS (SAMPLE QUESTIONS AVAILABLE)

For a 75-minute interview, generally about 10 questions should be planned. This allows both sufficient time for relevant follow-up or clarifying questions, and time at the end of the interview to invite questions from the candidate. The committee works together to identify the most relevant and important questions for the position, and questions are assigned to committee members to ask, so that the interviews are conducted in as consistent a manner as possible across candidates.

Time held following each interview for brief discussion is helpful while the information and experience of each candidate is fresh. A complete debrief and discussion, along with semifinalist polling and ranking is conducted at the conclusion of all semi-finalist interviews.

A bank of questions that have proven fruitful at the semi-finalist stage in recent searches is available upon request from the Provost's office.

SAMPLE SEMI-FINALIST INTERVIEW SCHEDULE

{College/Division Name}
{Dean/VP} Search

Semi-Finalist Interview Schedule

{Day, Month, x, 20xx}	
7:00am - 8:00am	Committee gathers and prepares for interviews (coffee and light fare provided)
8:00am - 9:15am	Candidate 1
9:15am - 9:45am	Debrief and prepare for next interview
9:45am - 11:00am	Candidate 2
11:00am - 11:30am	Debrief and prepare for next interview
11:30am - 12:45pm	Candidate 3
12:45pm - 1:30pm	Lunch. Debrief and prepare for next interview
1:30pm - 2:45pm	Candidate 4
2:45pm - 3:15pm	Debrief and prepare for next interview
3:15pm – 4:45pm	Candidate 5
4:45pm – 5:15pm	Debrief
6:00pm	Search Committee Dinner

{Day, Month, x, 20xx}	
7:00am – 7:30am	Committee gathers and prepares for interviews (coffee and light fare provided)
7:30am – 8:45am	Candidate 6
8:45am - 9:15 am	Debrief and prepare for next interview
9:15am – 10:30am	Candidate 7
10:30am – 11:00am	Debrief and prepare for next interview
11:00am - 12:15pm	Candidate 8
12:15pm – 2:00pm	Debrief, lunch, decisions

SAMPLE SEMI-FINALIST EVALUATION / SELECTION OF FINALISTS

Following the semi-finalist interviews, there is another decision point for the committee. The committee again uses a general reaction poll as a means to gather reactions to candidate qualifications and readiness for the position, based on the interviews conducted.

We find it useful to remind committee members to consider the candidate's merit for the current position. It is not unusual to find candidates are highly interesting, respected scholars, with a lot of potential – yet possibly not quite ready or the best fit for the position that is available. Committee members are asked to think specifically about each candidate's merit and readiness for *this position*. Responses again allow for an applicant sort, which provides a helpful starting point for discussion.

SAMPLE SEMI-FINALIST CANDIDATE RATING POLL – FOR INITIAL COMMITTEE DISCUSSION

Semi-Finalists: Airport Interviews

Please signify your opinion as to the strength of each candidate for the position of {Dean/VP} of {College/Division}:

	1 I have serious reservations about this candidate's merit or competitiveness for this position.	2	3	4 This candidate clearly has strong merit and competitiveness for this position.
Candidate 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate 5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate 6	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate 7	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Candidate 8	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Following the initial rating poll and committee discussion, the poll may be adjusted and a shorter semi-finalist list rated a second time, if necessary to assist the committee in narrowing down their list of finalists to be invited for campus interviews.

When used, these polls are completed electronically via Qualtrics – allowing for results graphs to be displayed in the meeting so that committee members can see the sort of results together. If committee members are attending the meeting remotely (via phone or video conferencing), they can be provided with a secure link to use to view the results in real time with the committee.

Survey and report templates are available from the provost's office, and can be imported into a university user's Qualtrics account for use in other searches.

FINALIST NOTIFICATION, SCHEDULING, AND PUBLIC COMMUNICATION

Typically three finalists are selected to be invited for campus interviews. If there is a strong 4th, they may be held confidentially as an alternate to be contacted in the event that one of the top three candidates declines or otherwise removes themselves from consideration.

Committee members are reminded that finalist information remains highly confidential, until the news is formally released to the campus community via VTNews. We keep in close communication with the committee to inform them of progress, as well as when a news release is expected and the news will become public.

Finalists are invited to come to campus, with available dates and itinerary information shared. In the event that the pre-selected dates for interview itineraries do not work for everyone, we make every attempt to be flexible within the given time frames for interviews and accommodate finalist needs. Once dates and itineraries are confirmed with each candidate, we proceed to making travel arrangements and reservations, and preparing the news release.

Finalists are told when we plan to run the news release and announce their visits publicly to the campus community, so that they are able to have whatever conversations they need to with people in their home institutions before the news becomes public. Again, we make every effort to be sure they have the time they need to have these conversations, yet also are cognizant of making sure we are giving enough notice to the campus community about upcoming visits.

SAMPLE ON-SITE FINALIST ITINERARY

Itineraries are finalized and confirmed with all participants, and shared with the finalists once their dates are confirmed. Finalist information is not shared with interview participants until the public announcement of final candidates. Locations have typically been secured at the beginning of the search process, and adjustments are made as necessary to meet finalist needs.

For positions that have significant responsibility for operations at sites other than Blacksburg (e.g., National Capital Region, Richmond, etc.), a finalist itinerary would accommodate time at the alternate campus location in addition to the main campus in Blacksburg.

Below is a sample finalist itinerary, which would accommodate the master schedule across three sets of interview visits, for three finalists. From this, an individual itinerary would be set for and shared with each finalist.

On-site Interview Itinerary for Candidates for {Dean/VP} of the {College/Division}

Arrive in Roanoke/Blacksburg the afternoon of:

- {Day}, {Month} xx
- {Day}, {Month} xx
- {Day}, {Month} xx

Interview:

- {Days}, {Month} xx-xx
- {Days}, {Month} xx-xx
- {Days}, {Month} xx-xx

Depart from Roanoke the evening of:

- {Day}, {Month} xx
- {Day}, {Month} xx
- {Day}, {Month} xx

Travel/Arrival – {Day}, {Month} xx; {Day}, {Month} xx; {Day}, {Month} xx		
Afternoon	Arrive to Roanoke Regional Airport <ul style="list-style-type: none"> • Pickup/car transportation to the Inn at Virginia Tech 	
Evening, time to be confirmed based on travel	Dinner Meeting – Meet in lobby of Preston’s Restaurant (the Inn at Virginia Tech) Private table	{Search Chair name, title} {Accompanying administrator name, title}

Day 1: {Day}, {Month} xx; {Day}, {Month} xx; {Day}, {Month} xx		
7:30 – 8:30 am	Breakfast Meeting – Private dining room Preston’s Restaurant – the Inn at Virginia Tech	College/Division Leadership Team
	Participants: <ul style="list-style-type: none"> • Name – Title • Name – Title • Name – Title • etc 	
8:30 – 8:45 am	Transition time	
8:45 – 9:45 am	Interview/Discussion	Search Committee

	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc 	
9:45 – 10:45 am	Interview/Discussion	<i>Department Heads or Program Directors</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc 	
10:45 – 11:45 am	Interview/Discussion	<i>Other group – ADPs, UDPs, Alumni or Advisory group?</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc 	
11:45 am – Noon	Break	
Noon – 1:00 pm	Lunch meeting – Preston’s Private dining room	<i>Deans</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc 	
1:00 – 1:15 pm	Transition time	
1:15 – 2:15 pm	Interview/Discussion	<i>Institute Directors</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc • 	
2:15 – 3:15 pm	Interview/Discussion	<i>Students</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc 	
3:15 – 3:30 pm	Break / Open Forum Setup	
3:30 – 4:30 pm	Presentation / Open Forum Presentation	

4:30 – 5:00 pm	Open reception	
6:00 pm	Dinner Meeting –Preston’s private dining room	<i>Vice Presidents</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc • 	

Day 2: Blacksburg Campus – {Day}, {Month} xx; {Day}, {Month} xx; {Day}, {Month} xx		
7:30 – 8:30 am	Breakfast Meeting - Preston’s Private dining room	<i>Vice Provosts</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc 	
8:30 – 8:45 am	Transition Time	
8:45 – 9:45 am	Interview/Discussion	<i>College/Division Administration/Staff</i>
	Participants: <ul style="list-style-type: none"> • Name, Chair – Title • Name – Title • Name – Title • etc 	
9:45 - 10:00 am	Travel to 210 Burruss Hall	
10:00 - 10:30 am	Interview/Discussion	<i>President</i>
10:30 - 11:00 am	Return to Inn, complete check-out, luggage pickup	
11:00 – 11:45 am	<i>HR/Faculty Affairs representatives, possible walking tour</i>	
Noon – 1:00 pm	Lunch - Preston’s, the Inn – Private Table	<i>Search Chair/Provost</i>
1:00 – 3:00 pm	College/Division Facilities Highlights / Tour	<i>Tour Guide</i>
	Locations: <ul style="list-style-type: none"> • Identify key locations relevant to the college/division presence on campus and/or around town 	
3:00 pm	Campus Driving Tour	
3:30 pm	Depart for airport	

SAMPLE FINALIST NEWS RELEASE

A news release is prepared and scheduled in consultation with university relations staff. High-resolution photos are requested of the finalist candidates, if we do not already have them, to accompany the story.

In addition to publishing the story in the VTNews for general release, summary bio information and photos of each finalist candidate are published to the Search Information web page on the Provost's website, along with a PDF of each candidate's CV. On this website, links to the open forum presentations and recordings are also published as they are made available, along with a link to the open forum feedback surveys.

The initial announcement runs at least one week prior to the first finalist campus visit, with reminders scheduled via VTNews on each open forum presentation date.

~~~~~  
{Month} xx, 20xx

### **Search Committee for the {dean/VP} of the {College/Division} announces three finalists selected for campus interviews**

*Insert reference to leadership change already published, search committee announcement and timeline published earlier.*

As part of the interview and selection process for the next {dean/VP}, Senior Vice President and Provost Mark McNamee invites all members of the campus community to meet the outstanding candidates selected for campus interviews. University and community members are invited to attend each candidate's open forum presentation on "{Open Forum Presentation Title}." The open forum presentations will also be broadcast live online for remote participants, and recordings of the sessions will be available online following each. An informal reception will also be held following each open forum presentation. Candidate CVs and survey links to provide feedback will be posted on the Office of the Senior Vice President and Provost website in advance of each visit date. The search committee encourages all campus and community members to submit feedback via the online surveys.

#### **{Month} xx-xx, 20xx – {Candidate 1 Name}**

*Insert brief bio/CV information for first candidate, generally 4-5 sentences.*

**Open Forum Presentation and Reception: {Month} xx, 20xx, 3:30 – 5:00 p.m., {Location}**

#### **{Month} xx-xx, 20xx – {Candidate 2 Name}**

*Insert brief bio/CV information for second candidate, generally 4-5 sentences.*

**Open Forum Presentation and Reception: {Month} xx, 20xx, 3:30 – 5:00 p.m., {Location}**

#### **{Month} xx-xx, 20xx – {Candidate 3 Name}**

*Insert brief bio/CV information for third candidate, generally 4-5 sentences.*

**Open Forum Presentation and Reception: {Month} xx, 20xx, 3:30 – 5:00 p.m., {Location}**

## SAMPLE INTERVIEW GROUP PREP EMAIL

Several weeks before the finalist campus interviews are to begin, we send a message to all individuals and groups participating in the campus interview itinerary. Some groups hold formal interview discussions with finalists, and others are meeting with them over meals – a less formal discussion, but still formally part of the interview process. Messages are tailored to each situation.

For groups interviewing together, they are advised to select someone to “lead” their group both in developing a set of interview questions to use and in facilitating the interview itself. Information on legal aspects to keep in mind while interviewing is provided. For students, who may not have participated in a formal interview process before, a brief workshop is conducted to share basics of interviewing, guidance on the behavioral interviewing approach, and awareness of unconscious bias, in addition to aiding them in developing a set of questions for their use.

A set of interview questions is submitted to the search coordinator in advance – they are reviewed both with legal guidelines in mind, and overall effectiveness. Feedback may be given to aid in making the questions as effective as possible – namely, seeking examples from past experience. Copies of all interview questions used during the onsite itinerary are also retained and submitted with the final hiring paperwork to Human Resources.

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### **Structured Interview Group Prep email**

Greetings, everyone!

As part of the interview process, {InterviewGroupName} will be meeting with the candidate for {Dean/VP} of the {College/Division} from {h:mm} to {h:mm}, on the scheduled interview days (Thursday March 20<sup>th</sup>, Tuesday March 25<sup>th</sup>, and Monday March 31<sup>st</sup>), at {location}. In anticipation of our on-campus interview of the candidates, I'd like to provide a couple of resources in preparation for your group's interview session.

Attached you'll find two resources:

- **"Legal Interview Guide"** - please review and be mindful of steering clear of non-job-related questions related to any of the categories listed. If there are relevant job-related questions to be asked that touch on these categories, they must be carefully phrased. Also note, if a candidate brings up information on their own in any of these categories, it is important not to write down any personal or non-job-related information that they share, as this should be construed as influencing the hiring decision if there is ever a discrimination concern voiced.
- **"Infusing the Principles of Community..."** - a resource with potential questions for gaining insight into behaviors that relate to our Principles of Community. You do not have to use any of these questions, but if you'd like to, this is a great resource.

***I would like to ask you to please do the following***, over the course of the next week:

- Please choose an interview group leader. That person will be responsible for coordinating a group discussion to determine questions to be asked during your interview/discussion time with the candidate, and will also take the lead role in getting things rolling during your interview time slot.

Search Process Resource Guide

Rev: Sept, 2014

*For electronic files of documents or materials in this guide, contact Amy Hogan (amyhogan@vt.edu)*



- Work together to identify a list of questions you'd like to ask during your interview time slot. Interviews and evaluation of candidates are most effective when we use a consistent set of questions with each person. Generally, 5-8 questions are appropriate for an hour-long interview, and allow time for follow-up questions as necessary.
- If you would like additional resources related to crafting interview questions, please let me know.

Please have your interview questions drafted and **send them back to me ({contactemail}) by the end of the day {Day, Month xx}**.

If you have any questions in the meantime, please do not hesitate to let me know - I'm available as a resource to you in whatever ways are most helpful.

Thanks so much,

### **Prep for groups hosting dinner/breakfast/lunch meetings:**

In anticipation of our on-campus interviews of candidates for the {Dean/VP} of the {College/Division}, I'd like to provide a couple of resources and request your advance thinking about your {breakfast/lunch/dinner} sessions with the candidates.

Attached you'll find two resources:

- "Legal Interview Guide" - please review and be mindful of steering clear of non-job-related questions related to any of the categories listed. If there are relevant job-related questions to be asked that touch on these categories, they must be carefully phrased. Also note, if a candidate brings up information on their own in any of these categories, it is important not to write down any personal or non-job-related information that they share, as this should be construed as influencing the hiring decision if there is ever a discrimination concern voiced.
- "Infusing the Principles of Community..." - a resource with potential questions for gaining insight into behaviors that relate to our Principles of Community. You do not have to use any of these questions, but if you'd like to, this is a great resource.

If you would like additional resources related to crafting interview questions, please let me know.

As we know, {breakfast/lunch/dinner} conversations are by design less formal than a targeted interview meeting - however, they are still considered part of the interview. While you don't need to have a formalized list of prepared questions, I encourage you to think of at least a few questions that you will seek to ask consistently of all three candidates. I'd also like to reinforce the importance of your awareness of the legal/illegal interview topic areas, as many of these are much more likely to come up in the casual conversations that evolve over a meal. Any conversations that occur while a candidate is with us are considered part of the overall interview for legal purposes.

If you have any questions or would like to discuss additional resources prior to your meetings, please don't hesitate to let me know.

Thanks so much,

## SAMPLE HR/INTERVIEW GUIDELINES RESOURCE

| LEGAL INTERVIEW GUIDE                              |                                                                                                                                                                                                                              |                                                                                                                                                                                                                 |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SUBJECT                                            | DON'T ASK                                                                                                                                                                                                                    | YOU CAN ASK                                                                                                                                                                                                     |
| <b>AGE</b>                                         | What is your date of birth? What is your age? What year did you graduate from high school?                                                                                                                                   | If hired, can you provide proof that you are of legal age?                                                                                                                                                      |
| <b>QUALIFICATIONS</b>                              | Don't you think you are overqualified?                                                                                                                                                                                       | Tell me about your professional experience and/or educational experience that make you qualified for this position.                                                                                             |
| <b>RESIDENCE</b>                                   | Do you own or rent your residence? How long have you resided at that address? What was your former address and how long did you reside there?                                                                                | What is your present address?                                                                                                                                                                                   |
| <b>RACE / COLOR</b>                                | What is your race? What is the color of your hair, eyes or skin?                                                                                                                                                             | NONE!                                                                                                                                                                                                           |
| <b>RELIGION</b>                                    | What is your religious affiliation or denomination? What church do you belong to? What is the name of your pastor, minister or rabbi? What religious holidays do you observe?                                                | None! (If you wish to know if an applicant is available to work Saturday or Sunday shifts, ask: "Are you available to work on Saturdays or Sundays, if needed? Make sure to ask the question of all applicants. |
| <b>SEX</b>                                         | Are you male or female? (or any inquiries that include sex.)                                                                                                                                                                 | NONE!                                                                                                                                                                                                           |
| <b>PHOTOGRAPHS</b>                                 | Submit a photograph with your application form or after the interview.                                                                                                                                                       | A photograph may be required after hire for identification or other ID purposes.                                                                                                                                |
| <b>EDUCATION</b>                                   | Are you a high school graduate? (unless having a high school diploma is a bona fide occupation qualification, asking whether an applicant has one may violate the law.)                                                      | List your academic, vocational, or professional education and all schools you attended.                                                                                                                         |
| <b>CITIZENSHIP</b>                                 | Of what country are you a citizen? Are you or others members of your family naturalized citizens? If so, when did they become citizens? Attach a copy of your naturalization papers to your application form.                | None, unless U.S. citizenship constitutes a bona fide occupation qualification.                                                                                                                                 |
| <b>NATIONAL ORIGIN<br/>ANCESTRY<br/>BIRTHPLACE</b> | What is your lineage, ancestry, national origin, descent, parentage or nationality? What is your native language? What is the nationality of your parents and spouse? Where were you born?                                   | What languages do you read, speak, or write fluently? (only if another language is necessary to perform the job.) Will you be able to provide proof of your employment eligibility?                             |
| <b>HEIGHT &amp; WEIGHT</b>                         | What is your height and weight?                                                                                                                                                                                              | NONE! Unless employer proves that a bona fide occupation qualification exists.                                                                                                                                  |
| <b>ARRESTS AND<br/>CONVICTIONS</b>                 | Have you ever been arrested? Have you ever been charged with any crime?                                                                                                                                                      | Have you ever been convicted of any crime?                                                                                                                                                                      |
| <b>MARITAL OR<br/>FAMILY STATUS</b>                | What is your marital status? What is your spouse's name? What was your maiden name? How many children do you have? Are you pregnant? Do you plan to have children? What day care provisions have you made for your children? | NONE! You may ask all applicants if they have any commitments or responsibilities that might prevent them from meeting attendance requirements or if they anticipate lengthy absences from work.                |
| <b>MILITARY RECORD</b>                             | What type of military discharge did you receive? Were you ever disciplined while in the service?                                                                                                                             | Are you a veteran of the Armed Forces? If yes, what type of training or education did you receive while in the military?                                                                                        |
| <b>ORGANIZATIONS</b>                               | List all social organizations, clubs, societies, and lodges to which you belong.                                                                                                                                             | List any professional, trade, or service organizations of which you are a member.                                                                                                                               |
| <b>REFERENCES</b>                                  | What is the name of your pastor, minister or rabbi?                                                                                                                                                                          | Who referred you for a position here? List the names of persons willing to provide professional or character references for you.                                                                                |
| <b>HANDICAPS</b>                                   | Are you handicapped?                                                                                                                                                                                                         | Are you able to perform the essential functions of the job - with or without reasonable accommodations?                                                                                                         |

Source: University of Pittsburgh

# INFUSING THE “PRINCIPLES OF COMMUNITY” WITHIN THE HIRING PROCESS – QUESTIONS RESOURCE

One of the main ways to infuse the Virginia Tech Principles of Community into the hiring process is to use the Principles to guide some of the questions that you ask the candidates. The following is a suggested list of questions that could be used that directly relate to the *Principles of Community*:

**Affirmation #1** - *“We affirm the inherent dignity and value of every person and strive to maintain a climate for work and learning based on mutual respect and understanding”*

Possible questions:

- How do you demonstrate mutual respect and understanding of others in your work environment?
- How do you let your coworkers know that you value their perspectives?
- Tell me about a time when you stepped into a situation where someone was treating another person disrespectfully. What was the situation and what did you do?

**Affirmation #2** – *“We affirm the right of each person to express thoughts and opinions freely. We encourage open expression within a climate of civility, sensitivity, and mutual respect.”*

Possible questions:

- What are some ways you encourage or support your co-workers/colleagues in freely expressing their thoughts and opinions?
- What have you done in your workplace to actively encourage open expression within a climate of sensitivity and respect?
- How have you helped others to be more sensitive and respectful in hearing different thoughts and opinions of coworkers?

**Affirmation #3** – *“We affirm the value of human diversity because it enriches our lives and the university. We acknowledge and respect our differences while affirming our common humanity.”*

Possible questions:

- What are some of the ways you acknowledge and show that you value differences amongst your colleagues?
- How have you leveraged difference for improved results?
- What positive outcomes have you seen diversity bring to a team, unit and/or department?

**Other aspects included within the Principles –**

Possible questions:

- Tell me about a time you witnessed a situation involving bias or discrimination. What did you do, and what was the outcome?
- What have you done to increase your own understanding of the issues of diversity, inclusion and community?
- What is your vision for what an ideal campus climate? How can we get there? What can you do to help us achieve that vision?
- Think about a time you experienced conflict among co-workers/colleagues because of differences in opinions or ideas... How did you handle that conflict? What did you do and how was the situation resolved?

## SEARCH COMMITTEE INTERVIEW QUESTIONS

As with all participating interview groups, the search committee works together to generate a list of questions that will be asked consistently of all candidates in their interviews. This is typically coordinated by those staffing the search. All search committee members are encouraged to submit questions, share feedback on drafts of the question list, and ultimately volunteer to ask a question they feel passionate about. All questions are finalized and assigned before the first interview, then used consistently throughout.

A bank of questions that have proven fruitful at the finalist stage in recent searches is available upon request from the Provost's office.

## **FINALIST FEEDBACK SURVEYS**

Feedback is solicited from all who participate in formal interview groups and those who attend meals with finalists. The same survey is sent to all groups/individuals, with a separate survey used for each finalist candidate. Interviewers/respondents are advised they can complete the feedback surveys as they receive them, while the experience and information is still fresh in their mind, or after having met with all finalists. They will also receive a final comparative survey that invites reactions and feedback on all three candidates following the final interview itinerary. A deadline is set for all feedback surveys that allows for compilation of the data into a report that is shared with the search committee at least two days prior to their final discussion meeting with the Provost.

Additionally, a link is provided to all who attend the open forum presentation sessions inviting feedback on that experience. For those who may attend these sessions remotely, or view a recording of the presentation, a link to the feedback survey is also provided online (in the same location where the link for remote viewing is provided).

## SAMPLE INTERVIEW FEEDBACK SURVEY

### **{Dean/VP} of the {College/Division Name}**

#### Candidate Interview Evaluation

Dr. Candidate First/Last

Thank you for your participation in the interview process. Your feedback on Dr. {firstname} {lastname} is very important to the process of discussion and selection of the next {Dean/VP} - please answer the questions below candidly. All feedback will be aggregated and shared with the search committee and Provost McNamee.

Please rate your level of agreement with the following statements:

|                                                                                                                 | Strongly<br>Disagree  | Disagree              | Agree                 | Strongly Agree        |
|-----------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Dr. {lastname} articulated a compelling vision for a {XXX College/Division}.                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dr. {lastname} shared experiences and approaches that suggest positive relationship building and collaboration. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dr. {lastname} established good rapport with those in the interview.                                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dr. {lastname} demonstrated excellent communication skills.                                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dr. {lastname} answered the interview questions directly and thoroughly.                                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Overall, do you think Dr. {lastname} would be effective at meeting the leadership needs of the {College/Division name} at Virginia Tech?

- ☐ Yes, without reservation
- ☐ Yes, with some reservation
- ☐ Undecided
- ☐ No

Please provide brief evaluative comments on the experiences and leadership qualities that Dr. {lastname} would bring to this role. It would be most helpful if you focus on strengths and weaknesses.

Thank you very much for taking the time to provide your valuable feedback. Please click "SUBMIT" below to submit your responses and end the survey.



## SAMPLE OPEN FORUM FEEDBACK SURVEY

### **{Dean/VP} of the {College/Division Name}**

#### Candidate Evaluation - Open Forum Presentation

Dr. Candidate FirstLastname

Thank you for taking the time to attend the presentation and open forum with Dr. {Firstname} {Lastname}, candidate for {Dean/VP} of the {College/Division name}. Your feedback is very important to the process of discussion and selection of the next {Dean/VP} - please answer the questions below candidly. All feedback will be aggregated and shared with the search committee and Provost McNamee.

Please tell us your role in the Virginia Tech community:

- ☐ Teaching Faculty
- ☐ Research Faculty
- ☐ Administrative/Professional Faculty
- ☐ Staff
- ☐ Wage employee
- ☐ Student
- ☐ Alumni

☐ Other (please specify)



Please rate your level of agreement with the following statements:

|                                                                                                                   | Strongly Disagree     | Disagree              | Agree                 | Strongly Agree        |
|-------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Dr. {lastname} articulated a compelling vision for a {XXX College/Division}.                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dr. {lastname} demonstrated significant understanding of a large-scale land-grant research-intensive institution. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dr. {lastname} established good rapport with those in attendance.                                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dr. {lastname} was responsive to questions asked.                                                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Overall, do you think Dr. {lastname} would be effective at meeting the leadership needs of the {College/Division Name} at Virginia Tech?

- ☐ Yes, without reservation
- ☐ Yes, with some reservation
- ☐ Undecided

Na

Please provide brief evaluative comments on the experiences and leadership qualities that Dr. {lastname} would bring to this role. It would be most helpful if you focus on strengths and weaknesses.

Thank you very much for taking the time to provide your valuable feedback. Please click "SUBMIT" below to submit your responses and end the survey.

## **FINALIST FEEDBACK REPORT AND COMMITTEE DELIBERATION**

Following the deadline for all interview participants to submit feedback, data from all interview feedback surveys, the open forum feedback survey, and the final candidate comparative survey are compiled into a report that is provided to the search committee. The search committee reviews this data prior to their final discussion meeting.

The Provost, as search chair, is the sole decision-maker in the hiring process. He hears feedback from the search committee on perceived strengths and weaknesses of all finalists – based on their own experiences and perspectives, and the overall feedback received from all involved in the process. Concerns, opportunities, and any remaining questions are shared in the meeting. There is no formal ranking, rating, or listing of selections conducted during the meeting.

## **SAMPLE REFERENCE CHECK QUESTIONS**

References may be checked on all finalists prior to or during the interview process, or held and conducted for the top one or two candidates following on-site interviews. When working in partnership with a search firm, the firm typically handles reference checks. Internally managed searches require reference checks to be conducted by someone supporting the search.

Typically a mix of “on-list” and “off-list” references are requested. On-list references are those that a candidate provides. Off-list references are other past supervisors or colleagues – these names may be ascertained from previous positions listed on the candidate’s CV, or may be obtained as suggestions from on-list references during those conversations.

A bank of helpful reference checking questions is available upon request from the Provost’s office.

## EXTENDING THE OFFER / DOCUMENTATION

Before extending an offer, several details need to be confirmed internally, namely:

- Faculty appointment type/details
- Preferred start date
- Salary to be offered
- Relocation benefits to be extended

All needed approvals should be confirmed on these details before anything is communicated to the successful candidate. A verbal offer may be extended in advance of a “Terms of Faculty Offer,” but the documentation should be in process and follow with minimal delay.

If the successful candidate is currently employed by Virginia Tech, check to see if their appointment requires a P3A form for approvals (usually required for salary adjustments above a certain threshold or percentage). If the P3A is required, it **MUST** be completed and approved **BEFORE** the Terms of Faculty Offer is executed.

Be sure you're using a current Terms of Faculty Offer (TOFO), completing all appropriate details and information, and securing the required approvals and signatures. If you are extending relocation benefits, a “Relocation Agreement” form must be completed at the same time and included with the TOFO. An electronic copy may be sent to the successful candidate, with the original following in the mail. You may request an electronic copy of their signed TOFO, with them returning the original in the mail as well.

Once the offer is accepted, it is important to communicate to the newly hired administrator:

- They need to complete the demographic information form included with the TOFO and return it.
- They need to provide information and sign the release to have a background check completed (this is currently done online, and is initiated internally – so whoever is handling post-search communication and documentation needs to initiate the request to the hiree).
- They need to request and submit a transcript from their highest-degree-granting institution.

## POST-OFFER COMMUNICATION

Once an offer has been made and expected, there is a carefully managed series of communications both internally and externally. The public announcement is scheduled to be released as soon as possible, while still allowing the newly hired administrator time to complete necessary conversations in their current institution.

- Non-selected finalists candidates are contacted in person by the search chair to let them know the outcome of the search.
- A news release is composed to announce the hire and highlight key information about the new administrator.
- Internal communication is composed and staged for release by the search chair's office. This is timed carefully to be released in advance of the public news release – typically late in the afternoon the day before the story is scheduled for VTNews. These notes let people know about the outcome of the search, and share a preview of the upcoming news story.
  - A note is composed to the search committee, confirming the hire.
  - A note is composed to the Academic Council (university leadership team) letting all senior level administrators know the outcome of the search
  - A note is composed to the college/division leadership team, and
  - A note is composed to all faculty and staff in the college/division.

# **SAMPLE HIRING ANNOUNCEMENT NEWS RELEASE**

## **{Firstname Lastname} appointed as {Dean/VP} of {College/Division}**

Blacksburg, Va., {Month xx, 20xx} – {HiringAuthorityTitle} {Firstname Lastname} announces the appointment of {Firstname Lastname} as {dean/VP} of Virginia Tech’s {college/division}. Currently serving as {CurrentTitle} of the {current college/division/department} at {current university}, {Lastname} will begin {his/her} appointment at Virginia Tech on {Month x}.

*Insert appropriate reference to previous leadership/leader transition.*

*Insert quote from hiring authority regarding the hire.*

*Insert quote from newly hired administrator regarding the appointment.*

*Insert relevant information about previous employment, positions, experience.*

*Insert information regarding achievements, honors, recognition, awards received.*

*Insert educational credentials information.*

*Insert boilerplate summary of college/division newly appointed administrator is joining.*

# SAMPLE COMMITTEE THANK YOU LETTER

Month DD, 20YY

«FirstName» «LastName»  
«Title»  
«Dept» «CampusMail»

Dear «FirstName»:

Thank you for serving on the search committee for the <Title> of the <College/Division>. I appreciate the investment of your time and attention to the applicant review process, your engagement in discussions about the scope and responsibilities associated with this important position, and your candid and thoughtful consideration of the candidates. Our conversations as a committee helped me to carefully consider our next steps in filling this role.

I am pleased that Dr. <Full Name> has accepted our offer to serve as Virginia Tech's next <Title> of the <College/Division>. Please join me in welcoming <Firstname> to campus as <s/he> begins the transition process to Blacksburg in the coming months.

I look forward to working with you on future university initiatives, and again, thank you for your willingness to serve on the search committee.

Sincerely,

{Search Chair Name}  
{Search Chair Title}