



Indiana University
Purdue University
Fort Wayne

Executive Search Process

This document is intended to assist those responsible for dean-level searches. The document is designed for record keeping and should be retained until the recruitment process is completed. Search Committees should consult the Executive Search Handbook (available in the Office of Academic Affairs) for best practices and sample documents.

Proposed Position: _____

1. Getting Ready to Search

____ 1. Search Committee appointed by the Vice Chancellor for Academic Affairs in consultation with the appropriate units. Committees should include representation from multiple constituencies, including administration, faculty, staff, students, and the community.

____ 2. The committee should develop an Executive Search Profile that includes highlights about the campus and the unit (brief history, strengths/challenges, key data) as well as a set of priorities to be addressed. The profile should be based on a SWOT analysis and developed in consultation with appropriate units and individuals. The profile will be forwarded via the committee chair to the Affirmative Action Officer for approval, and from there to the Vice Chancellor for Academic Affairs for approval. Advertising copy should be based on the Profile.

____ 3. Request to Recruit EEOR-1 (available from the Affirmative Action Office) completed by the unit and submitted for approval through the Vice Chancellor for Academic Affairs to the Chancellor.

____ 4. Copies of approved Request to Recruit EEOR-1 distributed by the Affirmative Action Office to the signatories.

2. Planning the Search and Screen Process

____ 5. Develop a plan for proactive recruiting, which might include placing calls to colleagues at other institutions; conference attendance; listservs, etc. Advertisement for position should be placed in The Chronicle of Higher Education, appropriate disciplinary publications, listed with women's and minority organizations within the discipline, and circulated to appropriate regional and national mailing lists. The unit should also complete the IPFW Faculty Vacancy Web Posting Form. For paid advertisements, purchasing requisition Form 12 (available from Stores), including the dates for the appearance of the ad and the total cost, completed by the unit and submitted for approval along with the wording for the advertisement. Approved paid advertisements forwarded to the publisher by Purchasing; approved free advertisements forwarded to the publisher by the unit.

____ 6. Head of search committee reviews EEO/AA procedures with Affirmative Action Officer.

____ 7. Acknowledgment letter sent by the unit to each applicant with Equal Opportunity Information Request Form and return envelope (forms and envelopes available from the Affirmative Action Office).

3. Screening the Applications

____ 8. Compilation of applicant's dossier by unit to include (1) letter of application, (2) curriculum vitae, and (3) at least three professional references, including at least one from the institution at which the candidate is currently located.

____ 9. Screen the dossiers eliminating those applicants that fail to meet the minimal job requirements as specified in the advertising. Keep careful records of the reasons why applicants were eliminated.

___ 10. To screen the limited pool of applicants, have all candidates answer a few standard questions AND ask specific questions to fill in gaps in the individuals' CV's. Choose one or more of the following:

- Have each applicant answer two or three specific questions in writing
- Conduct video conference interviews
- Conduct phone interviews with applicants
- Conduct phone interviews with applicant's references

___ 11. Keep careful records of the reasons why applicants were eliminated. After review of dossiers by search committee, preliminary selection of top candidates, and consultation with the VCAA, committee chair meets with Affirmative Action Officer to review applicant pool and complete the Request to Interview (EOR-2). Credentials of top three candidates for whom interviews are desired forwarded through the committee chair to the VCAA. A fourth candidate, if s/he is a member of a protected minority, may be included. Official transcripts may be solicited at this time.

4. On-Campus Interviews

___ 12. Upon approval by the Vice Chancellor for Academic Affairs for invitations to be extended, Form 17C (available on-line at <http://www.acct.ipfw.edu/Forms/index.htm#travel>) is prepared by the unit and forwarded via the committee chair to reach the Vice Chancellor at least 10 days before a candidate is brought in for an interview (refer to Office of Academic Affairs Memorandum 93-3). Use Form 17 (available on-line at <http://www.acct.ipfw.edu/Forms/index.htm#travel>) if the candidate is from within the Purdue University system.

___ 13. Copies of approved Request to Interview (EOR-2) distributed by the Affirmative Action Office to the signatories.

___ 14. Instructions for Reimbursement (available on-line at http://www.ipfw.edu/vcaa/Fac_Info/prosempreimbursement.PDF) sent to each candidate by unit.

___ 15. Hospitality funds requested by unit via committee chair in advance only if the request is outside the guidelines cited in Office of Academic Affairs Memorandum 93-3.

___ 16. Approved Form 17C or 17 is distributed by Accounting to the academic units.

___ 17. Interviews scheduled by the search committee. Meetings should be scheduled with a variety of constituencies including faculty, department chairs, AOC, appropriate administrators, professional and administrative staff, community advisory bodies, etc. Make evaluation forms available to all constituencies.

___ 18. Candidates' receipts for expenditures received.

___ 19. Reimbursements for candidates' expenses and hospitality expenditures submitted by unit to the VCAA. Refer to OAA Memorandum 93-3. Make certain to include the candidate's social security number.

5. Final Committee Review of Candidates

___ 20. After interviews and following consultation with all appropriate constituencies, the committee will make its recommendations in accordance with its charge. The Vice Chancellor for Academic Affairs or Chancellor may choose to invite the top candidate[s] for an additional interview.

6. Completing the Hiring Process

___ 21. After any additional interviews, Request to Extend Offer EOR-3 (available from the Affirmative Action Office) is completed by the committee chair and submitted for approval through the Vice Chancellor for Academic Affairs to the Chancellor. No offer can be made until approval has been granted by means of a returned and signed EOR-3.

___ 22. Copies of approved Request to Extend Offer EOR-3 distributed by the Affirmative Action Office to the signatories.

____ 23. Upon receipt of the approved Request to Extend Offer EEOR-3 the Vice Chancellor for Academic Affairs extends or confirms oral offer. PRIOR to oral acceptance, citizenship of the candidate should be established. If the candidate is not a United States citizen, be certain to clear the visa status with the Immigration Specialist in Human Resources, Kettler G62.

____ 24. Following oral acceptance, a written offer letter, the contract, and payroll forms are prepared by the Vice Chancellor for Academic Affairs and sent to the candidate.

____ 25. Upon receipt of the signed contract from the candidate, appropriate payroll documents are prepared by the Vice Chancellor for Academic Affairs and the entire dossier and forms are sent to

Human Resources for processing. (Dossier: originals of reference letters, official transcripts, and Personal History form. Note that official transcripts may be solicited prior to interview.)

____ 26. Hiring Report EEOR-4 (available from the Affirmative Action Office) completed by the committee chair and sent through the Affirmative Action Office to the Vice Chancellor for Academic Affairs and the Chancellor.

____ 27. Copies of approved Hiring Report EEOR-4 distributed by Affirmative Action Office to signatories.

NOTE: Application materials submitted by candidates, whether or not recommended for interviews, should be retained in the unit for two years.

Susan B. Hannah
Vice Chancellor for Academic Affairs