



FACULTY SEARCH & SCREEN MANUAL

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INTRODUCTION

This manual is intended to serve as a guide for the hiring of faculty and librarians into academic positions.

Our faculty are the heart and soul of our University community. The success of our students rests on the **recruitment and retention of excellent faculty** who are fully committed to the teaching and learning enterprise. The breadth and impact of our research and creative activities rests on the **recruitment and retention of highly productive scholars** committed to advancing disciplinary knowledge and mentoring the next generation to thrive in their respective careers. To this end, **the successful recruitment of faculty is one of the most important actions we take in the academy and that process begins with the members of the search and screen committee and the leadership that supports them.**

Search and Screen committees are used to fill all permanent full-time faculty and librarian positions (regardless of rank or tenure-earning status). Visiting appointments have no assurance of conversion to permanent faculty. Except under extremely unusual circumstances, all tenure-track positions will utilize a search and screen committee, and exceptions are subject to Provost approval. Advertising efforts to permanently fill positions currently held by visiting faculty will be reviewed using the same standard for the sufficiency of the search effort as for any other vacancy; the existence of a potential internal applicant shall not result in a decreased search effort.

The information contained in this manual outlines the critical policies, procedures, processes and best practices we are all expected to follow during faculty and librarian searches.

PURPOSE AND SCOPE

The procedures outlined in this document help to further the mission of the University and to ensure the University's compliance with Federal, State, and local laws, University regulations and policies listed below:

Federal Laws

- Pay Transparency Non-discrimination Provision
- Sections 102 and 103 of the Civil Rights Act of 1991
- Sections 501 and 505 of the Rehabilitation Act of 1973
- Section 503 of the Rehabilitation Act of 1973
- The Age Discrimination in Employment Act of 1967 (ADEA)
- The Equal Pay Act of 1963 (EPA)
- The Genetic Information Non-discrimination Act of 2008 (GINA)
- The Pregnancy Discrimination Act
- The Pregnant Workers Fairness Act of 2022 (PWFA)
- Title I of the Americans with Disabilities Act of 1990 (ADA)
- Title VII of the Civil Rights Act of 1964 (Title VII)
- Vietnam Era Veterans' Readjustment Assistance Act (VEVRA)

State Laws

- Florida Civil Rights Act of 1992
- Florida Public Records Law

FIU Policies

- FIU-105: Sexual Harassment (Title IX) and Sexual Misconduct
- FIU-106: Non-discrimination, Harassment and Retaliation (Title VII)
- FIU-107: Intimate Relations
- FIU-872: Reasonable Accommodations for Faculty, Staff, and Employment Applicants/Candidates

For a summary explanation of each of the above, visit ace.fiu.edu/Laws&Policies.

ROLES AND RESPONSIBILITIES

SEARCH

A search is a process of filling a job or position vacancy through a public announcement and recruitment process, followed by consideration of all qualified applicants. The first phase of the search is conducted by a search and screen committee which is advisory to the hiring official.

HIRING OFFICIAL

The Hiring Official is the Dean or Business Unit Head of the respective College/Unit. The Chair or Director of the department/school that is hiring, serves as the Hiring Official's designee. **Neither the Hiring Official nor designee may serve on the search and screen committee.**

Hiring Official responsibilities BEFORE the Search:

- **Charge the committee** by providing a description of the required and preferred job-related knowledge, experience, and skills and inform the committee about budget availability for the recruitment process (see Appendix B for The S&S Charge Checklist).
- **Provide a deadline** for receiving the committee's recommendations and be specific about **how many unranked finalists** the committee is charged with presenting (e.g. 2 or 3) and clarify how the committee will make its recommendations (e.g. via email or in a meeting).
- **Identify who will provide administrative support** to the committee chair and the committee.
- **Specify any unique requirements or expectations** (e.g. transferable funding) and any details related to research (e.g. targeted areas of expertise based on strategic priorities).

APPOINTING THE SEARCH AND SCREEN COMMITTEE

When it is determined that a position needs to be filled, the committee is appointed by the Hiring Official and/or their designee. Every member of the Search and Screen Committee should thoroughly understand the requirements of the position to be filled, the department's priorities, Federal and State laws, University policies regarding non-discrimination and equal employment opportunity, along with the University's mission and values.

To optimize the committee appointment process, please note the following:

- The committee size may vary depending on the scope of the search, but generally, a search and screen committee should include five (5) members, with three (3) being the minimum.
- Members chosen to serve are expected to support effective and successful recruitment efforts.
- Committee membership and the committee chair should ideally change year-to-year and/or search-to-search to allow all faculty the opportunity to participate in this important process.
- The committee benefits from membership with multiple perspectives, varied experiences and ranging expertise:
 - Remember that the committee members will be the prospective candidates' first point of contact with FIU. They are interviewing us as much as we are them. Select committee members with this in mind.
 - Look for a balance of 'voices' on the committee: Everyone appointed should be comfortable speaking their opinion to the group. You want to avoid appointing anyone who will feel intimidated or who has a habit of intimidation.
 - Avoid overburdening the same faculty with multiple committees or in consecutive years. Check with them to see if they also serve on search committees outside the department.
- Committee members are expected to have completed the required [Best Practices in Hiring Trainings](#). Hiring Officials should search here, [Search and Screen Trainings Dashboard](#), to determine faculty members' eligibility to serve. For questions regarding trainings or the dashboard, email ace@fiu.edu.
- **For tenure-track/tenured positions**, no less than two members should have gone through the tenure process in the department, as they understand what is required.



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For Teaching and Clinical positions, committees should consist of a minimum of 2 members at the associate or full rank.

Exceptions can be made for unusual situations (such as increasing the number of tenure-line faculty in a department with few current tenured faculty).

- Hiring Officials (or their designees) are not allowed to serve on search committees. For faculty searches, this means that Department chairs, School and Center Directors, and Deans are not allowed to serve on regular faculty searches.
- Spouses are not permitted to serve on the same search committee.
- **At no time** should a committee member be a candidate for the position, be related to a candidate for the position, or have any other conflict of interest in the committee's work.

CHARGE MEETING

A publicly noticed preliminary (charge) meeting of the Search and Screen Committee shall be scheduled by the Hiring Official or designee to accomplish the following:

1. Introduce the Search Committee Chair and Committee members. Ensure all committee members have completed the required Search and Screen Trainings provided by ACE/FLS.
2. The Hiring Official or their designee will present **the charge** to the Search Committee, where they will outline the expectations regarding the position, which may be taken from the approved Recruitment Plan, posting details, position description, and other information as applicable (*see S&S Charge Checklist in Appendix B*).
3. Review and establish the job announcement to ensure the committee is aware of research and/or teaching expectations other anticipated responsibilities such as program development, and/or advising. Since faculty positions do not have job descriptions, the job announcement is central to this process.
4. Discuss the announced selection criteria and the method to be utilized to review qualified applicants for the position.

SEARCH COMMITTEE CHAIR

The Search Committee Chair is appointed to manage the committee's tasks and ensure they are performed in accordance with federal and state laws, as well as University policies



and guidelines. As such, the Committee Chair may be assigned by ACE to complete additional training as a prerequisite for serving. For tenure/tenure-earning or “open-rank” tenure searches, the Committee Chair must be a tenured faculty member.

The Chair’s tasks, many of which will be supported by the Search Administrator, may include but are not limited to the following:

- Coordinating with the Office of the Provost Planning and Finance, and the Department of Access, Compliance, and Equal Opportunity (ACE).
- Ensuring that meeting notices are posted.
- Ensuring compliance with Federal and State laws, and University policies, procedures, and guidelines.
- Ensuring that all records regarding the search are properly retained. (Records are required to be retained for a period of seven (7) years).
- Ensuring candidates are evaluated fairly and in accordance with Federal and State laws and FIU policies and practices that ensure non-discrimination.
- Ensuring equal opportunity is provided for each candidate and that the committee follows interview procedures that treat all applicants consistently.
- Serving as the point of contact for any questions candidates may have and providing additional help with recruitment efforts.

SEARCH AND SCREEN COMMITTEE

The Search and Screen Committee is advisory to the Hiring Official. It is appointed to assist the Hiring Official with the search process by conducting the initial review of the applicant pool to identify prospective candidates, screening the applicant pool, and recommending a list of finalists for further consideration. The committee plays a critical role in identifying candidates who can embrace the mission and values of FIU. We desire faculty who will have a positive impact on our students, who can support our quest for excellence in teaching and research and will contribute to a hospitable work environment in support of our faculty, students, and staff.

- All members must have completed FIU’s [University Search and Screen Training](#) (asynchronous, virtual) and the [Best Practices in Hiring Training](#) (in-person) before the committee begins meeting. To complete these courses, faculty must also take a short quiz and complete an attestation in develop.fiu.edu.
- In addition to the above two (2) trainings, committee chairs may also be required by ACE to complete the **Search and Screen Committee Chairs Training**.



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- Once these courses are completed, committee members will not have to retake these courses for three (3) years but will be required, at the beginning of each recruiting period, to complete a new attestation. Whether taking the course for the first time or in a subsequent year, faculty will not be allowed to serve on the committee without having completed an attestation during the current recruiting period.

Committee Responsibilities

The committee's responsibility is to establish specific criteria and guidelines for conducting the search. Additional responsibilities of the search and screen committee may include the following:

- Developing or reviewing draft language for the position advertisement.
- Developing a recruitment strategy that includes efforts above and beyond traditional advertising.
- Selecting specific newspapers, journals, and other media to place the advertisement(s).
- Developing a timeline that will include the date(s) of advertisements and meeting dates when the committee will review and select the finalists.
- Proactively reaching out to qualified individuals who are interested in applying for the position under consideration, utilizing the University's and other sources.
- Receiving, reviewing, and evaluating applications from candidates for the advertised position under consideration.
- Developing a list of core interview questions to ask candidates that are specifically related to the essential duties of the position.
- Determining a list of semi-finalists (8-10), conducting virtual interviews with them, and evaluating them using a pre-determined (by the committee) evaluation rubric (*see Appendix D for sample rubric*)
- After interviewing, determine a short-list (2-3) of finalists for recommendation to the Hiring Official.



Conflicts of Interest (COI)

Multiple factors might lead to questions regarding perceived or actual Conflicts of Interest (COI) in a search. Given this variability, it is not feasible to provide a set of recommendations for how to proceed in all conceivable circumstances.

Instead, IF there is the perception of a COI, committees and committee members' actions should be guided by the answers to the following questions:

- Is the candidate a relative or family? If yes, the committee member with this relation should recuse themselves immediately. ([FIU Nepotism Policy #1710.205](#))
- How recent or strong is your connection to the candidate?
- Can you remain objective and unbiased in evaluating this candidate and others?

If uncertainty persists, the committee member who is aware of the conflict (self or other) should consult with the committee chair, who may in turn seek guidance from FLS or ACE.

Similar to determining guiding rubrics **prior to reviewing candidates, the committee must also determine and agree on how COIs will be handled.**

This agreement must be applied to every applicant and candidate.

Search Administrator

The Search Administrator is often a member of the departmental staff. This role assists the committee chair by providing administrative/clerical support to the search and screen committee. Some tasks with which the Search Administrator can assist include:

- Scheduling committee meetings
- Scheduling interviews
- Posting public notices
- Gathering materials for the committee's review (e.g., CV's, cover letters, etc.)
- Requesting references
- Flagging the shortlisted candidates in the HR system
- Communicating with rejected candidates



CONDUCTING THE SEARCH

SEARCH AND SCREEN & THE SUNSHINE LAW

Search Committees are subject to the Florida Sunshine Law because such committees eliminate applicants from consideration and make recommendations to Hiring Officials. Consequently, committee meetings are considered public meetings under Florida law and must adhere to attendant requirements. The **Director of Equal Opportunity** (ace@fiu.edu) should be contacted if any questions arise during meetings regarding the Sunshine Law's requirements. Questions may be forwarded to the University General Counsel as deemed necessary. **Search and screen meetings which are governed under the Sunshine Law, must:**

1. **Be Open to the Public.** Members of the public may attend any meeting when two or more committee members are present to address the business of the Search Committee. Because the meetings are open to the public, the meeting location must be accessible and accommodate the anticipated interest. While members of the public are allowed to attend, they are not allowed to participate.
2. **Provide Reasonable Notice.** Posting meetings on the departmental or Division of Human Resources website and in a public location will meet the notice requirement. Additionally, the notice should allow the public a reasonable amount of advance time (at least seven (7) days in advance) to attend. If the meeting is being held virtually, the link to attend the meeting must be listed in the public notice. The Search Committee Chair must maintain documentation of all notices.
3. **Provide Reasonable Accommodation.** Under the ADA, qualified individuals with disabilities may be entitled to reasonable accommodation in the application and employment process. The applicant or employee must request accommodation; a search committee should not assume that an applicant who appears to have a disability will require accommodation if it is not requested.
4. **Votes may not be taken by secret ballot.** Occasionally, because of conflicting schedules, committee members cannot attend search and screen meetings. In these instances, they may vote leveraging virtual means. However, votes may not be taken by secret ballot. Committees may develop consensus recommendation about the acceptable candidates to be recommended (based on the number of finalists requested by the Hiring Official), not in rank order.
5. **Minutes.** Minutes must be taken at public meetings. These minutes do not have to be extensive but must at least include the names of the Search Committee members

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present, visitors present, and any actions taken by the committee. The names of applicants moving forward to the next stage must also be recorded in the minutes. The minutes should be included in the retained records regarding the search and screen.

6. **Public Records.** All documents related to the Search are considered public records. All minutes, agendas, sign-in sheets, and/or all other related documents must be submitted to the Hiring Official at the conclusion of the Search. These records will be maintained for seven (7) years. The records retention policy can be found [here \(recordsmanagement.fiu.edu\)](https://recordsmanagement.fiu.edu).

Note: When two or more committee members discuss the search via phone, virtually, email, or in person, it is considered an official meeting. All search committee-related discussions must be conducted within a publicly-noticed meeting.

Section 286.11, Florida Statutes

All meetings of any board or commission of any state agency or authority at which official acts are to be taken are declared to be public meetings open to the public at all times, and no formal action shall be considered binding except as taken or made at such meeting.

Florida law holds that a search and screen committee at a state university is a "public meeting" and that the committee can meet and vote by phone as long as phone lines are provided for the public to call-in. Notice of the committee's search and screen meetings should be given seven (7) days in advance, and the public should be invited to attend and observe. Notice may consist of posting the committee meeting notice in appropriate places in the University. The statute does not turn a meeting into a "hearing," and persons in attendance do not have the right to comment unless the committee deems it in the best interest of the process. An official record of the meeting must be kept. This may be done by tape recording. Minutes must be written based upon the tapes or upon notes from the meeting and should list any decisions made by the committee.



DEVELOPING AN OUTREACH PLAN

It is the responsibility of the committee to define and develop a plan for outreach and advertising to recruit applicants. The search and screen committee **must** document any outreach efforts. A list of recruiting and outreach resources is available at provost.fiu.edu under Faculty Resources:

- [Search and Screen Interview Questions](#)
- [Recruiting and Outreach Resources](#)

In developing the outreach plan, consider the following:

1. Adopt a documented advertising strategy that includes announcements to a broad audience by utilizing the following resources:
 - National journals
 - Departments at other universities
 - Academic and professional associations (including committees within these associations)
 - Listservs
 - Websites
 - Social Media
2. Consult with colleagues and utilize personal networks to share the position vacancy announcement. Consider reaching out to:
 - Faculty and academic administrators at other universities, including those that are similar to FIU in terms of size, type of institution (e.g. R1 public, urban) and student demographics.
 - Former students and alumni
3. Create opportunities to engage with prospective applicants at conferences you attend. Cultivate excellent relationships with colleagues and networks, both for current and future searches.
4. Identify individuals who have achieved excellence outside academia and contact them or send the position announcement to them.
5. Market the department and the campus — showcase FIU as an "employer of choice."



6. Ensure that all candidates and those invited for interviews are treated equitably and respectfully. Remember, how candidates are treated at FIU is important in attracting future applicants.
7. Evaluate the effectiveness of the committee's outreach and search efforts. Sharing "lessons learned" with your department and other search committees will help them do a better job.

POSTING PUBLIC NOTICES

Public notices must be posted in an appropriate place in the University, at least seven (7) days in advance, such as in [Search and Screen Public Notices](#). To post a public notice on that webpage, you may submit an [HRIS Service Request](#) (hr.fiu.edu/prospective-employees) via AskIT.fiu.edu, select "Public Notice" under Support Category and attach the notice in pdf format.

ADVERTISING

Once the advertisement is posted on careers.fiu.edu, a copy will be emailed to the committee for distribution and use in alignment with the committee's outreach plan. **This is the final approved version of the ad; no prior versions should be shared.** The Office of the Provost Planning and Finance assists with placing ads in external sources. Requests may be made via email to facultycareers@fiu.edu.

- Ads placed in professional journals, where there are typically no introductory comments on the University or use of logos, can provide just the position description and EEO statement.
- Ads placed in the Chronicle of Higher Education or other venues in which a description of the University is often provided must include the logo and the "About FIU" section.

All FIU faculty job advertisements must include the following EEO statement:

Notice of Non-Discrimination

FIU is a State University System of Florida member, Equal Opportunity, Equal Access, and Affirmative Action Employer for individuals with disabilities and veterans. All qualified applicants will receive consideration for employment decisions, programs, and events without regard to race, color, religion, sex, age, national origin, disability, or protected veteran status. For inquiries regarding non-discrimination,



contact FIU's Office of Civil Rights Compliance and Accessibility at 305.348.2785 or email ocrca@fiu.edu.

The following person has been designated to handle inquiries per requirement regarding the University's non-discrimination policies:

Jacqueline Moise Gibbs

Title IX Coordinator

Office of Civil Rights Compliance and Accessibility (CRCA)

Telephone: (305) 348-2785

Email: ocrca@fiu.edu

Address: 11200 SW 8th Street, Primera Casa 220

Miami, FL 33199

MAKING CHANGES TO THE JOB POSTING

Any changes to the posting or the committee must be requested through a Faculty Posting Change Request, which may be submitted by the unit's HR Liaison. Changes include:

- Permanently closing the posting
- Changing Ad verbiage (ad changes cannot modify any of the position attributes or qualifications)
- Adding positions to the posting (positions must be the same tenure status and rank as originally advertised)
- Adding or removing committee members, or granting access to administrative personnel

POSTING EXEMPTIONS (WAIVER)

A posting exemption is an authorization to fill a vacant position outside the normal search process. Posting exemptions may be requested due to unanticipated and/or compelling circumstances to contribute to achieving unmet institutional employment benchmarks or to hire someone into a difficult-to-recruit position.

- The Hiring Official or their designated proxy requests the posting exemption.



- Developing a recruitment plan is not required to fill a vacant position approved through the posting exemption.

Note: Posting exemptions are granted on a case-by-case basis and require signatory approval by the Dean/Director, Department of Access, Compliance, and Equal Opportunity (ACE), the Vice President of Human Resources, the Provost, and the University President.

Note: Posting Exemptions are not supported for tenure-earning positions, as a formal search is expected.

The Posting Exemption Form is to be submitted to the Department of Access, Compliance, and Equal Opportunity (ACE) and accompanied by the following documentation:

1. The original, completed Faculty Posting Exemption Form;
2. A memo that details specific circumstances and rationale for the request and any other pertinent information that should be considered (e.g., other eligible, qualified candidates that were considered for the position; the proposed candidate's unique skills, abilities, and/or experiences, including any that support the University's affirmative action plan regarding veterans and persons with disabilities);
3. The resume/curriculum vitae of the candidate; and,
4. Any research grant documentation (if applicable) and/or the position and person being hired in the memorandum of understanding (if applicable)

Employment actions that do not require a faculty search but are required to follow the posting exemption process include:

- Positions to be filled by people who have been laid off and who have recall rights as specified under the collective bargaining agreements and in the University's policies.
- Positions to be filled in the settlement of litigation, grievance, or arbitration.
- Unique qualifications that make a search counterproductive.
- Additional hires negotiated as part of a faculty hire, e.g., cluster hires, trailing spouse hires, etc.
- Positions funded by contracts or grants: These are when the principal investigator and other key personnel are specifically identified by name in the contract or grant.

Administrative employment actions that do not require a faculty search or a posting exemption include:

- Academic rank promotions.
- Faculty receiving administrative appointments.
- The reassignment or demotion of an employee to a different position.
- Centrally approved unit reorganizations or restructuring.



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- A change of funding to/from a contract, grant, auxiliary, or local fund from/to a general revenue-funded position with no change in duties, responsibilities, or classification if the incumbent was hired according to the university vacancy announcement procedures.
- Part-time positions of up to .50 FTE. **Note: A part-time position may not be changed from .50 FTE or less to greater than .50 FTE without conducting a search.**
- Positions to be filled as interim appointments provided the appointment does not extend beyond one year for faculty positions; visiting appointments may be for up to a 4-year term, with a 1-year extension if approved by the Provost.
- Postdoctoral Fellow appointments for no more than 3 years.
- Research Associate for no more than 1 year.
- Appointment to a faculty rank, regardless of the length of term, without compensation or with pay that is nominal compared to the regular compensation of a similar position e.g., courtesy faculty, emeritus faculty, or those given honorific titles.



GENERAL OVERVIEW FOR COMMUNICATION WITH APPLICANTS

Communication with applicants is a critical part of the recruitment process. Timely communication with applicants to inform them of the search status, results in positive experiences for our applicants, even when they may not be interviewed or selected for a position. It demonstrates that FIU cares that these applicants have taken the time to apply for our positions.

The Committee Chair can contact applicants by phone, send email communications through the PantherSoft HR system, or ask the Search Administrator to use the email notification options in the online system to notify applicants.

In communicating with applicants that will be invited to interview:

- The search Committee Chair or Search Administrator should contact the applicants considered for initial interviews.
- The candidates should be contacted by telephone or email to schedule interviews.
- When applicants are contacted by telephone, they should speak directly to the FIU representative inviting them for an interview.
- If search Committee Chairs or Search Administrators are unsuccessful in reaching applicants by phone or email, the applicants should be notified via email through the PantherSoft HR system, and a minimum of three calendar days should be allowed for a response to the invitation to interview.
- Invitations to interviews must include the date by which the applicants must respond.
- The invitation must also state that failure to respond by the deadline will result in the removal of the applicant's name from the list of qualified applicants.
- Records indicating each applicant's response to an invitation to an interview must be maintained as part of the search file.

Use of Auto-Generated Emails in the PantherSoft HR system:

- Applicants not selected for the first round of interviews should be informed of their status before proceeding with interviews.
- The Search Administrator can assist the search Committee Chair in sending this correspondence via the PantherSoft HR system.
- System-generated emails are impersonal, and **it is NOT recommended that these emails be used for candidates who the committee interviewed virtually (i.e. the semi-finalists).**



Sending Notification to Finalists Interviewed and Not Selected

- Before a new appointment is announced, the other applicants who were interviewed on campus but not selected should be notified in writing or by phone.
- The Committee Chair can contact applicants by phone, email them directly, or ask the Search Administrator to use the email notification options in the online system to notify applicants.

MANAGING THE APPLICANT POOL

The applicant pool is accessed through [PantherSoft HR](#) within the job posting. Requesting references, logging interviews, and shortlisting candidates should all be done in the posting.

- **Requesting/contacting References:**
 - The posting should require from each applicant, a minimum of three persons willing to provide references, and include their name, title, and email address.
 - Once the search and screen committee is ready, the Committee Chair or Search Administrator may request references by selecting the applicant's reference status from within the pool.
 - Each reference must be called by the committee
 - **Most times, in faculty hires, the list of references provided in the HR system mirrors the names of the persons who are providing letters of recommendation for the candidate.**
- **Managing semi-finalist interviews:**
 - The committee must keep track of the time, date, and attendees of each **semi-finalist interview** (typically virtual interviews) conducted during the search and screen process.
 - This information should be sent to the HR Liaison to input in the job posting.
- **Finalists selected for on-campus interviews:**
 - The unranked list of finalists selected for on-campus interviews is presented to the hiring official.
 - Once determined, they should be recorded in the posting by checking off the appropriate applicants in the shortlist column.
 - This can be done by the Committee Chair or Search Administrator.
- The **Hiring Official** or designee must keep track of the **on-campus interviews** conducted after the finalists have been selected and ensure that the Search Administrator documents them in the PantherSoft HR system.

EVALUATING CANDIDATES

When the search and screen committee is evaluating applications from candidates, it is important to compare the candidate's qualifications to the search criteria. A review of the best practices is provided here:

- **Decide on evaluation criteria BEFORE reviewing files.** These should include any qualifications or requirements written in the job ad.
 - Look for/rely on evidence of job-relevant qualifications
 - Create and use an evaluation tool/rubric (*see Appendix D*)
- **Decide on the review process to be used BEFORE the review**
 - Discuss the relative importance of each evaluation criterion so everyone is using the same standard
 - Determine the order of reviewing materials. It is advisable to look at items written by the candidate first. A suggested reviewing order is:
 1. Research, teaching, or other statements
 2. Cover letter
 3. CV
 4. Recommendation letters

Recommendation Letters:

- A recommendation letter is a formal letter that details a person's qualifications, skills, and suitability for the position.
- Typically, these letters will come from advisors, colleagues, mentors or previous employers and may be submitted by the candidate as part of their application.
- Committee members should leverage recommendation letters accompanying candidate's application submissions, as they select the finalists for on-campus visits.
- If recommendation letters are not already accompanying the submitted application, candidates must be given an opportunity to submit their recommendation letters by a specified deadline, which should be before the final committee deliberations on semi-finalist interviews and selection of finalists.

Reference Checks:

- A reference check is a process where a potential faculty hire's previous employers, colleagues, or supervisors are contacted to verify their academic qualifications, teaching abilities, research productivity, and overall professional performance, providing insights into their suitability for the faculty position beyond what is presented in their application materials.



- **The inclusion of recommendations letters among candidates supporting documents does not preclude the Hiring Official or designee from conducting additional reference checks for finalists beyond that which they identified in the HR application portal.**
- The hiring official or their designee must ensure that reference checks are completed and documented for all finalists.

THE COMMITTEE INTERVIEW PROCESS

As with all business conducted by the committee as a body, interviews must be posted publicly seven (7) days in advance. There must be consistency during all phases of the interview process, including participation by the members of the Search and Screen Committee. All candidates should be treated similarly throughout the interview process. For example, if one candidate is interviewed remotely, then all candidates should be, even if they are local, **unless the scheduled remote interview is based upon the candidate's request for special accommodation** (see: *Reasonable Accommodation below*).

Semi-Finalist Interview Protocols:

- Before interviewing, the committee must develop a standard list of specific core job-related questions that will be asked of all interviewees.
 - This list of questions should be kept with the other committee records.
 - The questions should be asked in the same order.
 - Note that follow-up questions can deviate from the list.
- Interviewers should aim to evaluate qualifications that are relevant to a faculty position.
- Questions about matters that are not job-relevant (e.g., family status, sexual orientation) must **NEVER** be asked by the search committee (or anyone).
- Non-job-relevant questions are also often illegal. A chart of appropriate and inappropriate questions is available in the appendix of this Faculty Search and Screen Manual (see *Appendix A*).
- Exploring non-job-relevant criteria will confound your evaluation and likely drive the candidate away.
- The committee should discuss each candidate relative to the search criteria immediately following the interview's conclusion, while the information is fresh in their minds.
- Another meeting should be held at which the committee decides on the finalists to recommend to the Hiring Official.
- However, prior to presenting the finalists to the Hiring Official, the committee may first present the finalists to faculty for a simple yes/no vote on who the faculty would like to meet in an on-campus interview.



- **Faculty who are not on the search committee are not allowed access to application files other than the materials provided by the search committee in preparation for the finalists' on-campus visits.**
- **In accordance with FIU standard hiring practice, only the search committee is responsible for determining the shortlist or semi-finalists. After they have decided on the shortlist, it may not be modified by anyone outside of the committee.**

Last Steps for Search and Screen Committee:

- Once the search and screen committee has chosen the finalists (usually 2-3 candidates, or as requested by the Hiring Official or designee in The Charge meeting), the list is ready to be presented to the Hiring Official or designee, who will oversee the process of bringing candidates to campus for further interviews.
- **Once the committee has communicated the finalists to the Hiring Official or designee, the work of the committee is done.**
- **The Hiring Official or designee should formally discharge the committee; this can be done via email.**
- Once the committee is discharged, the *former* committee members may now participate in the finalists' candidate interviews as regular faculty members, and the Sunshine Law requirement for public notice of committee meetings no longer applies.

Note: If the search and screen committee is not discharged of their duties, any time two or more committee members discuss or meet with the candidates, it is considered an official meeting and must be conducted as a publicly noticed meeting.

THE FINALISTS' ON-CAMPUS VISITS:

- The Hiring Official or designee (the department chair or director) is expected to oversee the finalists' on-campus visits with support from the Search Administrator. If they are not leading the organization of the on-campus visits, they may appoint an appropriate **faculty host** as the person of contact for the candidates. This may be the former search committee chair, or another faculty member.
 - **The faculty host** is responsible for working with the Search Administrator to arrange travel and accommodations.
 - The faculty host is responsible for communicating with the candidates regarding the interview schedule and expectations during the interview process.
 - The faculty host and/or the Hiring Official or designee is expected to determine who will meet with the candidates during their on-campus interviews.



- Candidates whose campus visits are being managed by the department/unit, must schedule the candidate's meeting with the Dean of the College and/or their proxy.
- Candidates who require start-up, lab equipment, lab space and who are transferring external funding **must meet with a representative from ORED** (*see start-up template in Appendix E*).
- The Hiring Official or designee and/or the faculty host should carefully curate all social events (lunch, dinner) which may form a part of the campus visit.
- All stakeholders meeting with the finalists should be provided with relevant information about them, including their CVs and application statements.
- Stakeholders interviewing or meeting with the finalists during the on-campus interviews **must not ask non-job-relevant questions, especially illegal ones**. Provide them with this portion of the manual to help inform them, as well as **Appendix A: Interview Questions**, which provides a useful guide **for the kinds of questions that should never be asked**, and alternate questions that are more likely to gather pertinent information.
- In order to ensure that candidates are well prepared to be interviewed, which will make evaluating them more effective, **invitation emails and information packets should be prepared in advance so they can be sent promptly upon the selection of final candidates for the campus interview**.
- As appropriate, the following information should be provided to the finalists prior to their interviews:
 - Travel Itinerary
 - Detailed interview schedule including names and titles of interviewers, as well as locations
 - Contact information in case of travel delays, logistical questions
 - Background information on FIU and the department
 - **If the candidate requests accommodations for a disability, please see Reasonable Accommodations below to facilitate.**
 - Information on the locations and accessibility of campus locations involved in the visit.
 - Information on family-friendly policies, benefits, and dual career services.
 - Candidates should be informed of who (by name and position) will interview them and whether a presentation is expected.
 - As much information as possible should be provided so the candidates can prepare adequately for the interview, i.e., courses and course levels to be taught and other anticipated responsibilities (program development, advising, etc.).

Faculty Engagement with Finalists:

- Once the finalists to be invited to campus have been confirmed, the candidates' C.V.s and any statements (letter of interest, research, teaching, service, etc), including the letter of interest, and letters of recommendation, should be made available to the departmental faculty.
- Faculty in the hiring department/s should all be invited to attend the candidates' job-talks. Try to schedule these at a time when you can maximize departmental participation.
- Even before finalizing other visit details, the faculty host should work with the Search Administrator to **secure space for the job-talks as a first order of business.**

During and After the On-Campus Interviews

Because the successful candidate will become a member of the department, it is advisable for their colleagues to have input in the hiring decision. After each finalist visit interview, ask the faculty who met with the candidate for feedback on specific aspects of each candidate's potential to contribute to the department. We recommend using a standard evaluation form or rubric, which could also be administered online.

An evaluation for each candidate can be made by a simple yes/no vote for each. Alternatively, an evaluation form template can be prepared and completed for each candidate, in a format similar to below:

Candidate Name: _____

Evaluation: __ Outstanding __ Very Good __ Satisfactory

Strengths:

Concerns:

Departments frequently wish to hold a meeting to reach consensus on each interviewed finalist. Here too, evaluation forms for each candidate can be collected from faculty who have interacted with the candidates. **Ranking the finalists should be avoided as this does not follow standard FIU hiring practices.**

After finalists' interviews are complete and all feedback is gathered, the results are passed along to the Hiring Official or designee. Typically, the information gathered points to a specific candidate. **Ultimately, the decision of a *finalist to be hired*, and the person to whom an offer will be extended, rests with the Hiring Official.**



Note: If the final candidate selected is proposed to be **hired with tenure at the Associate Professor or Professor rank (TACOE)**, they must meet with Provost's designee in the Office of Faculty Leadership and Success (FLS). **Once the Hiring Official makes a final decision, a TACOE interview needs to be scheduled immediately by emailing faculty@fiu.edu and making the request for a virtual meeting.**

Hiring with Tenure:

For all faculty who are being hired with the expectation of receiving tenure at FIU, i.e. [Tenure as a Condition of Employment](#) (TACOE), the eligible members of the department must vote a. on decision to grant tenure on appointment and b. on the rank of the appointment (*see Appendix C for further information*).

- **We strongly recommend that the evaluation forms referenced above include TACOE votes when relevant, to avoid having to reconvene the faculty voting body.**
- **To avoid delays, the Departmental, Chair, and Dean TACOE letters should be prepared immediately upon the decision to hire with TACOE.**
- **All TACOE documents should be uploaded into the Faculty Offer Dashboard by the College's HR administrator.**

Communication with the "Finalist to be Hired":

Once the hiring official or designee has received the results and supporting information of the on-campus interviews, they will make the decision on which candidate becomes the finalist to be hired and extend an offer to said finalist.

- **Communicating and/or coordinating communication between the University and the finalist to be hired is the responsibility of the Hiring Official or their designee, who should be the point of contact for discussions regarding:**
 - Salary
 - Annual Assignments of work (research, teaching, service)
 - TACOE (if applicable)
 - Research needs (e.g. labs, equipment, start-up, grant transfers, personnel)

Notifying candidates NOT selected for hire:

If a candidate has visited FIU and engaged with all relevant stakeholders, it is only common courtesy that the **Hiring Official or designee personally informs them that they were not selected.**

Note: Such notification should NOT occur until the position has been officially filled. That is, there is a signed job offer in hand. This way, if the initially chosen candidate does not accept, the Hiring Official or designee can move swiftly to the other candidate/s, if acceptable.



Committee Reformation:

If the Hiring Official determines that the shortlist is inadequate or cannot select a finalist, the committee may be asked to re-form and select a new shortlist or add to the existing list.

This may require re-advertising the posting.

REASONABLE ACCOMMODATION

Under the Title I (employment) regulations of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act, the University cannot refuse to hire qualified persons with a disability simply on the basis of the disability. Under the law, an individual with a disability is a person who has:

- A physical or mental impairment that substantially limits one or more major life activities;
- A record of such an impairment; and/or
- Regarded as having such an impairment

An applicant or employee who meets this definition of disability must be provided with reasonable accommodation throughout the application process, and the applicant or employee must request accommodation.

If an applicant requests accommodation in the application process, the committee chair should contact the Office of Civil Rights Compliance and Accessibility. The applicant should have input into the type of reasonable accommodation provided, but the University has the ultimate decision in the specifics of how the applicant will be accommodated. The request forms for the University's Reasonable Accommodations for Faculty, Staff, Employment Candidates, and Visitors can be found [here](#).

Note: A search committee should not assume that an applicant who appears to have a disability will require accommodation if it is not requested. Even though an applicant discloses the need for an accommodation before an offer of employment, an employer still may not inquire as to:

- ***The nature of a disability;***
- ***The severity of a disability;***
- ***The condition causing the disability;***
- ***Any prognosis or expectation regarding the condition or disability; or***
- ***Whether the individual will need treatment or leave because of the disability***

RESOURCES

OFFICE OF THE PROVOST PLANNING AND FINANCE

The Office of the Provost Planning and Finance (OPPF) oversees all personnel processes related to faculty, budget and finances for all academic units. OPPF will guide and support the search committee, review and approve the request to post, review and approve the ad, create the job posting, and manage the onboarding and hiring of the finalist(s). These are some items they may assist with:

- Advertising
- Faculty Posting Change Requests
- Ensuring that all committee members have access to the applicant pool
- Managing the applicant pool via PantherSoft (e.g., logging interviews, shortlisting candidates, sending reference letter requests)

FACULTY LEADERSHIP AND SUCCESS, OFFICE OF THE PROVOST

The office of Faculty Leadership and Success (FLS), in collaboration with the Department of Access, Compliance, and Equal Opportunity (ACE), offers workshops for faculty search and screen committee members. FLS, with OPPF, also oversees the Tenure as a Condition of Employment process (TACOE). See Appendix X for a full step-by-step outline of the process.

University Search and Screen Training

Designed to help committee members understand your role, the applicable federal and state laws that impact the hiring process at FIU, and best practices for searching, including interviews Do's and Don'ts. This training is a pre-requisite for the *Best Practices for Hiring Faculty Training*. This course is available virtually and asynchronously through develop.fiu.edu.

Best Practices in Hiring Faculty Training

Designed to provide background information and concrete advice about effective practices and procedures to make searches more successful. Attendance is required once every three years for faculty serving on search committees. Search committee members do NOT have to come as a group; feel free to sign up for a workshop at a convenient time. **All**

committee members must complete this training before the committee's work begins. This training is available in-person only. To register, please visit go.fiu.edu/flsworkshop.

Search and Screen Committee Chairs Training

This workshop aims to help participants understand legal mandates and best practices for non-discrimination and equal opportunity. Through case studies and practical insights, participants gain understanding of their role as stewards of these best practices during the search process, providing leadership and support to committee members and ensuring compliance of committee processes with Federal and State laws and guidelines. This training is available online and asynchronously through develop.fiu.edu.

Office of Equal Opportunity (OEO), ACE, HR

The Department of Access, Compliance, and Equal Opportunity (ACE) is a strategic campus partner supporting the University's mission of continuing to build a positive FIU Experience. Within ACE, the Office of Equal Opportunity (OEO) ensures equitable treatment of applicants, employees, and students. During the search and screen process, OEO is responsible for advancing, upholding, reaffirming, and monitoring policies and procedures that ensure the University complies with all applicable Federal and State laws and internal University policies and guidelines. Additional responsibilities of OEO include the following:

- Approving the composition of the Search and Screen Committee.
- Develop and make available necessary training to equip committee members for their roles. Recommend additional training as needed.
- Review the type of assistance the office can provide to the committee, eg: fielding requests for reasonable accommodations for applicants.
- Provide support for the Hiring Officials or their designees and the search and screen committee if issues or concerns arise regarding equal opportunities, conflict of interest, etc.

Office of Civil Rights Compliance and Accessibility, ACE, HR

The Office of Civil Rights Compliance and Accessibility (CRCA) within the Department of ACE is the University unit tasked with preventing and addressing all forms of harassment and discrimination, including sexual harassment and sexual misconduct, across the FIU



community. CRCA houses the University's Americans with Disabilities Act (ADA), Title VII, Title VI, and Title IX functions. CRCA oversees the University's compliance with these laws and implements regulations while overseeing University Regulations [FIU-105: Sexual Harassment \(Title IX\) & Sexual Misconduct](#), [FIU-106: Nondiscrimination, Harassment, and Retaliation \(Title VII\)](#), and the University policy on [Reasonable Accommodations for Faculty, Staff, Employment Candidates, and Visitors](#).

If any student, employee, or applicant has a sincere and reasonable belief that they have been discriminated against or harassed based on age, color, disability, marital status, ethnic or national origin, race, religion, retaliation, sex or any other protected category, CRCA encourages them to [report the incident \(report.fiu.edu\)](#).

FIU is committed to ensuring equal access to educational and employment opportunities for qualified individuals with disabilities in compliance with the Americans with Disabilities Act (ADA) of 1990, Americans with Disabilities Amendments Act of 2008, and Section 504 of the Rehabilitation Act of 1973, as well as other applicable state and local laws and university policy. Under the ADA, qualified individuals with disabilities are protected from discrimination and may be entitled to reasonable accommodation and/or equal access to programs and services. FIU's policy on [Reasonable Accommodations for Faculty, Staff, Employment Candidates, and Visitors](#) can be found in the [University's policy library](#).



GLOSSARY

Applicant Pool. Grouping of all candidates who have submitted an application for an advertised job opening.

Search Committee Chair. A committee member appointed to manage the committee's tasks and make sure they are performed in accordance with the guidelines.

Conflict of Interest. A situation in which regard for a private interest tends to lead to disregard of a University duty or interest.

Faculty Host. Faculty member responsible for communicating with the finalists regarding the interview schedule and expectations during the interview. The faculty host and/or the department chair should work with the Hiring Official or proxy to determine who will meet with the candidates during their full interviews.

Finalist to be hired. Candidate who has emerged as the person to whom an offer will be extended.

Finalists: From among all the candidates in an applicant pool, the finalists represents a list of (normally) 2-4 candidates that the committee recommends moving forward for on-campus interviews and further consideration.

Hiring Official. The person responsible for the final selection of the candidate to be hired and for tendering the offer letter.

Posting Exemption. An exception to the normal recruitment process that allows a hiring unit to select a candidate without posting the position.

Recommendation Letter. A formal letter that details a person's qualifications, skills, and suitability for a position of employment or at an academic program. Typically, these letters will come from advisors, colleagues, mentors, previous employers, or clients and is submitted by the candidate.

Reference Checks. A reference check is a process where a potential faculty hire's previous employers, colleagues, or supervisors are contacted to verify their academic qualifications, teaching abilities, research productivity, and overall professional performance, providing insights into their suitability for the faculty position beyond what is presented among their application materials.

Reasonable Accommodation. Any change, modification, or adjustment which enables an individual with a disability to enjoy equal employment opportunity during the recruiting process.

Search Administrator. Usually, a member of the department staff whose role is to assist the committee chair with administrative support in carrying out the duties of search and screen committee.

Semi-finalists (short-list): From among all the candidates in an applicant pool, the semi-finalists represents a list of (normally) 8-10 candidates that the committee invites for virtual interviews, to determine the unranked list of finalists to present to the Hiring Official or designee.



APPENDIX

APPENDIX A: INTERVIEW QUESTIONS

Don't Ask...

It is not permissible to ask questions directly or indirectly alluding to:

- Age
- Disability
- Gender, Gender Identity, & Gender Expression
- Genetic Information
- Marital Status
- Military Status
- National Origin
- Pay or Salary History
- Political Beliefs
- Pregnancy
- Race & Color
- Religion
- Sex & Sexual Orientation
- Veteran Status

See below for additional guidelines on appropriate interview questioning:

	<u>APPROPRIATE</u>	<u>INAPPROPRIATE</u>
Address	How long have you lived "in this area?"	List of previous addresses, how long have you lived at specific address
Age	None	Questions about age or questions that would reveal age, requests for birth certificate
Birthplace	None	Birthplace of applicant or applicant's parent's, spouse or other close relatives
Citizenship	May ask questions about legal authorization to work in the specific position, <u>if all applicants are asked</u>	May not ask if person is a U.S. citizen
Convictions	May ask if any record of criminal convictions and/or offenses exists, <u>if all applicants are asked</u>	Questions about convictions unless the information bears on job performance. Questions that would reveal arrests without convictions

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Disability	May ask about applicant's ability to do job-related functions, <u>if all applicants are asked</u>	Questions (or series of questions) that is likely to solicit information about a disability
Education	Inquiries about degree or equivalent experience	Questions about education that are not related to job performance
Family	None	Number and ages of children, childbearing/rearing queries
Marital or Family Status	Whether applicant can meet work schedule or job requirements (should be asked of both sexes)	Any inquiry about marital status, children, pregnancy, or child-care plans
Military	You may ask if a candidate has served in the Armed Forces of the United States or in a State Militia	You may not ask about military service in the armed forces of any country except the U.S., nor may you inquire into one's type of discharge
National Origin	May ask all applicants if legally authorized to work in this specific position	May not ask if person is a U.S. citizen
Organization	Inquiries about professional organizations related to the position	Inquiries about professional organizations suggesting race, sex, religion, national origin, disability, or sexual orientation
Personal Finances	None	Inquiries regarding credit record, owning a home, or garnishment record
Political Affiliation	None	Inquiries about membership with a political party
Race, Color, or Sexual Orientation	None	Comments about complexion, color of skin, height, weight, or sexual orientation
Religion	Describe the work schedule and ask whether applicant can work that schedule. Also, suggest that accommodations to schedule are possible	Inquiries about religious preferences, affiliation, or denominations or religious holidays observed
Work Experience	Applicant's previous employment experience	Stereotypical inquiries regarding protected group members

APPENDIX B: THE S&S CHARGE CHECKLIST

THE SEARCH & SCREEN CHARGE Checklist

During the recruiting of new faculty to FIU, the Dean or business unit head of the respective college/unit is the **Hiring Official**. The department Chair or Director is usually the Dean's designee in the hiring process and oversees *the final selection of the candidate to be hired and for tendering the offer letter*. **The Hiring Official or their designee is responsible for giving the charge to the search & screen committee-** guidance and information critical for the committee as they consider candidates for an open position.

Below is a checklist that the Hiring Official should use as a guide for the charge, and that committee members should also use to gather needed information:

Hiring Official must:

- ☐ **Introductions:** Introduce the Search Committee Chair, Committee members, and the Search Administrator.
- ☐ **Training:** Ensure all committee members have completed the required Search and Screen Trainings provided by ACE.
- ☐ **Clearly articulate the expectations regarding the approved faculty positions** (e.g. rank, required/preferred area/s of expertise in alignment with the strategic priorities of the college and department. Is funded research a requirement? Early or mid-career?).
- ☐ **Finalists:** Specify how many candidates you would like included on the short-list of candidates recommended by the committee (usually 2-4). This number may be impacted by department available budget and resources.
- ☐ **Be explicit about how many semi-finalists should be invited for campus visits and what is the hiring budget** (e.g. budget availability for the recruitment process, advertising and inviting applicants for interviews).
- ☐ **Timeline.** Provide a timeline by which they need the committee's recommendations and how those recommendations must be communicated (e.g. when should campus visits occur? Email finalists or set up a meeting?)
- ☐ **Administrative Support.** Clarify with the chair of the committee who will provide administrative support to the committee and related information, i.e.: search administrator/s.

For specific questions regarding the Search and Screen process, Federal and State Laws, FIU Policies and Guidelines, feel free to contact ace@fiu.edu or visit ace.fiu.edu.



APPENDIX C: TENURE AS A CONDITION OF EMPLOYMENT (TACOE)

For questions concerning TACOE, please contact the Office of the Provost.

SPECIAL HIRING CIRCUMSTANCES: Tenure as a Condition of Employment (TACOE)

SPECIAL HIRING CIRCUMSTANCES: Tenure as a Condition of Employment (TACOE)

What is the TACOE Process?

Tenure as a condition of employment (TACOE) refers to the process of interviewing and offering an official appointment with tenure to a candidate.

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First Steps

If you are hiring a candidate with tenure at another institution you should conduct two/three **SIMULTANEOUS** votes:

1. To hire: YES or NO. All voting members of the department are eligible to vote.
2. To hire with TENURE: YES or NO. All Tenured faculty members are eligible to vote.
3. To hire at RANK: YES or NO. If at the Professor rank, All Tenured Professors vote.

➤ Use Qualtrics to expedite vote

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Next Steps

1. Once the final candidate has been selected by departmental vote and with Dean's approval, immediately schedule an interview with the Provost or her designee. To schedule a meeting with the Provost or designee please contact faculty@fiu.edu.
 - Attach the CV and any related documents.
2. Concurrently, the Department, the Chair (and college committee for semi-expedited processes) and the Dean should draft brief memos recommending tenure and rank upon appointment (department → chair → dean → provost). Your College HR liaison can work with you to coordinate this process, but you need to be on top of it to ensure timely completion.
3. These documents along with the candidate's CV are referred to as the TACOE File. The TACOE file is submitted to faculty@fiu.edu for the Provost's approval. Always copy provaapf@fiu.edu and Dr. Yesim Darici at dariciy@fiu.edu.

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TACOE ...Continued


TACOE File

Expedited TACOE File

Your Department's expedited TACOE File should consist of:

- The most updated version of the candidate's CV
- Candidate biography
- A brief recommendation from the Department indicating the Department's vote
- A brief memo of recommendation from the Chair
- A brief recommendation from the Dean

Semi-Expedited TACOE File

Your Department's semi-expedited TACOE File should consist of:

- The most updated version of the candidate's CV
- Candidate Biography
- Candidate external letters of support
- A brief recommendation from the Department indicating the Department's vote
- A brief recommendation from the Chair
- A brief recommendation indicating College Committee vote.
- A brief recommendation from the Dean.

Completed TACOE files must be submitted to faculty@fiu.edu

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Expedited Process

The Expedited process is used for candidates who are already tenured (generally at an R1 University) and are not changing rank upon appointment:

- The Provost's Office receives the complete TACOE File, and once approved, the Provost's office sends a confirming letter conditionally approving the hire with tenure and related rank.
- An offer letter is drafted by the unit, approved by Academic Affairs, and sent to the candidate, indicating that tenure and rank have been recommended by the Department, the Chair, the Dean and the Provost, but is subject to the President's and BOT's approval.
- The **expedited process** must be complete BEFORE the offer letter is approved and extended.
- **DO NOT WAIT TO DRAFT THE OFFER LETTER IN YOUR UNITS.** Offer letter may be submitted to Academic Affairs for review as the Expedited TACOE file is finalized. As soon as TACOE documents are submitted and Provost approval is received, the offer letter will be approved by Academic Affairs and can be extended to the candidate.

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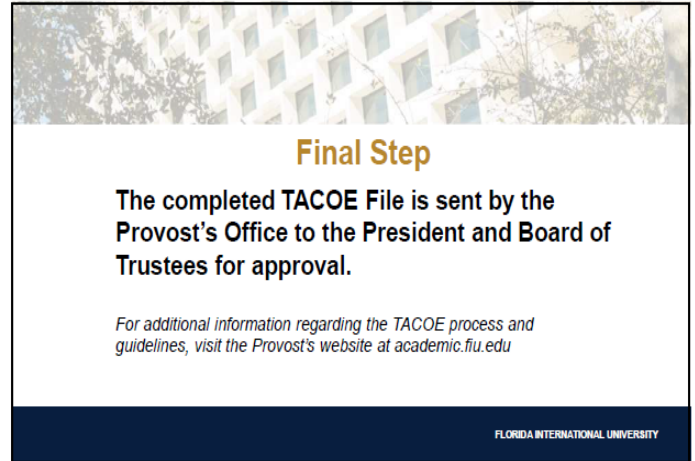
Semi-Expedited Process

The semi-expedited process is used for candidates who are not already tenured and/or who are changing rank upon appointment:

- As soon as you know this is the kind of candidate who is the finalist, you should work with them on securing external letters.
- An offer letter is drafted by the unit, approved by Academic Affairs, and indicates that, upon acceptance of the offer by the candidate, the semi-expedited promotion process will be initiated and is subject to final approval by the BOT.
- The **offer letter** can be extended BEFORE the semi-expedited TACOE is completed.
- When the Provost receives the complete TACOE File and once approved, the Provost's letter of recommendation is sent to Academic Affairs and the President.

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Final Step

The completed TACOE File is sent by the Provost's Office to the President and Board of Trustees for approval.

For additional information regarding the TACOE process and guidelines, visit the Provost's website at academic.fiu.edu

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APPENDIX D: CANDIDATE EVALUATION RUBRIC (SAMPLE)

Below is a sample of a rubric template that may be used to evaluate candidates. Committees must discuss and decide on a rubric before the review process begins. Remember, the rubric template itself is subject to public records, but your completed rubric (unshared with anyone else) that includes your own personal notes, is not.

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

- | | |
|---|--|
| ☐ Read candidate's CV | ☐ Met with candidate |
| ☐ Read candidate's scholarship | ☐ Attended lunch or dinner with candidate |
| ☐ Read candidate's letters of recommendation | ☐ Other (please explain): |
| ☐ Attended candidate's job talk | _____ |
| | _____ |

Please rate the candidate on each of the following:

	excellent	good	neutral	fair	poor	unable to judge
Potential for (Evidence of) scholarly impact						
Potential for (Evidence of) research productivity						
Potential for (Evidence of) research funding						
Potential for (Evidence of) collaboration						
The candidate resonates with the department's priorities and objectives						
Ability to make positive contribution to department's climate						
Potential (Demonstrated ability) to attract and supervise graduate students						
Potential (Demonstrated ability) to teach and supervise undergraduates						
Potential (Demonstrated ability) to be a conscientious university community member						

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APPENDIX E: FACULTY STARTUP WORKSHEET (SAMPLE)

Faculty Startup Worksheet									
Name	Rank	Type (regular, cluster, opportunity, spousal)	Salary	Appointment Type (9 or 12 months)	Department/Center/I nstitute	Center/Institute Affiliation	Lab Space Identified (yes or not) If yes, location?	If yes, refurbishing/construction required?	Office Space
			\$ -						

Transferable Funding	PI or Co-PI	Grant Period	Grant Total	Transferable Part Left	Notes

Equipment being transferred	Name	Model/Year	Value	Cost to move	Value to FIU

Startup Info						
Part I: ORED Sharable						
	Year 1			Year 2		
	Department	Center/Institute	ORED	Department	Center/Institute	ORED
Equipment (from Equipment tab)			\$ -			
Materials & Supplies			\$ -			
Miscellaneous *			\$ -			
Personnel Postdoc (from personnel tab)			\$ -			\$ -
Personnel Lab Tech (from Personnel tab)			\$ -			\$ -
Total			\$ -			\$ -

Department Total Years 1+2	\$ -
Center/Institute Total years 1+2	\$ -
ORED Total years 1+2	\$ -

Part II: Department, non-ORED Sharable	
Personnel: Graduate Assistants	
Number	\$ -
Summer Salary	\$ -
Number of months	

Comments

This worksheet was created by the Office of Research and Economic Development (ORED). For a copy of this template in editable excel format, click here: [Faculty Startup Worksheet](#), or, contact ORED or the Office of the Provost directly.